

## **Leadership Guidelines of the University of Rostock**

**These Leadership Guidelines form the basis for the cooperative management of organisational units and provide a binding set of framework conditions for all members of the university community with managerial responsibility.**

**The Guidelines help managers in all organisational units and at various levels successfully perform their managerial functions on behalf of the University and their members of staff, and to continuously enhance collaboration.**

### **Identification**

The University's managers are committed to the University's mission statement and are conscious of their special responsibility towards the members of the university community.

Managers identify with the University's goals and strategic orientation and represent these both internally and externally. They play an active role in their development.

Managerial staff implement the principles of diversity and appreciation in their areas of responsibility, setting the foundation for fostering family-friendly, health-promoting and intercultural working conditions.

This is supported by the following measures, according to which managers:

- Respect, observe and comply with the rules and standards of the organisational culture.
- Support the common goals of the University of Rostock as a whole.
- Are open to change.
- Contribute to the overall performance and further development of the University and make appropriate decisions.
- Promote and value active participation in academic self-administration.

### **Responsibility**

The University's managers are role models. They distinguish themselves through their personal, social, methodological and professional competence.

In particular, they develop and consolidate their skills to create a cooperative leadership style and enhance their competencies in resolving conflicts and in dealing with criticism.

To this end, managerial staff:

- Display exemplary behaviour: act authentically, credibly, predictably, justly and fairly.
- Expect the same of their members of staff as of themselves.

- Take responsibility for decisions: they are decisive and willing to make decisions, but also prepared to revise decisions after they have been made, if necessary.
- Meet commitments and obey agreements.
- Are self-critical, always willing to learn and continue the development.
- Make objective and goal-oriented decisions based on comprehensible criteria.
- Advocate healthy and family-friendly working and studying conditions.
- Assume social responsibility, show sensitivity to personal problems and, if necessary, offer or arrange assistance.
- Provide support and represent the interests of members of staff towards third parties.
- Attend training courses in human resources management.

### **Respect and appreciation**

The University's managers are appreciative, fair and respectful to their members of staff. They consciously take responsibility for creating a working culture that recognises and promotes the diversity of skills and personalities.

Managers:

- Treat members of staff open-mindedly and honestly.
- Take members of staff seriously and show genuine interest in their opinions.
- Support members of staff and promptly recognise their achievements.
- Encourage members of staff to act responsibly and independently.
- Express criticism objectively and constructively while respecting their personality.

### **Communication**

The University's managers communicate in a trustworthy, honest and transparent manner.

They actively, regularly, promptly and comprehensively inform their members of staff – at family-friendly times – so that they can actively participate in decision-making processes.

They make clear, understandable, and binding decisions and thus assume responsibility for their own actions.

Managers:

- Introduce and train new members of staff in a targeted manner.
- Convince members of staff of goals.
- Actively involve members of staff in decision-making processes.
- Pass on their own knowledge and experience to members of staff.
- Recognise the individual needs of members of staff.
- Arouse interest in goal-oriented innovations and changes.

- Accept criticism from members of staff regarding their own approach and take their criticism seriously; encourage critical feedback if necessary.
- Use annual employee/line manager appraisals.
- See conflicts as opportunities for further development and deal with them productively.

### **Ideals and motivation**

The University's managers foster the motivation of their members of staff through their own commitment. They manage and shape their working relationships with each other and within working groups, facilitate collaboration, and develop a healthy culture of reflection.

Managers:

- Consistently delegate tasks, decision-making powers and responsibility.
- Actively support members of staff in tackling new or challenging tasks and provide a sense of achievement.
- Identify and sustainably promote the individual strengths and potential of members of staff.
- Advise and support members of staff on continuing education and training based on their needs.
- Agree on realistic goals with members of staff and continuously monitor their consistent implementation.
- Show and demonstrate trust.

### **Principles for the supervision of early-career researchers**

Particular attention must be paid to the training and promotion of early-career researchers and their guidance in observing the principles of good scientific practice:

- The selection of young researchers must be based on performance criteria. Discrimination based on origin, gender, religion or belief, disability, age, or sexual identity is illicit.
- Supervisors are obliged to actively support and encourage early-career researchers in their field so that the desired research goals can be achieved within the designated period of time.
- The personal and family circumstances of early-career researchers must be taken into account during the academic training phase. Efforts should be made to ensure that raising children and academic work remain compatible. Special consideration must be given to those with disabilities.

Resolution of the Council of 27 June 2012

Prof. Dr. Andreas Wree  
President of the Council

PD Dr. Petra Maier  
Vice-President of the Council

Signed by the University Administration on 14 October 2013

Prof. Dr. med.  
Wolfgang  
Schareck

Rector

Prof. Dr. Stefan  
Göbel

Pro-Rector for  
Academic Affairs,  
Teaching and  
Evaluation

Prof. Dr.  
Birgit  
Piechulla

Pro-Rector for  
Research and  
Research Training

PD Dr. Bettina  
Eichler-Löbermann

Pro-Rector for International  
Affairs, Equal Opportunities  
and Diversity Management

Benjamin  
Pleban

Student Pro-  
Rector

Dr. Matthias  
Neukirchen

Registrar, Head of  
Administration and  
Finance

Signed by the Department of Human Resources and Human Resources Development on 14 October 2013

Andreas Tesche

Department of Human Resources and Human Resources Development  
Project Manager for Family-Friendly University

Rostock,

Dated:

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