



# GUIDELINES FOR STAFF MANAGEMENT AT BOKU

## LEADERSHIP PRINCIPLES

The following guidelines aim to assist in recognising leadership tasks as well as provide a common ground for professional leadership.

These principles describe BOKU values and standards for managing staff and are binding on all levels of leadership. These principles un-

derscore BOKU's mission for sustainability and signal the appreciation for staff management at BOKU.

Leaders at BOKU take on responsibility wholeheartedly and are prepared to continually better their leadership skills.



### ROLE MODEL

As a leader at BOKU I act as a role model in every way: expertise-wise, ethically as well as professionally. I do as I say and am a model of reflective discernment. In this sense, I am able to accept and give positive as well as negative feedback.

### FOSTERING A CULTURE OF MUTUAL RESPONSIBILITY

I actively engage in decision-making and bear the consequences. As a leader I encourage my team members to take on responsibility and I foster a culture tolerating failure where learning from mistakes and developing creative and proactive skills are standard.

### SETTING GOALS AND ACHIEVING THEM

In my area I make sure that goals are set thoughtfully: in accordance with BOKU strategies and aware of the various competing fields and interests. I understand that room for innovation is equally important as is efficiency and I allow for flexibility where possible and clarify limits where needed.

### TRANSPARENCY, COMMUNICATION AND PARTICIPATION

As a leader I make sure decisions are made and communicated in a comprehensible and reasonable fashion and, whenever possible, are made together with those affected. I take care to provide regular and comprehensive information flow on all levels.

### TRUST, APPRECIATION AND RESPECT

I trust that both staff and leaders alike: do their best, treat each other with respect and follow the rules of working together successfully. I actively foster an environment of mutual trust and respect by providing orientation, by fulfilling agreements and by delegating tasks.