



TECHNISCHE
UNIVERSITÄT
DRESDEN

Leadership Guidelines

of TU Dresden

Preamble

TU Dresden pursues the goal of developing and implementing a university and leadership culture in all areas that is characterized by our values of transparency, appreciation, honesty, creative, innovative spirit and participation. TU Dresden's Leadership Guidelines are designed to promote cooperation and contribute to individual and organizational health by establishing a reliable framework for all employees in their daily work.

These guidelines provide guidance to individuals with professional and personal leadership responsibilities in academia, technology and administration in leadership situations and assisting them in their own leadership actions. They represent the common understanding of our value-based leadership culture at TU Dresden. Therefore, they should also raise awareness of the responsibility of our managerial staff and encourage them to examine their leadership activities.

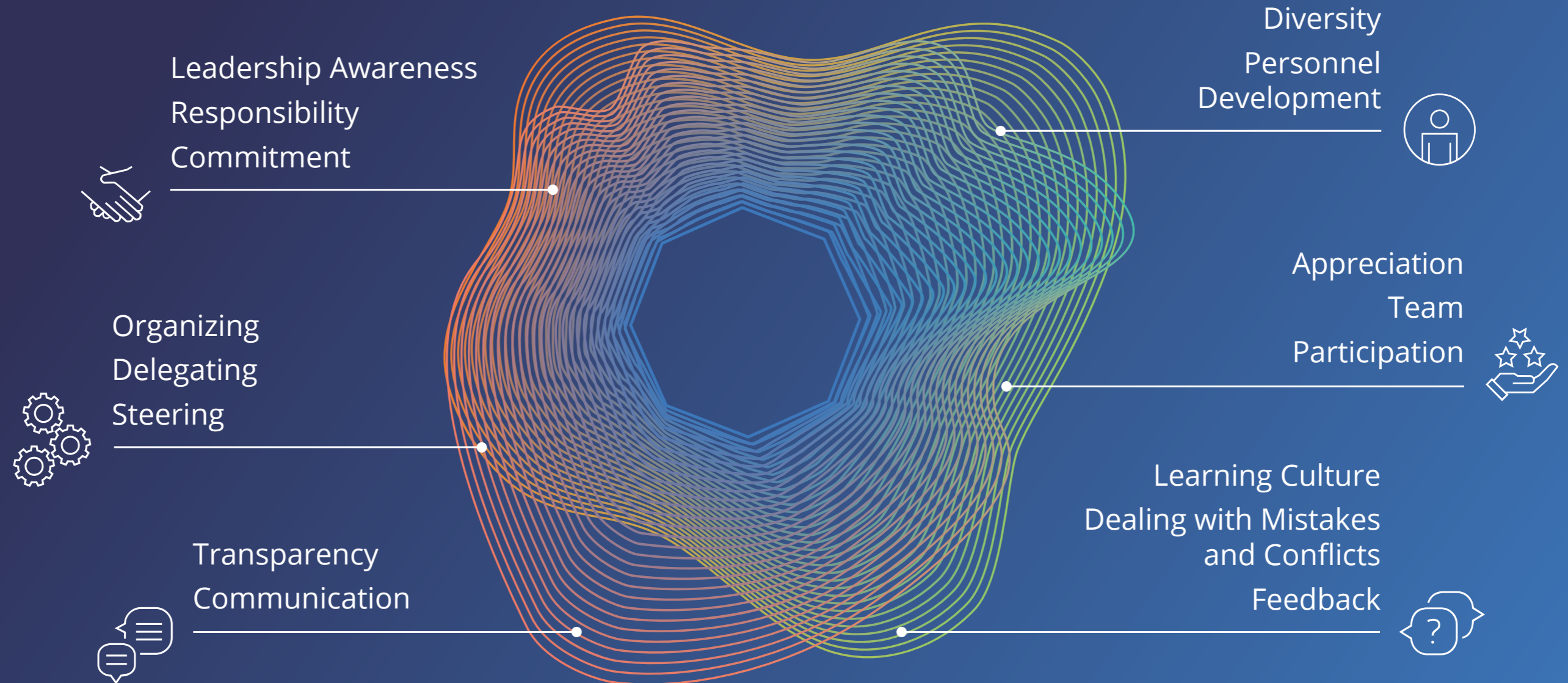
We encourage everyone with leadership responsibility to commit to these guidelines and to implement them in their daily work at TU Dresden.

Dresden, August 31, 2023

These guidelines were developed in a multistage, participatory process with representatives of all status groups and different management levels. As members of the closer working group, we sign these Leadership Guidelines to document the consensus and the common understanding of leadership at TU Dresden.

A collection of handwritten signatures in blue ink on lined paper. The signatures are arranged in three columns. The first column contains approximately 10 signatures, including names like 'Grona', 'Pia', 'Mg. M. Frick', 'H. Hasey', 'K. Pohl', 'Beate Horn', and 'L. Pohl'. The second column contains approximately 10 signatures, including 'Tatjana', 'Jan', 'K. Pohl', 'W. Wodler', 'Rose-Wodler', 'G. Pohl', and 'Graf'. The third column contains approximately 10 signatures, including 'E. G. G.', 'Melanie Welt', 'D. G. G.', 'P. G. G.', 'A. Schmidt', 'M. G. G.', and 'Jan G. G.'. The signatures are written in various styles, some being more legible than others.

Leadership at TU Dresden is characterized by





Leadership Awareness, Responsibility, Commitment

mean to us:

- We are aware of our leadership role and our impact as role models.
- We make decisions and supervise their implementation.
- We agree on goals and take responsibility. We act in a binding manner and are reliable.
- We take the necessary time for leadership tasks.
- We are committed to decisions made, whereby constructive criticism is welcome.
- We protect and support people who are supervised by us, and fulfill our duty of care.
- We take care of ourselves and embrace appropriate services.



Diversity, Personnel Development

mean to us:

- We see diversity as an opportunity and regard inclusion as a managerial task.
- We resolutely oppose any form of discrimination.
- We acknowledge the individual person with their abilities, competencies, development potential and individuality.
- We allow leeway for development in the respective area of responsibility and competence and beyond.
- We support and promote the development of our employees, taking into account their individual abilities and needs as well as the needs of the university.
- We consider ourselves responsible for opening up and developing professional perspectives.



Appreciation, Team, Participation

mean to us:

- We create a respectful, trustworthy and open culture of cooperation.
- We develop and boost the sense of unity and responsibility in our team through team-building and nurturing measures.
- We take time for regular communication and create a welcoming atmosphere for the concerns of our team. We listen, ask questions when necessary, and allow for room for different perspectives.
- We involve our team in decisions and master challenges together. Here, we take into consideration the scope of action with both its possibilities and limits.
- We enable participation in diverse projects and promote exchange and networking.
- We value achievements by recognizing them and making them visible.
- We acknowledge and recognize success.



Learning Culture, Dealing with Mistakes and Conflicts, Feedback

mean to us:

- We consider change, problems and mistakes as opportunities and keep on learning.
- We encourage open communication about mistakes and undesirable developments and use the potential for individual, structural and organizational improvements.
- We reflect on our actions and continue developing our (leadership) skills.
- We are allowed to show insecurities.
- We promote the self-reflection of all participants.
- We recognize and analyze conflicts and take responsibility for finding solutions together with all parties involved.
- We regularly give and take constructive, respectful feedback on both factual and behavioral levels.
- We seek and use internal and external support as part of our learning culture.



Transparency, Communication

mean to us:

- We foster and promote a respectful, clear and open culture of communication at eye level and beyond all hierarchical levels.
- We provide time and space for regular spontaneous communication.
- We communicate relevant information in a comprehensible and barrier-free manner that is geared to all target groups.
- We make sure that the goals and strategies of the various organizational levels are always known and taken into account.
- We establish a clear basis for decision-making.
- We communicate decisions in a comprehensible way, including information about participants and decision making.



Organizing, Delegating, Steering

mean to us:

- We ensure the generation of goal-oriented results.
- We define processes and roles and keep a record of them.
- We prioritize tasks, taking into account framework conditions and resources.
- We regularly evaluate and adapt processes.
- We are willing to hand over tasks and responsibilities.
- We encourage creative, innovative spirit and the use of leeway and accept the associated risks.

We would like to thank all parties involved in the process of developing these guidelines for their commitment and their diverse perspectives and impulses.

TU Dresden

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