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## Dr. rer. nat. Silvie Klein-Franke

**IdeasXskills: Innovation through Diversity, Education and Social Skills**



**My goal is to advance participatory problem setting and practicable solution finding for sustainability issues**  
Leading diverse teams successfully is a precondition to achieve excellence and achieve sustainability. It can be realized by competency development towards a fearless organization culture.

### I stand for

- **Excellence through diversity addressing dynamics and complexity** as represented in my own specialist and intercultural experiences and responsibilities in transformation, leadership, work, and life in general;
- **ideas and perspectives** that move beyond the conventional - through time, space, disciplines, theories and practises;
- **motivation and positive mood** by mediating surprise-experiences, illumination through high-level studies, provocative interventions, relevant examples, entertaining reflections as well as illustrative personal anecdotes;
- **empowerment**, through constructive, strengths-oriented feedback, guidance and by systematic development of strategies and scenarios with a clear orientation towards a positive personal and societal future;
- **well-founded methods**, including effective know how transfer into organizations on the grounds of own longstanding experiences in **transformative diversity leadership** and reflections on what really works;
- **transdisciplinary, analytical theory impulses** on a cutting-edge **international level**
- **great networks** to theoretical and practical international high-ranking experts in many fields

### Professional Experience:

Since 7/2005

**Diversity and Leadership-Expert, Certified Management Consultant (CMC), Facilitator, Trainer, Coach & Careers Advisor.** Constantinus Austria Award 2008 for Personnel Development and Training.

Interactive, theory derived personality and career development of young talents and established leaders to promote advanced leadership competencies regarding diversity, dealing with complexity and uncertainty, learning organization, excellence, transformation and sustainability. One of several foci is empowering women for/in leadership positions and making men aware of the chances and risks of diversity – and homogeneity. Among others, this enables participants from universities, companies, administrations and politics to develop leadership competencies to deal with the dynamically changing, interconnected and volatile conditions within their organizations and beyond. Topics and formats were developed over 19 years at the Universities of Göttingen and Innsbruck in workshops with more than 2000 researchers and partly across status-groups. (Average evaluation 2011-20 from 57 Workshops was German grade 1,3 CH: 5,7). In the contexts below ca. 800 event-, workshop- and process facilitation-days regarding these topics have been carried out. Recent work samples: [audit](#) Stifterverband & [compass](#); [advanced academic leadership programme](#) and events for Swiss Science Foundation [1](#), [2](#), [3](#).

**Publ. Institutions:** Evaluator to *Federal Ministry of Education and Research DE*, leadership & diversity expert partner to *Swiss National Science Foundation*, auditor for *Association for German Research (Stifterverband)*, facilitator for *Ministry of Agriculture & Environment D-MP*, *Ministry of Education, Science & Arts D-BaWü*, *Austrian Ministry for Technology, Innovation & Infrastructure*, *Employment Agency Austria*, *Employment Center Vienna*, *Max-Planck-Association*, *German Aerospace Association*, *Swissuniversities HIT*, *SCNAT*, *ETH WiNS*, *EWAG*, *EMPA* Universities of [Bonn](#), [Freiburg](#), [Heidelberg](#), [Göttingen](#), [Stuttgart](#), [TUM](#), [Würzburg](#), [Basel](#), [Bern](#), [St. Gallen](#), [Zürich](#), [Innsbruck](#), *University clinics of Würzburg*, [Freiburg](#), [Zürich](#); *Universities of Applied Sciences Bielefeld*, [Konstanz](#), [Regensburg](#), [Landshut](#), [St. Pölten](#), [Wels](#), *GSAME Excellence Cluster*, *Administrations of the Counties of Tyrol & Vorarlberg*, *Tyrolean Health Insurance*, *Conference of the Equality Officers of Swiss Universities* and others.

**Companies / HRM:** *Henkel*, *Rolls-Royce Europe*, *Lufthansa Technical Training* (all Germany), *PDA-Group*, *Headquarters Austria*, *Kommunalkredit Austria*, *RLB Tirol*, *Infineon*, *Julius Blum*

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*International, Ferrero, Hafelekar-Consulting, Holleis, Westcam, Wolf-Consulting, (all Austria), Menarini (Italy), Altitude Studies (Sweden) and others.*

**Non Profits:** *UN-PRME, Charta der Vielfalt Germany; European Women's Managers Development Network, International Controller Ass., Global Marshal Plan Initiative, Women's Academy Munich, Mentoring Platform Tyrol, Chamber of Commerce Tyrol, ICONS-students consultants and others.*

- 9/2008-4/2015 **Professor and Senior Manager** at *Management Center Innsbruck (MCI, Univ. of Appl. Sciences). Human Resource Management, Organizational Development, Leadership and Change.* Responsible for conceptualization of 33 modules, staffing with external faculty of 45 international lecturers, lecturing in 4 programs - 2 in English, 2 for working students - with 400 students/year. Before 2008 and since 2015 external lecturer. Expert on innovative teaching for the *Ministry of Science, Research and Arts Baden-Württemberg, HR-Up-Date Circle of Excellence. Conference Contributions for The European Higher Education Society, Leuphana-Konferenz Von der Internationalen Hochschule zur transkulturellen Wissenschaft, International Conference of Women Engineers and Scientists.* Reviewer *Tertiary Education and Management.*
- Since 11/2004 **EU-Expert** Intercultural Skill Building *Leonardo da Vinci Program.* Accepted expert Gender & Research *6th and 7th Framework Program.*
- 10/2002-10/2005 *Universities of Innsbruck, Head of International Language Centre, later Faculty of Social Sciences & Economy, Head of Careers- & Placement-Centre.*
- 4/2001-9/2002 **Senior Officer for Program Development and Students Affairs** for the *Centre for Tropical and Subtropical Agriculture and Forestry, University of Göttingen.*
- 3/1998-4/2001 **Coordinator** of an experimental university program *International Women's University Technology and Culture (ifu),* a postgraduate, interdisciplinary, intercultural program during the *EXPO 2000.* Awarded as best practice by *UNESCO* and *HRK.*
- 1/1998-3/1998 **Technical service** & support product management Europe, *ICN Biomedicals.*
- 1/1987-6/1991 **Research fellow** at the *Max-Planck-Institute of Immunology.*

**Mobile part of dual career couple. 4 children born 1989-1992, 6 grandchildren underscoring my urgency to aim for sustainability by promoting leadership excellence and integration of women's perspectives in decision making.**

#### **Attended Higher and Further Education:**

- 2015- 2019 **International Threat Assessment and Peace Negotiation; Logotherapy; Supervision.**
- 2002- 2018 **General, Diversity and International Leadership, Human Resources and Organizational Management & Change** (at German, Austrian and US Universities).
- 1997- 2019 **Intercultural Communication and Professional Communication Techniques** (at German, Austrian and US Universities).
- 2003-2005 Academic **Career-Counsellor,** (degree with honours, Austria and Finnish Universities).
- 1996 Non-academic training as **Affirmative Action Officer** (degree with honours).
- 1979-1991 **Biology: Doctoral and Diploma Thesis** at the *Max-Planck-Institute of Immunology;* before graduation extensive studies (7 month) in Japan, Thailand, Israel; student representative in the council of the Faculty of Biology, *University of Freiburg* (for 2 years).

#### **Engagements:**

Diversity-Auditor and critical friend to Stifterverband since 2015, European Women's Managers Development Network, Germany guest 2005-2013, Swiss member since 2015, reviewer for Tertiary Education and Management 2010-2014, HR-Update: community of practice of HR professionals in Tyrol 2009-15, Chamber of Commerce Tyrol: Initiative Culture Change 2006-2010, Initiative for more Direct Democracy in Germany 1992-2005, Mentoring Platform Tyrol: board 2005-2007, Working Group: Biology and Society, D. 1981-1994.

#### **Networks:**

I had the honour to work under or with the following exceptional experts or win them as lecturers for my programs:

**Gouvernement & NPO:** [Helga Nowotny](#) (President European Research Council), [Csilla Kollonay-Lehoczky](#) (ILO, European Committee of Social Rights & ECU), [George Por](#) (NGO coevol), [Luise Druke](#) (Head of UNHCR), [Tora Aasland](#) (President, Norwegian National Commission UNESCO), [Erio Ziglio](#) (Head WHO Europe), [Johann Galtung](#) (int. conflict resolution), [Violeta Bulc](#) (EU-Commissioner) [Riane Eisler](#) (Partnership Org & Club of Rome), ....

**Academic:** [Georg Köhler](#), [Clemens Sedmak](#), [Aylâ Neusel](#), [Christiane Floyd](#), [Sabine Kunst](#), [Janet Bennett](#), [Cheris Kramarae](#), [Alexander Laszlo](#), [Stefan Laske](#), [Wolfgang Mazal](#), [Norbert Brandauer](#); [Jennifer Petriglieri](#), [Ida Castiglioni](#), [Edla Faust-Ramos](#), [Ester Williams](#), [Govind Kelkar](#), [Cirila P Limpangog](#), [Dorcas Mofoluwake Akande](#), [Mona El Tobgui](#), [Irma Avila Pietrasanta](#), [Lena Trojer](#), [Tone Bratteteig](#), [Ingrid Wetzel](#), [Ursula Keller](#), [Frédéric Allain](#) ....

**Profit:** [Franco Furnò](#) (Gucci, Benetton), [Robert Omagbemi](#) (ZF Friedrichshafen), [Urs Bolter](#) (J. Blum GmbH), [Gretchen Schmelzer](#) (teleos leaders), [Barbara Schaetti](#) (Transition Dynamic), [Harald Dörler](#) (Omicron), [Gabriela Leiss](#) (Plansee), [Karin Bauer](#) (Der Standard), [Konrad Egger](#) (Burton), [Andrea Prantl](#) (Erdbau Prantl), [Susanne Skandera](#) (Trigon), ...

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**Comments from clients, participants, employers, colleagues, mentors and employees from all stages of my career:**  
*dass Sie bei Ihrer "Mission" in der akademischen Welt weiterhin erfolgreich wirken. Ich kann Ihnen versichern, dass unser Austausch mir die Augen und Herzen sehr geöffnet haben. somit wünsche ich mir sehr, dass jeder akademische Leite durch Ihre Erfahrung und Wissens profitieren und weiter wachsen könnte...nochmals, ganz herzlichen Dank für alles.*

Prof Dr Marie-Pierre Laborie, **French, Bio Material Sciences, University of Freiburg, Coachee**, 2024

*„Ich hoffe auch, dass alle sehen, wie wertvoll die Arbeit ist, die Sie bei uns ...in der Wissenschaft machen. Dass ich den Ruf auf die W3 Professur erhalten habe....es ist auch einen Erfolg von Ihnen. Ich bedanke mich so sehr für ihre tolle Unterstützung.“*

Prof Dr Anayancy Osorio, **Cuban, Intelligent Polymer Materials and Biological Interfaces, University of Jena, ERC grantee, Coachee**, 2023

*“The work that you do is of extreme importance and I wish we had more people as you in the academic world”.*

Fernanda Sachenbacher, **Brasilian, Postdoc, participant workshop leadership & intercultural competence**, 2023

*„Die Breite und Tiefe von Dr. Klein-Franke's Expertise im Bereich DEI sind beeindruckend. Sie bringt Teams zum tiefen gemeinsamen Nachdenken und gibt viele Anregungen und Hinweise. In den Workshops mit ihr kann man sich nicht oberflächlich operativ ‚davonstehlen‘, da sie immer wieder den Abgleich mit der strategischen Perspektive macht. Ich verlasse ihre Workshops inspiriert und motiviert.“*

Gudula Merchert-Werhahn, **German, Diversity & Inclusion, Stifterverband, participant SV Diversity Compass**, 2023

*„Wir sind wirklich sehr froh über Deine Prozess-Begleitung und die wertvolle Zoom Out Perspektive.“*

Sonja Kuch, **German, Global Human Resources, Center of Expertise - Global Diversity, Equity & Inclusion, Henkel AG, project leader SV Diversity Compass** 2023

*„Herzlichen Dank nochmals für den wunderbaren und fruchtbaren Workshop. Ich habe die erste Session mit Dir und dem Team sehr genossen und freue mich bereits auf den weiteren Weg. Vielen Dank auch für die Aufbereitung der Unterlagen. Das hilft sehr!“*

Christina Rositzka, **German, Head of Employer Reputation, DEI, Recruitment & Training, Henkel AG, participant Diversity Compass**, 2023

*“I really like the direction in which the coaching and discussions are going.”*

Dr Sarah Courbier, **Belgian, Centre for Integrative Biological Signalling Studies, University of Freiburg, Postdoc Coachee**, 2023

*„Alle sind begeistert von Ihnen!“*

Prof in Dr. Yüksel Ekinci; **Turkish, Erziehung & Bildung; Zentrale Beauftragte für Gleichstellung und Diversity, Projektleitung Diversity Audit, Hochschule Bielefeld**, 2023

*“It was a great experience to work with Silvie on the PRIMA Leadership Programme. She brought in so many new ideas and techniques about cooperation, co-creation and communication. I learned a lot from her. Excellent!”*

Dr Simona Isler, **Swiss, Head of Equality Office, Swiss National Science Foundation, client**, 2015 - 2022

Remark on our collaboration to co-create and implement a holistic, systematic and systemic academic leadership program for Switzerland, 2022

*“Your workshop changed my life – professionally and privately! I use the content every day.”*

Steven Celic, **Uni Göttingen, Dep. of Chemistry, participant Leadership & Intercultural Competence Workshops** 2022

*“Frau Klein-Franke cleverly managed to make her points using ...the experiences of the participants. As a result, the course was authentic and not lecturing/blaming (as I have experienced from other courses with similar content).”*

Prof Dr Matthias Peter, **Swiss, Swiss National Science Foundation Presidium, ETH, on a workshop for research funding evaluators**, 2021

*„Du hast an der Fakultät enorm viel in Gang gesetzt und ich bewundere deine Unerschrockenheit... Am meisten haben mich deine Workshops beeindruckt, die machst du absolut virtuos!“*

Prof Dr med vet Simone Schuller, **German, Vetsuisse Faculty, Uni Bern, colleague and participant**, 2021

*“Wholeheartedly, I can recommend the workshop led by Dr Silvie Klein-Franke. It is incredible what we learned and how many career-relevant topics we discussed within just two days....Using many exercises, the instructor simultaneously taught us tools that will be useful to create a welcoming and connecting atmosphere in a future professional environment. Dr Klein-Franke's authenticity, wealth of knowledge and talent to create a supportive space are unique, highly motivating and inspiring.”*

Anonymous feedback from **NCCR RNA & Disease participant in career workshop “You Are Full of Power”**, 2021

*“I would have never thought that this relatively short workshop would so lastingly enthuse me. Each week I came across examples, that I can connect to your course. I can apply what I learned and therewith it stays present in my mind. You further gave me a lot of impulses and motivated me to now frequently dive deeper into social sciences research. Therefore, this was one of the weeks in the year 2020 of which I took most for my personal development.”*

PhD student Florian Schöneward, **German, Institute of Material Sciences, University of Göttingen, participant leadership workshop**, 2020

*“Even in the EU, we did not get training so clear on the risks and chances of diversity!”*

Dr Maya Widmer, **Swiss, Swiss Member of EU-Helsinki Group, expert participant in open diversity workshop Aarau**, 2017

*“I would like to thank you for an excellent Leadership Workshop that you offered to the Society for Women in Natural Sciences at ETH Zurich. I really enjoyed the content and the structure of the workshop, and I appreciated numerous additional references, particularly from the "zoom out" perspective; I shall gladly recommend you to my colleagues and friends.”*

Dr Jovana Milic, **Serbian, Department of Chemistry and Applied Biosciences, ETH, President of Women in Natural Sciences (WiNS), postdoc participant career workshop**, 2017

*“Your 2-year facilitation was excellent at all times.”*

Dr Olaf Brodersen, **German, Head Department for International Affairs, Project Manager Diversity Audit Stifterverband, Uni Bonn**, 2017

*“I did not know that I was searching for that knowledge! I wish I had had it when starting my team.”*

Dr Marco Mazza, **Italian, Group Leader Max-Planck-Institute for Dynamics and Self-Organization, participant intercultural collaboration workshop, Uni Göttingen**, 2015

*“Her absolute reliability and trustworthiness was accompanied by her enormous engagement...[as well as her] competent, friendly, empathetic and winning attitude.”*

Prof. Dr Andreas Altmann, **Austrian, Rector Management Center Innsbruck, employer & chief**, 2015

*“Dr Klein-Franke's predominant qualities is her systemic view connected with a high degree of analytical competence: She always considers interdependences within the big picture, be it in her research or in her teaching. In a way, that is both theory and practice-based, Dr. Klein-Franke combines her roots in natural sciences with her deep understanding of socioeconomic patterns to a multi-perspective problem solving approach. Moreover, she is up to date with leading-edge ...research..., mediating this with inspiring...”*

techniques....She is part of a remarkable international network of researchers, teachers and practitioners, whom she integrated with a welcoming personal and participative approach in our programmes.”

Prof Dr Gabriela Leiss, **Austrian, Management Center Innsbruck, colleague**, 2015

“Her desire to move beyond competition is intense and since I know her she aims to proactively collaborate to address complexity and influence the awareness from the level of the individual to that of society for a sustainable future. In moderations ...she is able to routinely elaborate the different perspectives of participants, aligning them in a mutual meta-level-understanding. She is fostering and advocating critical thinking, innovative perspectives and responsible citizenship...Wherever working she creates meaningful interfaces between university and other societal institutions.”

Prof Dr Stephan Laske, **German, Head of Institute for Learning Organizations, University of Innsbruck, mentor**, 2013

„Mit ihrer langjährigen Führungs- und Beratungserfahrung ...trug Frau Prof. Dr. Klein-Franke maßgeblich zur fundierten Entscheidungsfindung über die Auswahl der Hochschulen bei, die...gefördert wurden.“

Steffen Walter, **German, Ministerialrat,**

**Ministerium für Wissenschaft, Forschung und Kunst, Baden-Württemberg, Leiter Vergabe Preis für Innovative Lehre**, 2012

„Frau Klein-Franke hat in allen Fragen große Loyalität mit der auftraggebenden Institution geübt und in der Zusammenarbeit ....große Professionalität bewiesen. Wir schätzen die Kooperation mit ihr außerordentlich...“

Dr. Edith Kirsch-Auwärter, **Argentinian, zentr. Gleichstellungsbeauftragte, Uni Göttingen**, 2012

“Your courses were the best of all courses during my PhD in Chemistry!”

Dr Adam Zielinski, **Polish, Faculty of Chemistry, University of Göttingen, participant leadership & intercultural workshops**, 2006

“As a remarkable and future-oriented achievement, Dr Klein-Franke was able to integrate the international lecturers from 32 countries into a team right away!”

Dr K. Karner, **Austrian, International Language Centre, University of Innsbruck, former employee**, 2002

“Dr Klein-Franke in a very short time became very successful in making her abstract goals concret and follow them with great creativity, sense of reality and engagement.”

Prof. Gode Gravenhorst, **German, Director of Centre for Tropical and Subtropical Agriculture and Forestry, University of Göttingen** 2002

“Dr Klein-Franke’s intercultural abilities and knowledge and interpersonal skills enable her to put people from very diverse academic backgrounds, ages and cultures at ease, and to encourage them to expand and clarify to lessen the possibilities of misunderstandings. Dr Klein-Franke, more than most, has been constantly mindful of the complexity and importance of diversity issues. She has challenged herself and all the rest of us in our engagement with differences related to curriculum, pedagogy, and interpersonal relationships. The literature on multiculturalism and education is limited. So her commitment to cross-cultural communication and education has been especially important to encouraging us all to consider new approaches and new educational and democratic practises within our academic institutions and communities.

She fulfils promises and shows firm commitment to tasks she undertakes. During the years of “International Women’s University” planning and during the time the students were on campus, she, as a project coordinator, worked very long days and often long nights as well) in order to do the necessary, and often unanticipated managerial work that has accompanied this new and innovative academic venture. I’ll add that her honesty is impressive, particularly because it is used for the advancement of discussions and knowledge, not for self-aggrandizement. In sum, she was an impressive colleague.”

Prof Dr Cheri Kramarae, **US-American, Jubilee Professor**

**Liberal Arts and Sciences, Univ. of Illinois, International Dean of International Women’s University Expo 2000, former boss**, 2001

„Ich habe in Frau Dr. Klein-Franke eine Mitarbeiterin mit hervorragender Bereitschaft Verantwortung zu übernehmen und auszufüllen, kennen und schätzen gelernt. Als Mitglied eines Teams ist sie in ungewöhnlichem Ausmaß zuverlässig und loyal. Sie hat sich über einen längeren Zeitraum als wichtige Gesprächspartnerin für eine Vielzahl von Personen mit unterschiedlichen Anliegen zur Verfügung gestellt. Auch in extremen Stresssituationen hat sie den Überblick über ihre verschiedenen Aufgaben stets behalten. Durch ihren enormen Einsatz hat sie unser Projekt überhaupt erst möglich gemacht.“

Prof Dr Christiane Floyd, **Austrian, Head of Department**

**of Software Engineering, University of Hamburg & Local Dean of International Women’s University Expo 2000, former boss**, 2001

„Die ifu [International Women’s University] profitierte besonders von Frau Dr. Klein-Franke’s Fähigkeit zur schnellen und kompetenten Einarbeitung...und von ihrer Kompetenz, interkulturelle und interdisziplinäre Zusammenarbeit zu fördern. Insbesondere ihre Fähigkeit spontan und flexibel auf unvorhersehbare Anforderungen zu reagieren und unverzüglich Klärung in komplexen Problemlagen herbeizuführen war von unschätzbarem Wert.“

Prof. Dr. Ing. Aylâ Neusel, **Turkish, President of International Women’s University Expo 2000, former boss**, 1999

„Frau Dr. Klein-Franke hat sowohl ihre Diplom- wie auch in ihrer Dissertationsarbeit sehr selbständig ...mit sehr großem Engagement... mit klarer Zielvorstellung experimentell sehr gut umgesetzt. Frau Dr. Klein-Franke war eine sehr aufgeschlossene und angenehme Mitarbeiterin, die ich auch gerne weiterhin als Mitarbeiterin behalten hätte.“

Dr. vet. med. Horst Mossmann, **German, Head of Department, Max-Planck-Institut of Immunobiology, former boss**, 1991



Photo documents from a Career-Workshop for Women in Natural Sciences (WiNS) at ETH Zürich, and in the [Cora-Coaching at Uni Freiburg](#)

