

## Leadership at RWTH – Key Principles

Leadership at RWTH can be seen as an interplay between leadership responsibilities in management and human resources and the requirements posed by organizational goals, values, and strategies.



Management as a leadership responsibility includes strategic planning, control, and monitoring of a certain area of management in the context of organizational development.

As part of these responsibilities, any framework conditions concerning the workplace, working times and staff responsibilities that directly affect our employees as well as the achievement of strategic organizational goals are to be designed adhering to equal opportunity principles.

Human resources leadership means to promote and motivate employees, taking into account their individual needs and health requirements.

Responsible leadership creates a climate of trust, a workplace where employees have the opportunity to advance their careers, achieve their personal development goals, and jointly contribute to achieving the goals of the University.

**Leadership at RWTH has the aim to inspire our staff, to empower them to initiate new developments and create optimal framework conditions in order to facilitate outstanding performance in research and teaching.**

Essential components of this approach include:

- To foster a culture of tolerance that respects the personality and life situation of each individual
- To adhere to equal opportunities principles in the recruitment process and in the support of talent
- To ensure that overarching goals are clearly and transparently communicated
- To align the strategic goals of each institutional unit with those of the University and with the development goals of the unit's employees
- To create framework conditions that are in line with the University's provisions and guidelines
- To lead and supervise staff in a way that takes specific situations and individual needs into account
- To both challenge and support staff members
- To delegate responsibility and create leeway for staff to work independently
- To reflect one's own actions and encourage staff to provide feedback

We at RWTH cultivate a diverse corporate culture and value diversity among our staff. These principles apply at the executive level as well: Within the scope given by the University's goals, values, and leadership guidelines, executives are encouraged to further develop their skills and capabilities, develop their own strategies on how to best manage their responsibilities, and actively define their role as a leader. Their success as leaders is measured based on the impact of their actions as general and staff managers.