Leadership roles

	Individual leadership (IL)	Group leadership (GL)	Organizational leadership (OL)
Role description	In this leadership role, you guide, direct, and support another person (or others) to develop their talents and be able to perform.	In this leadership role, you get a formal or informal group of people (e.g., in a team, project, network, or programme) to work together to achieve common goals.	In this leadership role, you lead an organizational entity, e.g., the university, a faculty, or an institute, and you are the face of it both internally and externally.
What behaviour do we expect?	Conduct motivational interviews, including R&O interviews; call people to account when necessary; provide personalized support; guide people in their development; recognize and reward colleagues (PLUS PL)	Set the course and group goals; stimulate cooperation (connection); manage conflicts; monitor staffing and budgets; organize opportunities for people to participate and air conflicting opinions; create a safe and inclusive working climate; take the organizational context into account (PLUS PL + IL)	Formulate a strategic plan; ensure its implementation within budget; represent the UG externally to stakeholders; take crisis decisions; manage managers; organize compliance (PLUS PL + IL + GL)
Which skills are involved?	- *Dialogue skills* - *Being alert to signals* - *Providing trust* - *Understanding differences between people (diversity)* - *Acting based on the situation*	- *Taking and explaining decisions* - *Being able to read figures* - *Showing organizational sensitivity* - *Taking action in case of undesirable behaviour* - *Setting an example*	- *Having a long-term vision* - *Understanding group dynamics* - *Acting in the interest of the bigger picture* - *Engaging with stakeholders* - *Showing political sensitivity*

Basic role	**Personal leadership (PL)** **In this leadership role, you manage your own work, development, and career (self-regulation)** <u>This involves behaviours such as:</u> Setting goals; doing your own work; keeping to agreements; working together; dealing with hierarchy and the organizational context; working on your development and career; speaking up <u>*And skills such as:*</u> *Planning and organizing; listening; asking questions; taking initiative; receiving guidance and feedback; adapting*

Basic skills	Acting with integrity | Being able to reflect | Being committed | Communicating well | Showing empathy

Framework

- Recognize leadership as an important role and responsibility
- Allocate time and quality to leadership
- Test and evaluate (basic) leadership behaviour from start to end of career
- (Have the courage) to take action when leadership is inadequate
- Set an example across all leadership roles
- Functional support for leadership from HR, ICT, Finance, etc.
- Provide continuous, personalized leadership development, including training, coaching, mentoring, and peer support
- Conduct conversations about leadership