

**Why:** Transparency and openness allow us to clearly recognise developments and goals, reasons for decisions and the results of these decisions as well as the entire university context. Passing on decisions and requirements is the only way that tasks can be completed quickly and correctly. And this in turn is a requirement for processing things on time and in a standardised way. It also promotes a feeling of belonging and trust.

**How:** Information is communicated openly, in a structured way that is appropriate to the target group. Regular meetings are carried out in the organisational units and across hierarchy levels. An information platform accessible to everyone will be made available that contains developments, goals and decisions.

### Continuing Education

*is a matter of course for everyone*

**What:** we are open to new things and ready to actively promote further personal development and continue to qualify ourselves based on needs.

**Why:** Only if everyone continually qualifies themselves can current and future tasks and requirements be taken on properly.

**How:** We inform ourselves and others about continuing education opportunities, support them and take part in them. Continuing education needs are regularly assessed, knowledge gaps compared to managers are to be closed and corresponding opportunities are to be taken advantage of. Newly acquired knowledge is used to fulfil tasks and passed on to colleagues. By using our own knowledge resources and promoting these, professional prospects are created.

### Summary

In adhering to and implementing the guidelines we created together, we are able to provide high-quality services, increase work satisfaction and, at the same time, increase motivation.

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# Guidelines for Leadership & Cooperation

for TU Braunschweig's  
 Central Administration

Dear staff members and other readers,

In 2009, the Guidelines for Leadership and Cooperation were created based on the joint work of managers and employees of TU Braunschweig's Central Administration. In 2016, our guidelines were updated in leadership workshops based in part on our new TU mission statement.

They document how we want to lead and Cooperate, and offer us all a binding framework for action regardless of the area in which we work or with which tasks we are entrusted.

With these guidelines, we, the managers and staff, describe how we want to strengthen our cooperation and improve everyone's ability to confront future challenges as well as to maintain and expand our performance abilities.

Together with the TU's goals and values and the Central Administration's mission statement, we commit to orienting our common goals and our decision-making processes on these guidelines.

I would like to call on all staff members and managers to take a critical look at their own attitudes and behaviours, and orient these on the guidelines. Together, it is our task to make the guidelines concrete for the various areas of the administration and to fill them with life in our daily work.

In doing so, I am happy to support you and look forward to a lively exchange with you on this topic.



Dietmar Smyrek  
Vice President

### **Cooperation**

*in partnership, constructive and trusting*

**What:** We treat each other with respect and create an open, creative working atmosphere. Our basic attitude is positive and focused on the future.

**Why:** Our success depends on us all contributing our knowledge and abilities while we complement and strengthen each other. Team spirit and "togetherness" are supported, as this leads to a feeling of loyalty and increases individuals' satisfaction. This is the only way we can reliably work together with partners in and outside the university.

**How:** We think beyond organisational units and hierarchy levels, are open for new paths, work proactively, contribute our own ideas and are open to constructive criticism. We are prepared to work on concerns brought to us with a focus on the goal and task while actively contributing to solving problems. In our interactions with each other, we are friendly, show team spirit, actively problem-solve and display mutual respect. This is done based on respectful behaviours while taking social and individual differences into account and relies on constructive feedback, reliability and trust.

### **Leadership**

*leading, steering and shaping*

**What:** Supervisors carry out their leadership tasks in a participatory, engaged, motivated and motivating way. They lead staff members down the path to the goal and include staff in their decisions at an early point in time. Once a decision has been taken, it is implemented consistently.

**Why:** Respect and esteem for those we work with, fairness, a clear allocation of tasks, decisions that can be relied upon and whose implementation is transparent and understandable, that avoid blockages to work, save time, and grant trust and security ensure that staff members are satisfied and motivated.

**How:** Tasks are clearly defined, and performance is demanded, supported, recognised and confirmed.

Leaders further qualify themselves in their role including in the area of conflict management. Competent and authentic, they act as role models and take on responsibility. Leadership also means giving staff members

the responsibility they need to carry out their tasks and drawing the necessary consequences if the requirements are not fulfilled.

A leader's tasks include cooperating with other areas, ensuring that staff members receive continuing education and are provided with information as well as making basic information about decisions and staff members' development transparent.

They are to critically question their own leadership behaviour, and staff members are to be given the right to contribute their ideas and desires; these should be considered to the extent possible. Leaders back their staff members and respectfully care for them. They ensure that they recognise when a staff member is being overworked at an early stage and that this does not lead to too much stress. This also includes actively intervening if mistakes are made, if there is a suspicion of a health problem or addiction, and taking into consideration individual differences and stressful personal situations.

### **Information and Communication**

*the basis of targeted actions and successful cooperation*

**What:** We actively work toward providing needs-based, timely, clear and comprehensive mutual information and communication across all hierarchy levels and organisational units.