

Conversation board Leadership at the University of Groningen

Leadership roles	Personal leadership (PL)	Individual leadership (IL)	Group leadership (GL)	Organizational leadership (OL)
Role description	In this role, you lead yourself—your work, personal development, and career.	In this leadership role you guide, direct and support another individual or others in their development of their talents and performance.	In this leadership role, you enable a formal or informal group of people (e.g., a team, project, program, or network) to work together effectively in order to achieve shared results.	In this leadership role, you lead an organizational entity (e.g., the university, a faculty, or an institute) and serve as its representative both internally and externally.
Which skills are relevant to this role?	<ul style="list-style-type: none"> • Communicate effectively • Take initiative • Acting with integrity • Planning and organizing • Demonstrate self-awareness 	<ul style="list-style-type: none"> • Dialogue skills • Situational leadership • Understand differences between people • Building trust 	<ul style="list-style-type: none"> • Make and explain decisions • Work with data and figures • Understand group dynamics • Address inappropriate behaviour • Demonstrate organizational awareness • Lead by example 	<ul style="list-style-type: none"> • Act in the interest of the greater whole • Maintain a long-term strategic vision • Engage with stakeholders effectively • Understand organizational dynamics • Demonstrate political sensitivity
Which behaviours are expected in this role?	<ul style="list-style-type: none"> • Demonstrating adaptability • Honoring commitments • Setting goals • Showing engagement • Speaking up • Asking for and offering help to colleagues • Navigating the organizational context • Engaging in reflection • Collaborating effectively 	<ul style="list-style-type: none"> • Acknowledge and value others • Set boundaries • Define frameworks • Address issues when needed • Conduct motivational conversations (+ PL)	<ul style="list-style-type: none"> • Manage conflicts • Facilitate open dialogue and constructive dissent • Set direction and team goals • Work with business intelligence • Consider the organizational context • Foster a safe and inclusive work environment (+ PL + IL)	<ul style="list-style-type: none"> • Make crisis-related decisions • Act in accordance with applicable (inter)national laws and regulations (compliance) • Lead other leaders • Set strategic direction • Ensure implementation within budget (+ PL + IL + GL)

Conversation starters

- Which leadership role(s) do you currently fulfill in your position?
- What value have you added from these leadership role(s)?
- Which leadership skills would you like to (further) develop? This may relate to your near-future ambitions as well as your long-term development.

