

# LEADERSHIP GUIDELINES

## Excellent leadership for excellent science

### Vision

- We create a vision for our area of responsibility to advance HZDR together with our team.
- We are mindful of the societal relevance of our activities and support initiatives for future generations.
- We value and protect diversity and inclusion.
- We set an example in our roles and take responsibility for our decisions.

### Transfer

- Together with our team, we promote the transfer of our knowledge and methods to science, society, and policy, as well as to business and industry.
- We ensure that knowledge and expertise are preserved and shared.

### Communication

- We build on mutual trust, foster respectful, objective, honest, and clear communication on equal terms, and listen openly and actively.
- We provide constructive and motivating feedback while encouraging feedback from others.

### People

- We encourage and challenge the continuous, versatile, and comprehensive development of our staff, and ourselves prioritizing the necessary resources.
- We support our staff in planning and reflecting on career goals, as well as on their individual and personal growth.
- We value individual experiences and cultural backgrounds as strengths and enrichments.
- We fulfill our duty of care toward our staff and promote self-care.

### Appreciation

- We value all employees for their contributions.
- We take staff concerns and conflicts seriously and support efforts to find solutions jointly.
- We recognize successes and encourage open discussions of mistakes to learn from them.

### Collaboration

- We actively promote collaboration within and, especially beyond organizational boundaries.
- We initiate and maintain national and international networks.

### Organization

- We establish clear processes, roles, responsibilities and authorities and act accordingly.
- We set SMART goals and monitor their progress.
- We delegate responsibility and define scopes for decision-making.
- We make decisions that are well founded, timely, and transparent, involving our staff when appropriate.
- We use existing resources responsibly, including the potential of our staff, ensuring their sustainable use.