

Leadership Guidelines

for the Central Administration of the University of Würzburg

Julius-Maximilians-
**UNIVERSITÄT
WÜRZBURG**

Leadership culture in the central administration

In line with the objectives defined in the professional development policy of 3 May 2016, leaders are more than ever called upon **to adopt a proactive role, define goals, and offer guidance.**

The University of Würzburg recognises the critical importance of leadership development, which encompasses a wide range of initiatives, including the development of leadership guidelines.

Together with the department and office heads from the central administration of our university, I have committed to this goal, engaging in thorough discussions to collaboratively develop leadership guidelines for our central administration. These guidelines reflect the shared understanding of our department and office heads regarding constructive leadership.

They are intended to provide all leaders of the central administration with guidance for their own leadership practices and to support a constructive collaboration with employees.



A handwritten signature in blue ink, reading 'Uwe Klug'.

Dr. Uwe Klug
Chancellor of the University of Würzburg

A shared leadership culture emerges through active dialogue. Leaders at JMU play a key role in shaping this exchange and therefore bear a special responsibility.

The following leadership guidelines for the JMU central administration are designed to promote an open, constructive, and fair working environment that takes account of the underlying conditions, considers individual family situations, and acknowledges the diversity of society found both within and outside JMU.

They provide guidance to leaders and their team members on how to interact with each other at work, both in everyday workplace encounters and in challenging situations. **These guidelines outline a fundamental understanding of leadership practices.**

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Publisher: Julius-Maximilians-Universität Würzburg | Sanderring 2, 97070 Würzburg
The Chancellor: Dr. Uwe Klug
March 2018

1 ... ensure good work results.

- We provide the best possible, service-oriented support for science, research, and education.
- We ensure the quality of work by clearly defining and organising workflows.
- We review work outputs and allow ourselves and others to make mistakes.

2 ... are aware of our function as role models.

- Our leadership behaviour is predictable, reliable, and authentic.
- We stand loyally behind our teams and speak up for our employees.
- We act with integrity, fairness, and consistency.
- We treat others with respect and appreciation.
- We reflect on our actions.
- We act keeping cross-departmental interests in mind.

3 ... inform in a clear and transparent manner.

- We regularly update our teams on goals and developments.
- We provide reasons for goals and developments.
- We make clear agreements and adhere to them.
- We communicate possibilities and limitations.

4 ... provide feedback.

- We articulate expectations clearly.
- We offer praise and appreciation for good work.
- We provide constructive feedback that focuses on the issue and specific behaviour.
- We are open to feedback and see it as an opportunity for change.
- We proactively seek conversation at an early stage in situations with a potential for conflict.

5 ... involve our team members.

- We engage our team members in decision-making processes.
- We engage in constructive discussions with the goal of finding shared solutions.
- We create a positive work environment.

6 ... foster the development of our team members.

- We are approachable to our team members and listen attentively.
- We delegate tasks and strengthen the autonomy of our team members by trusting in their abilities.
- We give our team members opportunities for growth and support their professional and career development.

7 ... co-create the future of our university.

- We support and initiate change.
- We foster innovation.
- We work across departments, collaboratively, and in a goal-oriented manner.