

Leadership Profile – Associate Professor2 (August 2022) Applying synergy to group of colleagues, to support each colleague in the development of their competences and achievements, and to receive recognition and appreciation, individually and as a team and encouraging mutual involvement & care, contributes to community service

Activities

Leadership in substantial and long-term projects or programmes

- Provides functional, inclusive and caring leadership, with eye on the strategic (programme) goals
- Encourages and organizes cooperation within the team, working group (as a part of a bigger programme/project) or committee by including and clarifying everyone's contribution and responsibility
- Leads project or programme teams inside or outside the organisation
- Writes a project/programme plan with (e.g.) purpose, preconditions, planning and investment (budget and finance)
- Supports colleagues in the development of their competences and achievements and provides recognition and appreciation individually and to teams
- Monitors 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
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Binding & Inclusive Leadership

- Acts in line with the vision of the ISS strategy
- Develops a vision within the context of the programme, in alignment of the vision of the institute
- Ensures cooperation, cohesion, care and inclusion in the project/programme team
- Encourages colleagues in their professional development (both in terms of competences and skills and in terms of achievements) within the context of the project/programme
- Has an eye for individual differences and supports people in their professional development and ensures recognition of achievements and appreciation of competences and skills developed as well as results achieved
- 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, including intellectual

Community service and community building

- Provides community services that enhance collaboration, trust, well-being in the ISS community

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 competences

- ☑ Binding Leadership
- ☑ Vision
- ☑ Environment Orientation
- ☑ Caring
- ☑ Persuasiveness
- ☑ Cooperating
- ☑ Entrepreneurship
- ☑ Integrity

Professional skills

- ☑ 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)