

” Human actions live on in the effects that they have. “

G. W. Leibniz

Good Leadership at Leibniz Universität Hannover

Good leadership is underpinned by people respecting, valuing and trusting one another. A university is successful when its research, teaching and administrative staff work well together. Motivated, creative and hard-working employees and senior management and academic staff all play a part.

In particular, outstanding academic performance is rooted in smart academic and administrative organisation of research and teaching.

Good leadership at the university fosters original academic work. It doesn't just raise the teaching and learning skills of anyone involved in research, teaching and administration, but also ensures a better work-life balance.

Good leadership is all about walking the tightrope between the desire to act independently and the need to accept responsibility for the university as a whole.

Leibniz University's goal is to create a culture of leadership that raises awareness of mutual responsibility when employees and staff in leadership positions collaborate.

The intention is to prompt everyone to communicate and take decisions transparently, therefore boosting creativity and making working together more enjoyable. Consequently, the leadership guidelines' goal is to develop a common, basic understanding of what leadership entails and to raise awareness of its importance among staff in leadership positions. The guidelines also aim to help people contemplate their own leadership

style and be a joint basis for various leadership situations, roles and the disparate expectations of employees at the university. In particular, they invite people to come up with a suitable framework for good leadership through their own actions.

Excellent leadership is all about setting an example and following predetermined or jointly established goals, so that everyone identifies with the tasks set and produces the best outcomes possible. To ensure the university and its bodies keep pace in tomorrow's world, its staff's in leadership positions task is to develop or, if required, adapt strategies for their institution, faculty and the university and put these into practice with employees.

The leadership guidelines specifically reflect the mission statement and other Leibniz University guidelines, such as those on good supervision of Ph.D. candidates.

The ten

Leadership Guidelines

at Leibniz Universität Hannover

People in leadership roles

1. take responsibility and reflect on the way they act. At an independent institute of higher education, accepting leadership responsibilities is key to self-governance and managing employees successfully.
2. are successful if they develop goals with their teams and justify these in a transparent way.
3. delegate tasks fairly and transparently by organising workflows properly and through good and flexible process- and time-management..
4. need to be a consistent, task-driven and clear communicators.
5. create a platform for enthusiasm and a community to grow.
6. act transparently, take diversity into account and are aware that they are role models.
7. delegate tasks so that their employees can develop their skills, but are still aware of their overarching responsibility.
8. enable and foster initiative, offer employees freedom to act and the chance to become involved. Leaders create incentives and recognise achievements.
9. are committed to ensuring that their employees follow a development path that's tailored to their needs and interests.
10. believe that making mistakes is a vital opportunity to grow and improve. Creating an atmosphere where it's acceptable to make mistakes and that involves constructive criticism enables solution-driven and fair handling of conflicts.

