

## **Leadership Principles at the University of Basel**

### **Preface**

The University of Basel promotes research on the highest international level attracting outstanding scientists and students from around the world. To support its goals it wants to offer the best possible conditions for research, teaching, studies, work and education. The university supports research in all academia focusing on the development of early career researchers. It guarantees the freedom of teaching and research and promotes innovation as well as entrepreneurial activities of its employees.

Within this framework leadership personnel bears a vital responsibility. It has to add to the university's mission and goals, take over responsibility actively, stay flexible in the changing framework requirements and lead employees inspiringly. Leaders act responsibly, aware of the resources and committed to sustainability. They respect the Code of Conduct describing the values and rules of an appreciative culture of collaboration in twelve self-committing sentences. Conclusively the recognition and fostering of diversity and equal opportunities are guiding principles and an inherent part of life at the University of Basel.

Employees of the university rely on a culture of dialog, appreciation, respect and tolerance within and towards partners outside the university. For this goal the university supports a culture of responsible leadership and management with clear tasks, skills and the understanding of the principle of subsidiarity, seeing itself as a learning organization.

The leadership principles as presented in the following paragraphs were developed in a participative process led by a group of executive managers. The principles are unfixed and supposed to be reviewed regularly.

### **Leadership principles at the University of Basel**

- We promote academic excellence aligned with critical reflection
- We create spaces for creative work
- We support talent and diversity with academic generosity
- We communicate and decide transparently and inclusively
- We show appreciation and respect differences
- As members of the university of Basel we are conscious of our example

## **Application and details regarding the leadership principles**

### **We promote academic excellence aligned with critical reflection**

- As a leader we convey the background and purpose of the university's strategy and its meaning for our own field of work.
- We provide a clear framework, clarify our expectations and act fairly.
- We use our responsibility actively and reflect our role and the effects of our actions regularly.

### **We create spaces for creative work**

- As a leader we establish clarity (regarding tasks, authority and responsibilities of our team members) and create room for options to promote an independent and responsible work environment. All of these are recorded in a job description, doctoral agreement or similar.
- Within the framework of a learning organization we grant development and embrace a culture of failure for innovation.
- We offer a framework for innovation in our team and stimulate constructive collaboration.

### **We support talent and diversity with academic liberality/generosity**

- As a leader we appreciate every team member's contribution for our success, encourage team members and support their development.
- We know the means of facilitating talents and equal opportunity.
- We support balancing family and career.
- We take into account and support equal opportunities and diversity in all its dimensions of family and stage of life.
- We foster diversity in our team and are aware of the challenges this has on our leadership and communication.
- We are open for new paths and unexpected results.

### **We communicate and decide transparently and inclusively**

- As a leader we reflect on our communication and decisions.
- We communicate in an open and appreciative dialog
- Problems, conflict and questions but also notable accomplishments are referred to timely and privately. In that way we cultivate a culture of active feedback.
- We know the tools and support within the university facilitating professional action and behavior in leadership and communication and apply these in our everyday work.

### **We show appreciation and respect differences**

- As a leader we recognize the differences of our team members, appreciate them complementing each other and communicate accordingly.
- We are open for their concerns, are open to criticism and capable of managing conflict.
- We value and support the different experiences and perspectives of our team members and facilitate their diverse potentials – independent of age, religion, gender, gender identity, cultural background, language, social or professional standing, way of life, political conviction, sexual orientation or disability – and use these complementing each other.
- We use diversity as foundation for innovation. On all levels we thus cultivate an open, creative and productive culture of thinking and working in order to guarantee an excellent university.

### **As members of the university of Basel we are conscious of our example**

- As a leader we are aware of being a role model within and outside of the organization. We use all our resources sustainably – especially health and personal integrity of our team members.
- We work and live as we would expect our team members to.
- We are an example in transparency, tone, behavior and self-monitoring.
- We reflect our attitude regularly in accordance to the above leadership principles, the Code of conduct and the described values.