



CODE OF CONDUCT LEADERSHIP AT HEIDELBERG UNIVERSITY

Heidelberg University is shaped by the cooperation of its members. A leadership culture in which managers and employees assume their responsibilities and roles is fundamental to successful cooperation. Such a leadership culture is both transparent and reliable. It encourages participation, enables joint development and supports initiative and creativity. In doing so, it strengthens Heidelberg University's commitment to excellence in teaching, research and knowledge transfer.

Leadership takes place in all areas and at different levels. This includes both formal and informal management responsibility. Therefore, this Code addresses all members of the university. Its principles apply to all areas of the university and it describes the essential elements of the leadership culture that we, as Heidelberg University, strive for in a shared effort.

All members of the university contribute responsibly to a successful leadership culture in their respective roles by

Communicating openly.

Managers and employees ensure that everyone has the necessary information to understand and perform their respective tasks. Communication based on transparency and dialogue creates trust, encourages participation and enables everyone to contribute their knowledge and skills. Open communication is a prerequisite for effective cooperation both within and between the various professional areas at the university.

Pursuing common goals.

In accordance with the mission statement of the university, managers define specific work objectives in consultation with their employees and set priorities as well as a clear and binding distribution of tasks. Participation, clear roles, and reliability support identification with these goals and foster the motivation to achieve them together. Whenever employees take on independent tasks in research and teaching, they are supported in the self-determined definition and implementation of their goals.

Taking responsibility.

Managers entrust their employees with tasks to be carried out independently and agree with them on the appropriate scope for initiative and decision-making. All participants address problems directly and work together to find solutions, fostering a constructive approach to mistakes. Everyone shares the responsibility for achieving the agreed-upon objectives, while managers bear overall responsibility. Employees support their managers and managers stand up for their employees.

Showing appreciation.

Managers and employees explicitly recognize commitment, competence, and performance. Equally important is the willingness of all parties involved to give and receive constructive feedback. Such feedback helps managers and employees to develop professionally.

Promoting continuing professional development

The members of the university support lifelong learning through the personal and professional development of their employees and managers. Everyone is encouraged to grow through new challenges and to take initiative in their own development.

Resolving conflicts.

Unresolved conflicts put a strain on cooperation and performance. Therefore, managers and employees have an obligation to address conflicts appropriately and to participate in conflict resolution. If necessary, they will use the relevant support services provided by the university.

Acting with care.

Leadership includes a duty of care. Managers are committed to providing appropriate working conditions, ensuring a fair distribution of work, and equipping employees with the resources required to carry out their respective tasks. All managers and employees respect the physical and mental health, as well as the personal rights, of their colleagues.

Promoting equal opportunities.

Diversity and a wide range of experiences and perspectives are an asset to the university. Therefore, all university members promote a diverse, equitable, and inclusive environment that responds flexibly to the needs and circumstances of individuals. Managers bear a particular responsibility in this regard.

Heidelberg University supports managers and employees in putting this leadership culture into practice and in fulfilling the diverse requirements associated with their roles.