

Human actions live on in the effects that these have.

based on G. W. Leibniz

Good Leadership at Leibniz Universität Hannover

Good leadership should be based on respectful, appreciative and trustful interaction with one another. A successful university is characterised by an effective cooperation of its members in research, teaching, and administration. It results from high motivation, creativity and energy of staff and managers of all levels.

Scientific excellence particularly builds on an intelligent organisation of research and teaching, which is based on effective management of scientific and administrative workflows.

Good leadership at the university fosters the creativity of scientific activity. Not only does it enhance the teaching and learning skills of all those involved in research, teaching, and administration, it likewise ensures an improvement of the respective frameworks, such as a family-friendly work environment.

Good leadership is challenged by the desire and need for decentralised, self-dependent action on the one hand, and the necessity of a common responsibility for the university community on the other hand.

The declared objective of Leibniz Universität is a leadership culture that fosters the awareness of mutual responsibility in the cooperation of staff members and managers, through Guidelines for Fair Leadership and Cooperation.

This leadership culture is aimed at transparent communication and decision processes, thus not only increasing the inventiveness and creative force of all those involved, but also their pleasure

of working together. Accordingly, it is the goal of the Leadership Guidelines to develop a common basic understanding of leadership action, and to sensitise the managers for the central importance of the topic leadership. The Guidelines are meant to encourage reflection of one's own leadership action, and to form a joint basis for widely varying leadership situations or functions, and for heterogeneous expectations of different staff groups at the university. In particular, the Guidelines invite to create the appropriate conditions, structures and measures for good leadership through one's own actions.

The intention of good leadership is to develop given or commonly identified objectives through one's own socially accepted actions in such a way that all those involved identify with their tasks and achieve the best possible results. To ensure the university's and its units' sustainability, leadership means to be in charge of developing strategies for the department, for the faculty, and for the university, if need be, to make adaptations and to implement these strategies together with the staff.

The Leadership Guidelines explicitly refer to the Mission Statement of Leibniz Universität and to further basic university directives, such as the "Guidelines for a Good Supervision of Doctoral Students".

The ten

Leadership Guidelines

at Leibniz Universität Hannover

In a leadership position,

1. you take managerial responsibility and reflect your own actions.
At an independent university, the acceptance of managerial responsibility is an essential manifestation of self-government, and a basis for successful leadership.
2. you put good leadership into practice through the joint development of objectives, and through a clear and comprehensible explanation of given aims.
3. you ensure a clear, fair and transparent distribution of tasks through appropriate measures of work organisation and through an efficient and flexible process and time management.
4. your communication is continuous, task-oriented, and clear.
5. you create a framework for further development of enthusiasm and team spirit.
6. your actions are transparent, taking account of diversity, and you are aware of your role model function.
7. you delegate tasks for your staff to develop their skills and possibilities; however, you are aware of your overall responsibility.
8. you facilitate and encourage individual initiative, providing freedom and flexibility for your staff to participate. Your management provides incentives and recognises accomplishments.
9. you are committed to an individually fitting development of staff members.
10. you regard errors as a necessary opportunity of development and improvement, thus establishing a culture of constructive criticism, which will allow a solution-oriented and fair approach in dealing with conflicts.

