



# leadership

## Guidelines

The purpose of these general leadership guidelines is to create a shared basic understanding of leadership in our university. These guidelines set standards for leadership conduct and represent the framework conditions for the use of leadership instruments.

These general leadership guidelines form the basis for the leadership activities of all members of the university with managerial responsibilities.

**All persons, who assume managerial responsibility at JGU, are expected to be:**

1. conscious of the associated consequences and must answer for the objectives and action even when facing resistance;
2. self-critical, always ready to learn new things and to develop themselves further;
3. aware of the importance of leading by example and to act accordingly;
4. able and willing to take decisions, but also prepared to revise their decisions whenever appropriate; and
5. make decisions based on reasonable criteria that are appropriate to the matter at hand and geared towards the objective(s).



**Leadership with respect to employees is exemplified by:**

6. treating staff members with respect, appreciation and loyalty regardless of their status;
7. appropriately recognizing and developing the individual potential of staff members;
8. encouraging staff members to accept responsibility for their tasks and assignments and to support them in this;
9. creating perspectives and offering orientation while pointing out the purpose and objectives of the activity, as well as limits and possibilities;
10. communicating with staff members in an open, relevant, goal-directed, and honest manner; and
11. promoting healthy working conditions.

**Managerial responsibility with regard to the university as an organization means ensuring that:**

12. the shared goals of JGU are supported;
13. a contribution is made to the overall performance and development of the university;
14. the interests of the manager's own area of responsibility, as well as those of the university, are safeguarded in all decisions taken; and
15. the obligation to actively participate in the self-administration of the university is undertaken in a responsible and committed fashion.