



UZH Leadership and Management Principles – Worksheet

Select a leadership principle that you would like to discuss.

You will find corresponding questions to work on on the last page.

Leading Yourself

Leaders and managers perform their roles in line with UZH values

They are aware that they serve as role models. They are guided by ethical principles, comply with legal and university requirements, and act with the required diligence. They use their position and authority in the interests of UZH and its staff. They are willing to reflect on their actions on an ongoing basis.

Leaders and managers take personal responsibility and ownership

They embrace their managerial and leadership duties and rise to the associated challenges. They carve out time for their management and leadership tasks and integrate them in their day-to-day work. They encourage a sense of responsibility and ownership in their team members.

Leaders and managers practice appropriate self-leadership

They reflect on, recognize and address their own capabilities, but also their limitations, and ask for help where needed. If necessary, they set boundaries so they can perform their roles and take full ownership of their work. They take care of their own health responsibly.

Leaders and managers anticipate change and shape the future

They are open to necessary organizational developments. They keep abreast of management and leadership topics and future trends. They use various management formats (analogue, virtual, hybrid, etc.).

Leading Others

Leaders and managers act proactively

They set out clear expectations and offer appropriate support. They take account of their team members' strengths and weaknesses when assigning tasks. They delegate work in a way that is targeted and focused on professional development, and they set new challenges. They support continuing education and professional development for their team and reach out for advice in this area.

Leaders and managers communicate clearly, positively and effectively

They communicate and provide information that is as transparent and timely as possible on tasks, responsibilities, feedback, and planned changes. They regularly check to ensure it has been understood. They encourage exchange and dialogue within and between teams and departments and networking across all communication media. They carve out the necessary time for communication and exchange.

Leaders and managers foster a feedback culture

They create space for open mutual feedback. They assess the performance and conduct of their staff and recognize good results. They give constructive criticism and highlight potential need for improvements. They actively seek feedback on their own leadership and management skills.

Leaders and managers focus on solutions

They deal with conflicts and actively address them. They highlight potential solutions, set boundaries and show conviction. They encourage their team members to resolve conflicts themselves. In conflicts that are difficult to resolve or in which they are personally involved, they seek support and advice.

Leaders and managers take a participatory approach

They create opportunities for independent and autonomous working. They rely on mutual trust and carry out checks in a proportionate and transparent manner. They facilitate a culture that embraces and learns from mistakes. They consciously shape collaboration within the team.

Leaders and managers promote gender equality, equal opportunities and inclusion

They take into account the different circumstances and backgrounds of their team members and the resulting requirements for balancing family, private life and work.

Leading and Managing Organizational Units

Leaders and managers take an integrated approach to their area of responsibility

They act in the economic interests of their area of responsibility and UZH. They set goals that align with the strategic goals of UZH and those of their unit. They develop measures to achieve these goals and ensure that employees are able to implement them. They put in place quality assurance measures and regularly check that goals are being achieved. Where possible, they involve staff in decision making.

Leaders and managers create the right framework

They establish clear responsibilities, create functional organizational and management structures, and plan their use of resources. They ensure appropriate working conditions and provide the information needed for the work to be performed.

Leaders and managers think ahead

They look to the future. They set out a vision for their area of responsibility and involve their team members in this process. They actively manage change. They consider the context within and outside the university in their actions. They weigh up risks and uphold UZH's reputation through their actions.

Leaders and managers use resources sparingly

They use university and environmental resources responsibly and sparingly. They ensure this is implemented in their organizational unit. They reflect on how their organizational unit contributes to sustainable development.

Significance for us

Where do we come from in this respect? Where do we stand today?

What do we want to improve and achieve in this respect?

How will we recognize that we have embraced this leadership principle?