



LEADING
TOGETHER
AAU LEADERSHIP PRINCIPLES



**AALBORG
UNIVERSITY**

DEAR LEADER

At AAU, good leadership is essential. It is a prerequisite for us to continue to fulfil our ambitions as a mission-oriented university in a constantly changing world. Leadership is about creating coherence between AAU's strategy Knowledge for the World, the university's distinctive features, its core mission, and each individual employee.

Good leadership contributes to AAU continuing to be an attractive, responsible and sustainable workplace – humanly, professionally, and socially. This requires that you as a leader take responsibility and actively contribute to developing our leadership practice. Leadership at AAU, is something we succeed in together. The leadership principles help us create a shared understanding and direction for good leadership. The future calls for us to embrace leading together at AAU.

The university sector has already undergone significant changes, and change has become a basic condition. This places great demands on our ability to

navigate complexity, create meaning and make decisions in a political and administrative reality in motion. At the same time, we as leaders must engage and inspire in an environment characterized by high levels of expertise and independence. This is a shared responsibility. Through good leadership, we unlock the full potential of the organization and steer AAU forward – boldly and sustainably.

With five guiding principles, the leadership principles set the framework for a shared understanding of leadership at AAU. These principles provide direction in the work of leadership and serve as a starting point for reflection, dialogue and development. There is no expectation that the individual leader can or should master everything described in the leadership principles.

The leadership principles are intended for everyone involved in leadership or the university's decision-making, operations and change processes. It is a

shared framework designed to inspire and support the leadership we already practice – and to shape the leadership we want to realize in the future.

With these leadership principles, the Executive Management wishes to emphasize the importance of good leadership at AAU. It gives you as a leader a foundation and a framework for your leadership practice, a common ground for strengthened collaboration and valuable dialogues about leadership across the university.

On behalf of the Executive Management
Per Michael Johansen
Rector

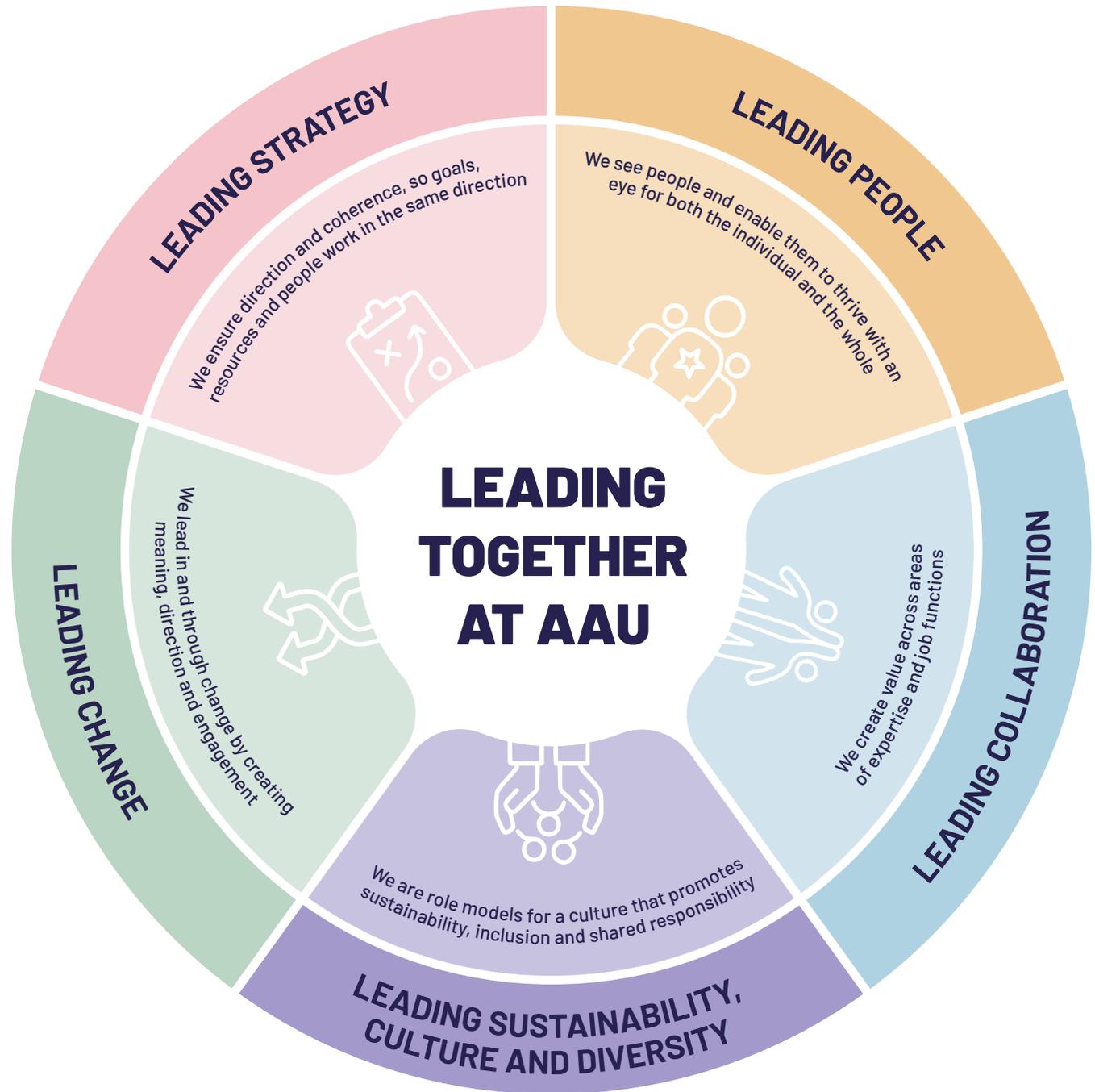


COMMON LEADERSHIP PRINCIPLES

The intention of having common AAU leadership principles is to strengthen leadership as a profession and inspire dialogue, reflection and learning. They enable us to develop leadership communities across AAU where we share principles, direction and ambitions.

When we talk about leadership and dare to be ambitious about it, we create a shared language that makes leadership transparent, attractive and value-generating.

Leadership is not an individual task; successful leadership is achieved in collaboration. This strengthens our ability to succeed in our core activities and contributes to AAU continuing to be a development-oriented and inspiring workplace for both leaders and employees



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LEADING PEOPLE

We see people and enable them to thrive with an eye for both the individual and the whole

Leadership is about relationships. As a leader you create the framework for a working environment where well-being and development emerge jointly between leaders and employees. This requires mutual trust, respect and a working environment where both diversity and professional communities can thrive.

You balance clear goals and expectations with consideration and regard for individuals. You are responsible for organizing to utilize competencies and preferences in a way that strengthens task completion and job satisfaction.

We expect each other to:

- be attentive to employees and ensure well-being
- create a working environment based on clear expectations, trust and safety where both professional communities and individual development are supported
- work systematically on nurturing well-being, involvement and feedback culture
- show interest in and commitment to employees' competence and career development
- communicate with empathy and clarity, even when making demands



LEADING COLLABORATION

We create value across areas of expertise and job functions

Collaboration is both a goal and a means of leadership at AAU. As a leader, you create the framework and conditions for a collaborative work culture across AAU and in external partnerships.

You understand and navigate the complexity and the various interactions that characterize collaborative processes in a research-based and politically governed organization.

We expect each other to:

- seek out and contribute to interdisciplinary collaboration – professionally, culturally and organizationally
- inspire staff members and colleagues to think and act in the interests of the community across areas of expertise and organizational units
- engage and participate actively in leadership networks and collaborative development environments
- involve the democratically elected councils and committees
- involve and lead across relevant internal and external collaborative relationships



LEADING SUSTAINABILITY, CULTURE AND DIVERSITY

We are role models for a culture that promotes sustainability, inclusion and shared responsibility

At AAU, we take an active role in shaping our shared culture. As a leader, you are a role model, and your actions, decisions and the way you support the community help set the direction for the organization.

You have a particular responsibility to nurture a culture where sustainability, diversity and inclusion are both values and practices.

We expect each other to:

- take active responsibility for sustainability based on environmental, societal and leadership factors
- work consciously to create inclusive and diverse environments where diversity is seen as a strength
- support a culture that contributes to AAU's core activities and strategic ambitions
- work actively on diversity and equal opportunities, including international colleagues and students
- create strong, trusting communities where everyone feels part of a meaningful "we" with shared responsibility



LEADING CHANGE

We lead in and through change by creating meaning, direction and engagement

Changes are an integral part of your leadership role. As a leader, you navigate in multiple roles, as both a formal leader and facilitator, creating momentum through involvement and clarity in times of change.

You balance the need for operational stability and ambitions for development and innovation. You recognise that change can create uncertainty and resistance. You exercise leadership by facilitating meaningful processes and supporting employees through changes.

We expect each other to:

- identify, develop and drive change both within our own area and across disciplines where the interaction of research, education and administration is a key part
- be curious, take well-considered risks and see mistakes as an opportunity to learn and develop
- handle resistance openly and inclusively
- communicate clearly and strengthen shared commitment and obligation in times of change
- reflect on our own role and approach during changes



LEADING STRATEGY

We ensure direction and coherence, so that goals, resources and people work in the same direction

Leadership at AAU must be both value-based and results-oriented, rooted in the university's strong tradition of working in a problem-oriented, interdisciplinary manner and in close interaction with the wider world.

You translate the university's strategy into meaningful actions in everyday life. You take responsibility and actively engage with how the strategy develops and affects research, education and administration. You create direction, prioritize in complex contexts and put action behind ambitions with an eye for the bigger picture.

We expect each other to:

- set the direction and lead the way in implementing, motivating people and creating meaning for internal, external and political decisions
- act with loyalty and an understanding of the bigger picture to take joint responsibility, and actively contribute to realizing joint decisions locally
- build structures, cultures and processes that create progress and support the core activities
- create visible results with value for AAU, students, partners and society
- translate strategy into opportunities in everyday life