## Leadership roles

<table>
<thead>
<tr>
<th>Role description</th>
<th>Individual leadership (IL)</th>
<th>Group leadership (GL)</th>
<th>Organizational leadership (OL)</th>
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</thead>
<tbody>
<tr>
<td>What behaviour do we expect?</td>
<td>In this leadership role, you guide, direct, and support another person (or others) to develop their talents and be able to perform.</td>
<td>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.</td>
<td>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.</td>
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<td>Which skills are involved?</td>
<td>Conduct motivational interviews, including R&amp;D interviews; call people to account when necessary; provide personalized support; guide people in their development; recognize and reward colleagues (PLUS PL)</td>
<td>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)</td>
<td>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)</td>
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<tr>
<td>Basic role</td>
<td>Personal leadership (PL)</td>
<td>This involves behaviours such as: 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.</td>
<td>And skills such as: Planning and organizing; listening; asking questions; taking initiative; receiving guidance and feedback; adapting</td>
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### 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

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