

Leadership / Management Profile

Applying synergy to a group of employees, encouraging mutual involvement and motivating employees to effective partnerships and/or cooperation in an assignment.

Activities

Management of substantial and long-term projects or programmes

- Provides functional leadership
- Leads project or programme teams inside or outside the organisation
- Writes a business or project/programme plan with (e.g.) purpose, preconditions, planning and investment (budget and finance)
- Monitors people, resources and planning
- Is responsible for project or programme results
- Is responsible for accurate and timely communication regarding the content, progress etc of the project /programme
- Encourages and organizes cooperation within the team, working group (as a part of a bigger programme/project) or committee by clarifying everyone's contribution and responsibility
- Applies PDCA cycle

Binding & Inclusive Leadership

- Acts in line with the vision of the faculty
- Develops a vision within the context of the programme, in alignment of the vision of the faculty
- Ensures cooperation and cohesion in the project/programme
- Encourages employees in their professional development within the context of the project/programme
- Has an eye for individual differences and supports them in the correct way in favor of the results of the project/programme
- Organises decision-making in such a way that everyone can make a contribution and/or understands the rationale of the decision
- Is responsible for diversity and inclusion within the team/group

Public Engagement & Innovation

- Encourages new ideas for projects and programmes and translates them into, preferably, measurable results.
- Dares to tackle new things and shows perseverance to achieve results.
- Indicates which investments are needed to respond to market opportunities

Level

Depends on characteristics of the project or programme e.g.

- Size, complexity and/or lead-time
- Multi-stakeholder management
- National/international
- (Different) areas or interconnection
- Accountability regime

Professional skills

- Binding Leadership
- Vision
- Environment Orientation
- Managing for results
- Persuasiveness
- Cooperating
- Entrepreneurship
- Integrity

Professional Attitude

- Focuses on goals of the organisation
- Focuses on and acts on the possibilities and opportunities for projects
- Feels responsible for the quality of work done
- Ensures continuous and open communication by setting a good example
- Shows helicopter view
- Gives and asks careful feedback on performance, both positive and critical
- Reflective
- Able to improvise
- Pro-active and flexible

Demonstrate achievements (possible)

Self-assessment:

Reflects on how their leadership has helped to create an inclusive and effective cooperation.

Professional activities

- Leadership role in projects/programmes and/or policy development and the capacity to relate this to the content of research or a specific expertise in the interest of academic output
- Organisation and delivery of project goals/results
- Formal role as e.g. chair of the examination board, programme director or project/programme coordinator/leader

Measures of results

- Provides contributions, ideas or proposals aimed at, among other things, group results, the department, the faculty or the university
- Successful implemented programmes or ended projects
- Acknowledges and makes optimal use of the knowledge and expertise of others, within or outside the department, faculty or organization.
- Seeks cooperation with supporting services / external parties that can further the joint result.
- Involves relevant parties in decision making
- Activates third parties to contribute to the result and considers their qualities.
- Demonstrates leadership qualities, diversity and inclusion within their team
- Connect to the strategy of the EUR (e.g. societal impact)

Group/project review

- Responds actively and constructively to the ideas of others.
- Adapts to the group when it comes to achieving a joint result.
- Bridges contradictions and different views between people
- Stimulates cooperation within and/or between the group (s)