

Getting Involved

Discussion Groups

In various departments throughout the University, the new general leadership principles were presented in formal discussion groups. Additionally, concrete examples of areas relevant for implementation activities can be submitted to the project team. All University employees are invited and encouraged to take part in these activities. Information on upcoming activities is available on our homepage.

Leadership Breakfast

On the last Wednesday of the month, we host "Leadership Breakfast" from 8:30 to 10:00 a.m. This open forum addresses current topics related to leadership and gives you the opportunity to provide the project team with impulses related to the strategic focus of the project. A current list of topics, dates and locations, as well as registration information, is available on our homepage.

Newsletter

Subscribe to our German language newsletter to receive monthly updates on current project developments and upcoming activities.

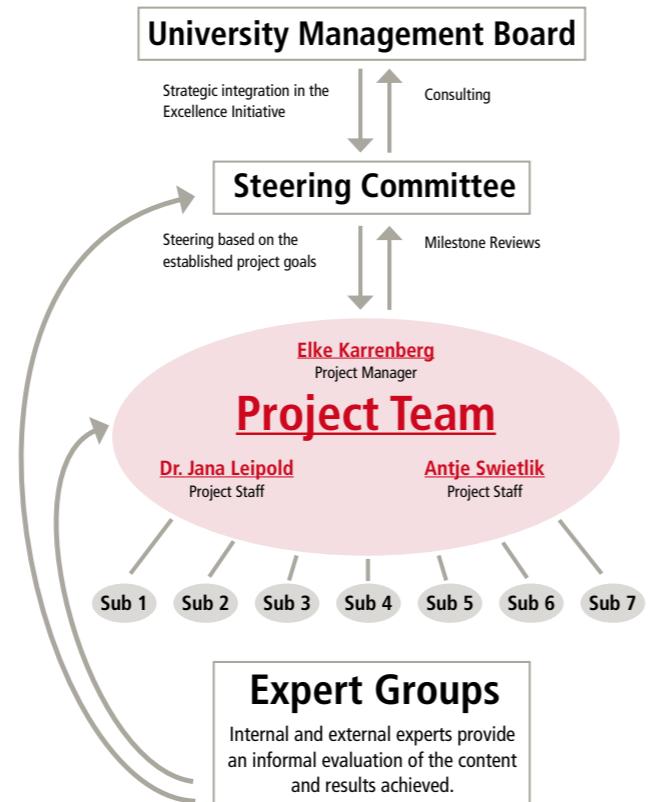
www.leadership.uni-mainz.de > Newsletter

Leadership and Excellence

The JGU Leadership Project supports the continuing development of the processes and structures of the University and through this it supports JGU in becoming a more professional and modern organization. Thus, this project is an important component of the Excellence Initiative and is closely linked with numerous other important processes. One example: The optimization of internal communication.

The Excellence Initiative offers a valuable opportunity for the Leadership Project to have a lasting impact on the organization. Future projects will contribute to the further implementation of the values and leadership principles of the project and provide the University with a comprehensive cultural change.

Project Structure



Project Team

Elke Karrenberg

Project Manager, Head of Personnel Development
Phone +49 6131 39-20634

Dr. Jana Leipold

Project Staff, Personnel Development Consultant
Phone +49 6131 39-25433

Antje Swietlik

Project Staff
Phone +49 6131 39-20140

Project Office JGU Leadership
Forum Universitatis 3, Room 00-310

Phone +49 6131 39-20140
Fax +49 6131 39-22411
E-Mail leadership@uni-mainz.de
Homepage www.leadership.uni-mainz.de



Shaping Change – Developing JGU Leadership



Stifterverband
für die Deutsche Wissenschaft

JG|U
JOHANNES GUTENBERG
UNIVERSITÄT MAINZ

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Where We Stand

Over the past years JGU has undergone an extensive developmental process, which also included changes to existing organizational structures.

The two aspects "participation" and "expert culture" are key elements of the strategic plan of the University. They are regarded as significant features for further development and are reflected in the participatory structures and committees active throughout the organization. The University explicitly commits itself to the use of the principles of active participation. Additionally, the implementation of a counseling organization has proven successful over the past years. The counseling organization incorporates various groups of experts, such as the Gutenberg Research College and the Gutenberg Teaching Council. Effective interaction between the various units within the entire organization requires mediative structures to be in place.

The concept of management is faced with the need to be redefined within this context. This is necessary in order to successfully apply the key elements mentioned above and to interact with the different cultures within the organization.

"Management" in the sense of organizing and delegating work does not provide the complete basis necessary. What is understood by "leadership" is a crucial element and our project will aid in the specification and strengthening of this concept at JGU. First steps include jointly developing a collective understanding of "leadership" within the entire organization that is based on the existing framework of the JGU mission statement. Through this, all members of the organization have guidelines that provide support when making managerial decisions.

Our concept successfully convinced the Donors' Association for the Promotion of Sciences and Humanities in Germany (Stifterverband für die Deutsche Wissenschaft) and the Heinz Nixdorf Foundation to sponsor and support the project over the next two years.

Where Management Takes Place

Management responsibilities are not necessarily linked to positions in the organizational hierarchy, but are performed on all levels and often by staff members that are not classically viewed as having this type of responsibility. Moreover, the concept of "management" is subject to continual change and this is particularly true in learning organizations, such as JGU.

A dean, a subject manager, the head of a repair workshop, the speaker of a research group and a project manager – they all have something in common: they act in leadership roles of some type. Even if this role is temporary, these employees are confronted with very different challenges related to the duties they are required to perform.

Leadership in the context of a University is as diverse as such an institution itself. Leadership is based on commonly shared values and concepts, which serve as a strategic framework for the entire organization, while being flexible enough to be adjusted to also meet the needs of individual departments.



What Leadership Means to Us

A managerial workday is usually dominated by operative business: the deployment and supervision of employees, making decisions regarding the use of resources, as well as planning and structuring new tasks. Decisions are focused more on supervision and thus managerial skills are required.

Leadership reaches beyond all of this: The responsibilities of a leader include: developing visions, serving as a role model by living the values of the organization, supporting employees and providing them with the freedom necessary to be successful. All of this is based on a mindset shaped by a high degree of responsibility and commitment that is visible in day-to-day actions..

These are the aspects that Johannes Gutenberg University would like to develop further and apply to the specific situation of our organization and consequently embed them in our common understanding of what leadership means.

General Leadership Principles

The JGU Leadership Project intends to provide impulses to ensure sustainable changes in the leadership culture of the University. The keystone for this was set by the development of the general leadership principles. These principles were created during a large group event involving 160 representatives from across the University. These principles are being incorporated into existing personnel development measures as well as being put into practice through related sub-projects. Additionally, they are to be incorporated into the overall development plans at JGU.

The general leadership principles are fundamental and they were formally approved by the University Senate in December 2011 in accordance with the participative process. Now they can be officially implemented. A comprehensive information process is active to provide relevant information to those involved. Activities include: discussion forums with faculty councils as well as other events.

Sub-Projects

The general leadership principles approved by the University Senate provide the basis for the conception and implementation of the following sub-projects:

1. Employee performance reviews – revision and update of the current concept
2. Personnel development activities for experienced management staff
3. Improvement of the personnel selection process
4. Incentive systems for managerial staff – concept development
5. Aspiring Leaders – Identification and qualification of junior managerial staff members
6. Evaluation of processes and results
7. Women in leadership positions



The JGU Leadership Project Team:
Dr. Jana Leipold, Elke Karrenberg, Antje Swietlik