



Melanie Zimmermann, M.Sc.



Dr. Mirko Maldari



Dr. Deepak Palaksha



Dr. Giulia Rizzo



Dr. Pritam Bose



Dr. Sebastian Schostek



Ilango Balasingham, PhD.



Ira Haraldsen, MD, PhD



Narcis Cardona, PhD.



Dr. Mona Haug

**„Turn challenges into success stories“**  
 A unique team coaching approach:  
 Insights from different perspectives  
 within a European Innovative Training Network



Emma Campo-Cossio Luhaces



Spyridon Merkourakis, PhD.

Friday 22. of January 2021



**1 Setting of the European Project**

**2 Methods and results of the team coaching approach**

**3 Different insights from participants**

**4 Recommendations**

**5 Q&A session**

## Role in the project: Supervisory board member



**Name: Melanie Zimmermann M.Sc.**

**Current position:** Project Manager at Ovesco Endoscopy AG

**Nationality:** German

**Role in the project:** Supervisory board member

**Working field:** Medical packaging technology, clinical trials of medical devices, member in European projects

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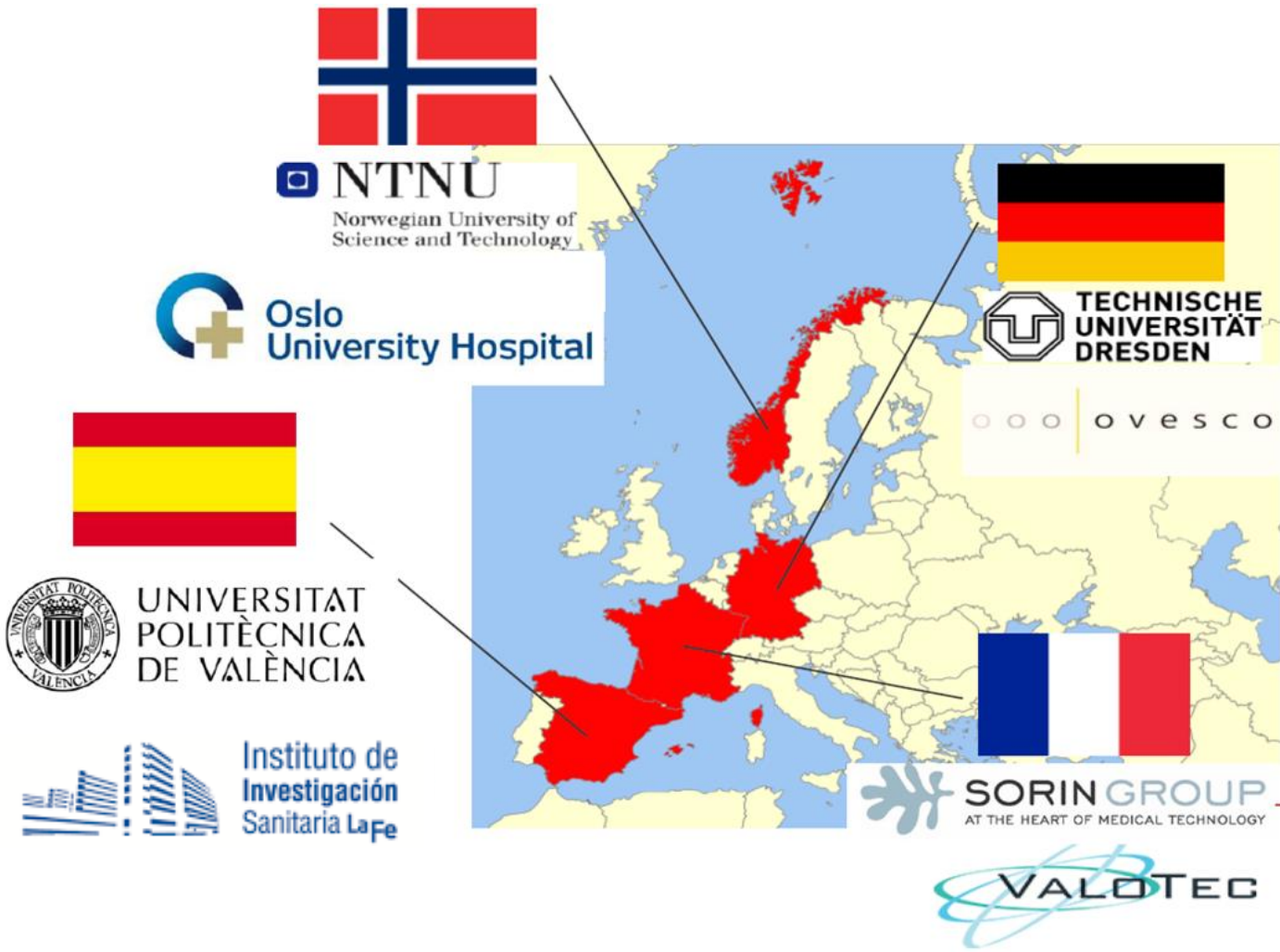
**Website:** [www.ovesco.com](http://www.ovesco.com)



**WiBEC aims to provide a multi-national, multi-sectoral, and multi-disciplinary doctoral innovative training network programme to develop high potentials.**

Titel:	WiBEC – <b>Wireless in-body Environment</b>
Funding Scheme:	H2020:MARIE Skłodowska-CURIE ACTIONS
Thematic Area:	Innovative Training Networks (ITN)
Project Period:	01.01.2016 –31.12.2019 (4 years)
Project coordinator:	Prof. Dr. Ilangko Balasingham (Norwegian University of Science and Technology)
Budget:	<b>3.957 million €</b>
No. of high potentials:	16
Objective:	To provide <b>high quality and innovative doctoral training</b> , with the aim to develop <b>wireless technologies</b> for novel implantable devices that will contribute to the improvement in quality and efficacy of healthcare.
Focus:	on two applications: <b>cardiology and gastroenterology</b>

4 countries: Norway, Spain, France, Germany | 4 universities | 3 companies



Partner universities

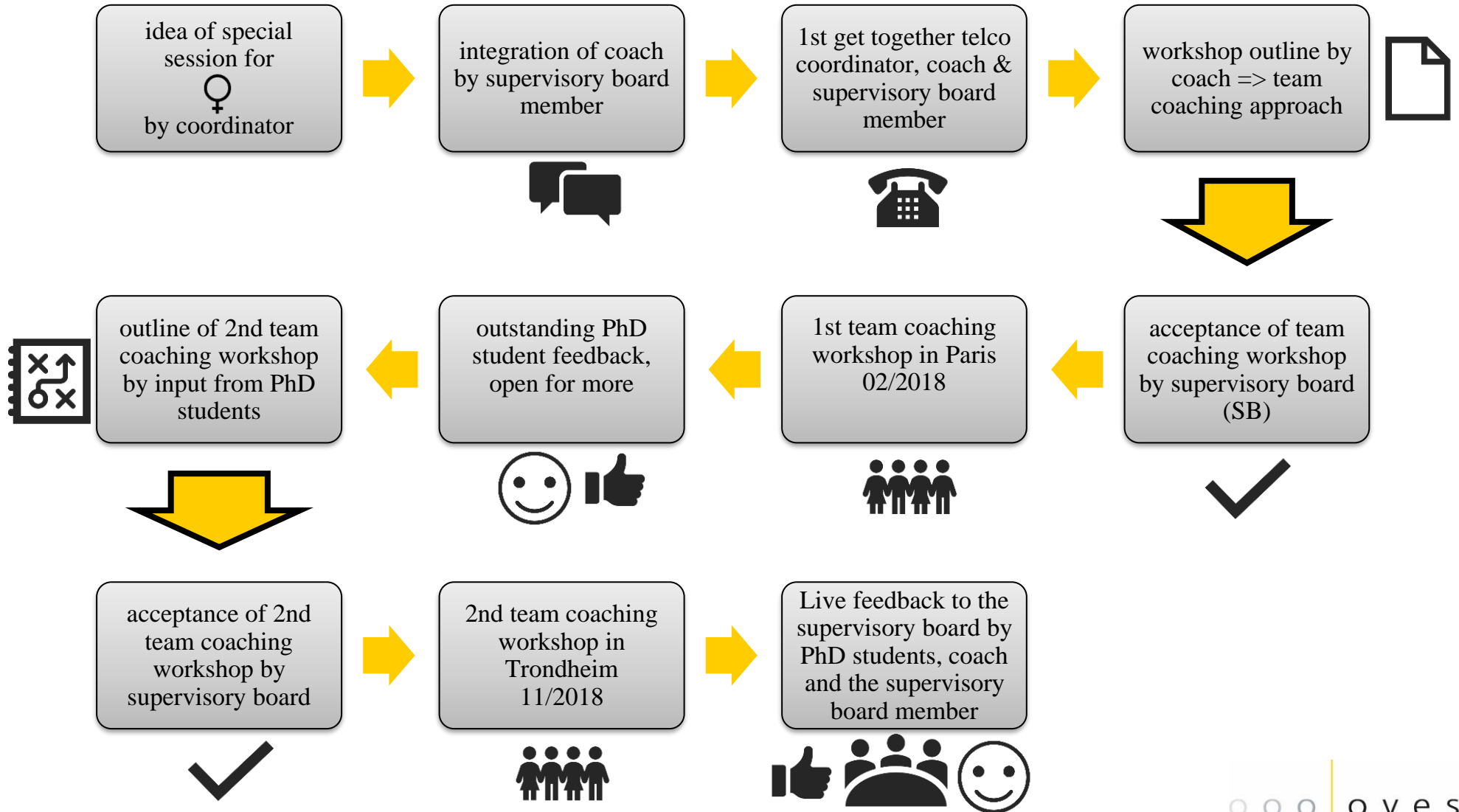
- ❖ Ecole Normale Supérieure de Cachan
- ❖ Université Paris Sud
- ❖ Telecom Paris Tech





Gastrointestinal Experimentation Week in Tuebingen, Germany (05/2017)

Through the idea of integrating a seminar for female researchers, a team coaching workshop approach was developed, accepted and implemented in a running technical project.



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## Role in the project: Internationally experienced coach



**Name:** Dr. Mona Haug

**Current position:** Executive Coach

**Nationality:** German

**Role in the project:** Internationally experienced coach

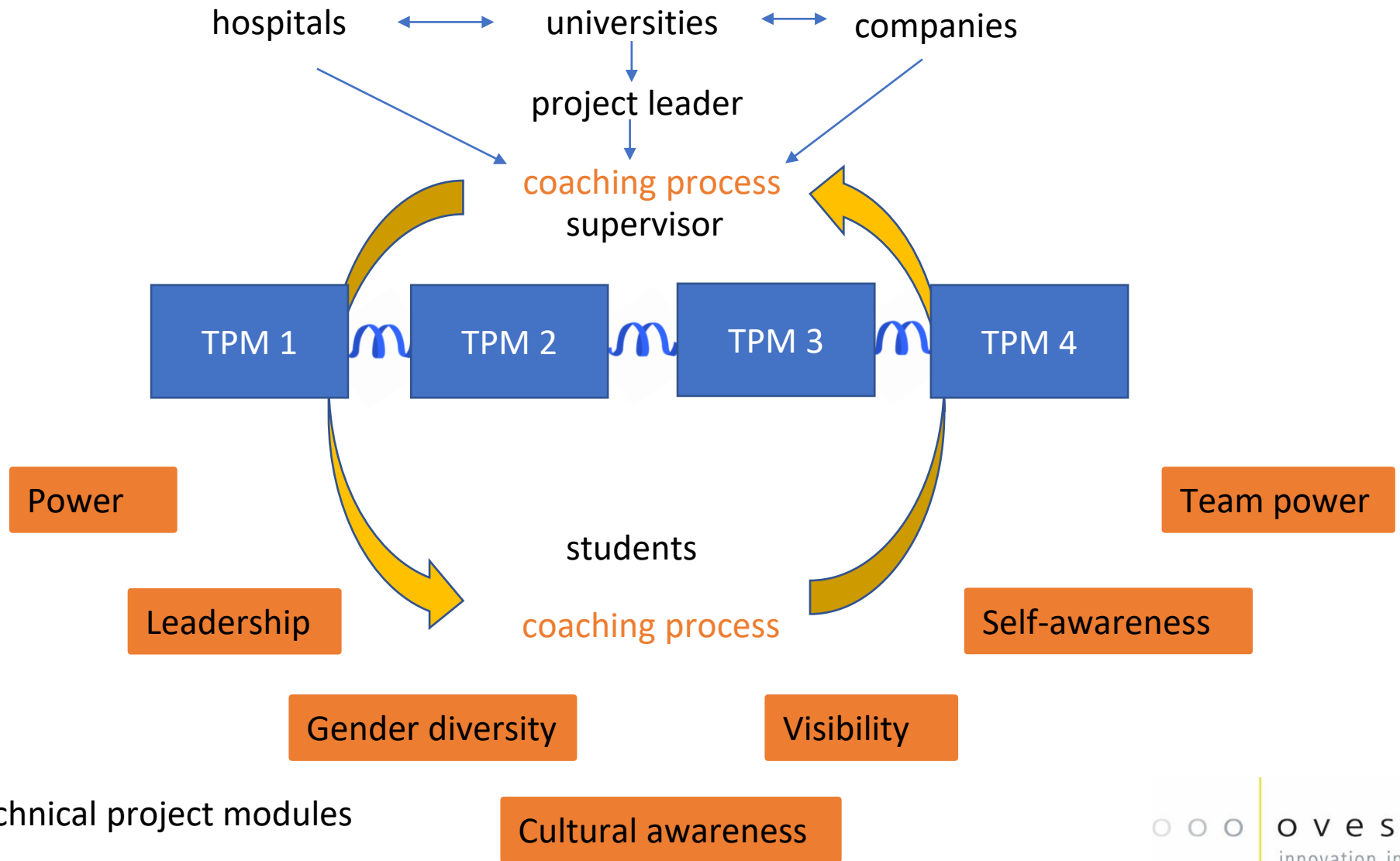
**Working field:** Leadership- and team coaching, strategic career development, gender diversity, change

**E-mail:** [kontakt@monahaug.de](mailto:kontakt@monahaug.de)

**Website:** [www.monahaug.de](http://www.monahaug.de)



### Unique team coaching approach within Horizon 2020's innovative training network project



Legend:

TPM = technical project modules

Workshops on „Business Skills and Know-How for Workplace Success“



## Development of the next generation of leaders

- Communication and leadership skills
- Strategic actions to achieve goals
- Knowledge of stakeholder management and the importance of networking
- Better handling of conflicts
- Team development



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Ilanko Balasingham, PhD.



Dr. Sebastian Schostek



Narcis Cardona, PhD.



Dr. Mirko Maldari



Dr. Giulia Rizzo



Dr. Deepak Palaksha



Dr. Pritam Bose



Ira Haraldsen, MD, PhD



Emma Campo-Cossio Luhaces



Spyridon Merkourakis, PhD.

## Role in the project: Coordinator/PI



**Name:** Ilangko Balasingham, PhD.

**Current position:** Professor and Head of Section for Medical ICT R&D at Oslo University Hospital

**Nationality:** Norwegian

**Role in the project:** Coordinator/PI

**Working field:** Wireless communication technologies and signal processing/machine learning for medical implants.

**E-mail:** [ilangko.balasingham@ous-research.no](mailto:ilangko.balasingham@ous-research.no)

**Website:** [Oslo University Hospital - Oslo universitetssykehus \(oslo-universitetssykehus.no\)](http://Oslo%20University%20Hospital%20-%20Oslo%20universitetssykehus%20(oslo-universitetssykehus.no))

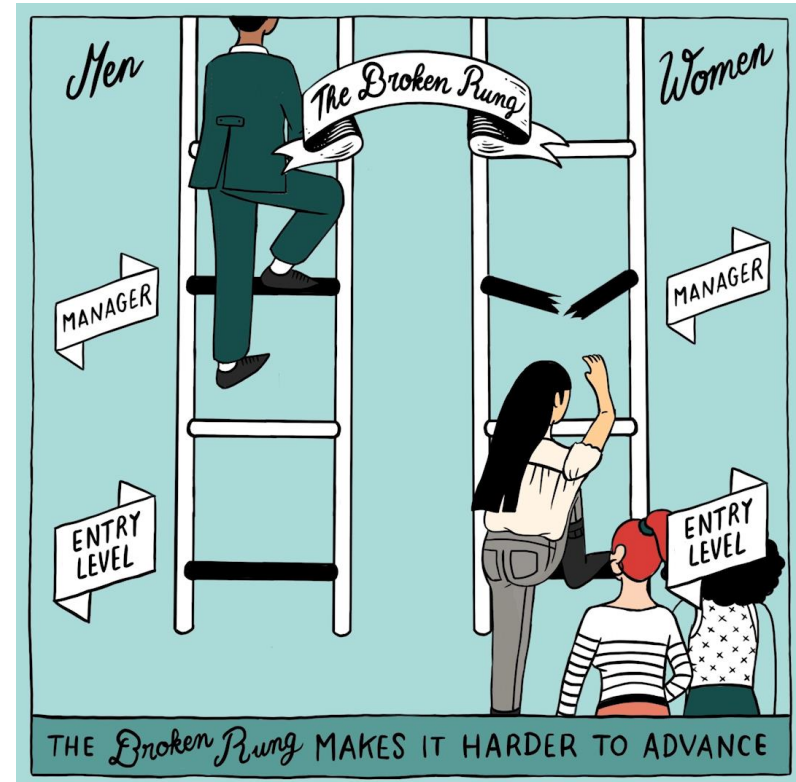


## Why was it important for you to implement a team coaching approach with an integrated aspect of gender diversity into the running project?

Gender imbalance in scientific fields



Long term problems: showcasing role models to attract new recruits





## Role in the project: Supervisory board member



**Name:** Dr. Sebastian Schostek

**Current position:** Vice President of Division Diagnostic Systems at Ovesco Endoscopy AG

**Nationality:** German

**Role in the project:** Supervisory board member

**Working field:** Medical device innovation and development, Application research in gastrointestinal diagnostics

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**Website:** [www.ovesco.com](http://www.ovesco.com)



## Why it pays to empower a project leader

- It is important to create a key moment in a young professional's career to initiate its rise into a leader position.  
Preconditions are:
  - He/her must want to be a (project) leader → character
  - He/her must be enabled to be a (project) leader → skills and other resources
  - He/her must be allowed to be a (project) leader → @seniors: step out of the way!
  - There must be a challenge → Research project in a European framework is ideally suited
- An industrial perspective
  - The quality of a (project) leader determines efficacy and effectiveness in executing large, multi-faceted projects, thus the cost-benefit ratio.
  - Training own leaders preserves a company's own culture and policy.



## Role in the project: Supervisory board member, Training Manager



**Name:** Narcis Cardona, PhD.

**Current position:** Director of iTEAM Research Institute, Full Professor at Universitat Politècnica de Valencia

**Nationality:** Spanish

**Role in the project:** Supervisory board member, Training Manager

**Working field:** Enabling technologies for beyond 5G networks, Wireless Body Environment Communications

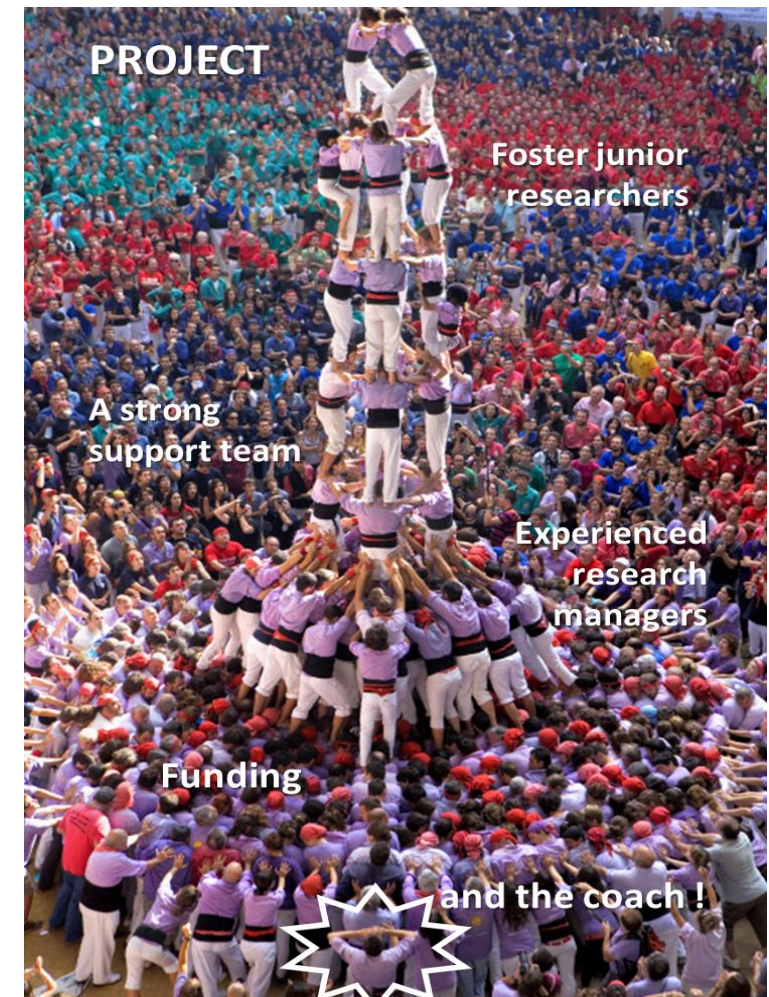
**E-mail:** [ncardona@iteam.upv.es](mailto:ncardona@iteam.upv.es)

**Website:** [www.iteam.upv.es](http://www.iteam.upv.es)



## Why were you interested in implementing a team coaching approach into other European projects? Why did you consider it as added value?

- building a transnational team of researchers
- creating a continuity track for the researchers after the project end time in post-doc programs
- taking care of the diversity of the researchers' profiles in all senses



## Role in the project: Early Stage Researcher



**Name:** Dr. Mirko Maldari

**Current position:** Postdoctoral Researcher in Communication Systems for implantable devices

**Nationality:** Italian

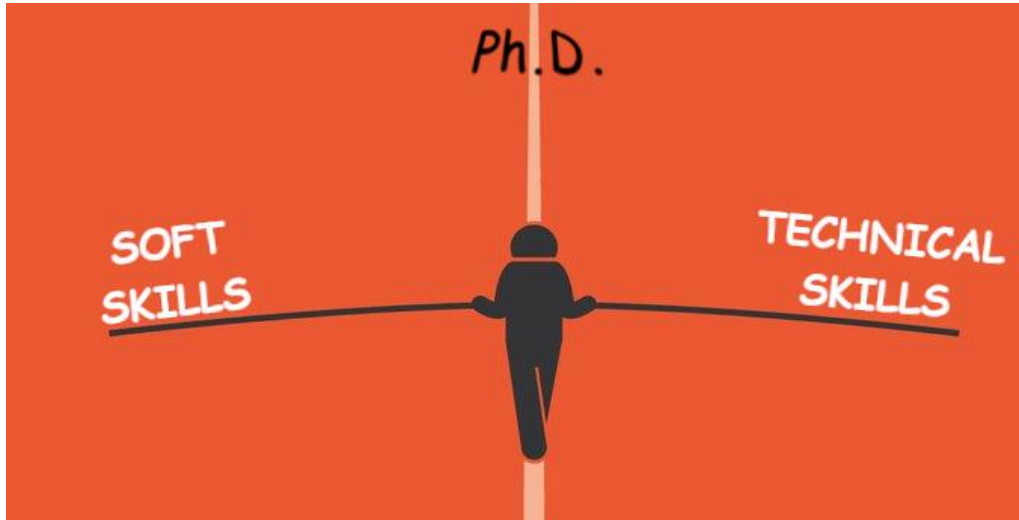
**Role in the project:** Early Stage Researcher (ESR)

**Working field:** Design of an ultra-low-power communication system for leadless pacemakers

**E-mail:** [mirko.maldari@telecom-paris.fr](mailto:mirko.maldari@telecom-paris.fr)



## Why do you consider a team coaching approach as supporting?



### Mental coaching

- Help to find the **strength** and the **motivation** to accomplish an excellent job
- Explain work environment dynamics
- Boost up **team-building** process

## If you had the opportunity to have the same experience again, what would you change?

- **Time priority** to coaching sessions over technical training



## Role in the project: Early Stage Researcher



**Name: Dr. Giulia Rizzo**

Current position: R&D Engineer at ValoTec in France

Nationality: Italian

Role in the project: Early Stage Researcher (ESR)

Working field: Transducer design to wireless power  
medical implants

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## What did you like best about the team coaching approach?

- Dynamics of the coaching sessions: different approaches for different purposes !
- Work on yourself.
- Work on your team.  
Transform the group heterogeneity into strength.



## If you had the opportunity to have the same experience again, what would you change?

- Add a coaching session ESR with Supervisor, to help the cohesion and mentorship.





## Role in the project: High potential



**Name:** Dr. Pritam Bose

**Current position:** Postdoctoral Researcher in Medical Technology at Oslo University Hospital (OUS) and Norwegian University of Science and Technology (NTNU), Norway

**Nationality:** Indian

**Role in the project:** High potential

**Working field:** Communication system design for wireless medical technologies, Body sensor networks

**E-mail:** [pritam.bose@studmed.uio.no](mailto:pritam.bose@studmed.uio.no)

**Website:** <https://pritambose.com/>



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## Did you notice a difference in the group before and after the team coaching and what was it?

- The team coaching approach led to more bonding between the team members.
- The group tasks also helped us to know the team members better particularly their strengths and weakness.
- The team coaching encouraged the team members to continuously improve their soft skills.



## Role in the project: High potential



**Name:** Dr. Deepak Palaksha

**Current position:** CTO at WattWorker, Norway

**Nationality:** Indian

**Role in the project:** High potential

**Working field:** Feasibility Analysis and Designing Energy Optimized Algorithms For Dual Chamber Pacemaker System.

**E-mail:** deepak@wattworker.com



## Would you recommend this team coaching approach to other participants and why? If you had the opportunity to have the same experience again, what would you change?

- Cherry on the cake to make MSCA ITN projects complete.
- Questions for yourself



- A process to record or reflect success.
- More coaching sessions, yet not too many.



## Roles: supporter as project initiator and coordinator in the panelist



**Name:** Ira Hebold Haraldsen, MD PhD

**Current position:** Head of Cognitive Health Research group (CoHR) and board at BrainSymph AS

**Nationality:** German

**Roles:** PI, Coordinator, business development

**Working field:** Neuroendocrinology, neurobiology of ageing, and translational innovation project management (BIOTEK 2021, Horizon2020).

**E-mail:** ira.haraldsen@icloud.com

**Website:** <https://www.ous-research.no/iraharaldsen/>



<https://www.ous-research.no/iraharaldsen/>



<http://www.ai-mind.eu/>



<http://brainsymph.com/>

## Could you share with us why you see a team coaching approach as supportive in interdisciplinary and international teams?

- To increase de facto the scientific success of Ai-Mind
- To broaden your personal horizon
- To limit progress due to interpersonal challenges in
- Modern transcultural and transdisciplinary research fields
- To guarantee sustainability



### Advisory Board



<https://www.ous-research.no/iraharaldsen/>



<http://www.ai-mind.eu/>



<http://brainsymph.com/>

## Current position: Coordinator of the Innovative Training Networks



**Name: Spyridon Merkourakis, PhD**

Current position: Coordinator of the Chemistry panel  
Innovative Training Networks  
European Commission  
Research Executive Agency  
Unit REA-A1, Marie Skłodowska -Curie Innovative  
Training Networks  
Brussels/Belgium



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**What is the purpose of EU support in such projects? What possibilities are available for future project partners to have a budget for a team coaching approach integrated in their ITN project?**

- The REA provides advice to enable the success of the projects.
- Dissemination and exploitation are actively promoted.
- International Consortia are encouraged to apply for funding.
- Successful participants are valuable information multipliers.
- Team coaching and other soft skills are eligible training assets.



## Role in the project: Project Officer European Commission, Research Executive Agency



**Name: Emma Campo-Cossío Luhaces**

**Current position:** Project Officer Project Officer of the Innovative Training Networks Chemistry panel  
European Commission  
Research Executive Agency  
Unit REA-A1, Marie Skłodowska -Curie Innovative Training Networks  
Brussels/Belgium



## What is the purpose of EU support in such projects?

**Purpose of the project officer support in projects:** *To guide and to support the project.*

**ESR** → Ensure that they receive the appropriate training, supervision, work conditions.  
They are aware of their rights and obligations as a MSCA fellow.

**Coordinator** → Link between the Consortium and the REA.  
PO reply to all kinds of administrative questions, financial aspects, implementation rules, and project management specificities.

**Science** → Deliverable  
1<sup>st</sup> and Final Technical report  
Interim-Check meeting

**Communication** → A smooth communication will allow the Project officer to closely monitor the project and support the work of the Coordinator more easily.  
(unforeseen events)  
Communication on time.

**Dissemination and Exploitation of results** → Innovation Radar  
Horizon Results Booster  
Horizon Results Platform

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Developing high potentials

Technical project

Team coaching approach

Online courses  
Live-coaching calls  
Individual coaching

Online courses  
Live-coaching calls  
Individual coaching

Online courses  
Live-coaching calls  
Individual coaching

Online courses  
Live-coaching calls  
Individual coaching

Team coaching 1

Team coaching 2

Team coaching 3

Team coaching 4

- 360° Feedback
- Self awareness test
- Strength/ weaknesses analysis
- Cultural awareness test

- Communication skills
- Critical thinking skills
- Reflection skills
- Visibility in the organisation

- Leadership skills
- Resilience
- Solution-oriented actions
- Diversity
- Power dynamics

- Presentation skills
- Strategic career development
- Negotiation skills
- 360° Feedback

Continuous documentation by high potentials, supervisors and coach



= Team building and analysis



= Iterative learning process



= Interactions



= Exchange between high potentials, supervisors, coach | supervisors <-> coach

Online courses e.g.:

- 7 steps to achieve goals
- Leadership 4.0/Next generation leaders
- How to best ruin a team and a company
- Tools and tips (time management, positive communication)

Live-coaching calls

- A team call once a week
- Open call with community once a month

## Role in the project: Interview partner for the PhD students



Name: Dr. Jan Brinkhaus

Current position: General Manager Brinkhaus GmbH

Nationality: German

Role in the project: Interview partner

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“Thanks to coaching, existing thought patterns are broken more quickly. Personal potentials of the coached persons are unleashed faster. This directly increases the economic and scientific impact of the coached persons.”





Melanie Zimmermann, M.Sc.



Dr. Mirko Maldari



Dr. Deepak Palaksha



Dr. Giulia Rizzo



Dr. Pritam Bose



Dr. Sebastian Schostek



Ilangko Balasingham, PhD.



Ira Haraldsen, MD, PhD



Narcis Cardona, PhD.



Dr. Mona Haug

“Turn challenges into success stories”



Wireless In-Body Environment



Emma Campo-Cossío Luhaces



Spyridon Merkourakis, PhD.

THANK YOU FOR YOUR ATTENTION!

Friday 22. of January 2021

