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THE STRATEGIC ROLE OF LEADERSHIP

As one of Umeå University’s managers or leaders, you will play a crucial role – both for your employees and in enabling us to achieve success together. Leadership skills are of major significance for helping Umeå University to fulfil its visions and goals. They are skills that can and should be trained and developed.

Umeå University’s visions are ambitious. We aim to have a strong international position as one of Sweden’s leading universities by 2020. As leaders we must be prepared to take the risks but we must also offer long-term, clearly-defined solutions. This is why strategic leadership is a necessity.

Our work is founded on the academic traditions of freedom, quest for knowledge and collegiality. We are also a public authority, which means that as managers and leaders we must ensure that rules and regulations are followed. Leadership is also about finding creative solutions, taking responsibility for our community and collaborating outside of the university, as well as inside the organisation. Umeå University is a workplace staffed by creative and professional people from different fields and there is much we can learn from each other.

Everyone benefits from a clear leadership. My hope is that this management and leadership policy will help clarify the expectations that the university has of you. I also hope that it serves as one of many sources of support that are available to you in your managerial role.

Lena Gustafsson
Vice-Chancellor
This policy is oriented towards all those occupying management and leadership positions at Umeå University which include operational, personnel and financial responsibilities. It applies to managers and leaders at all levels as well as positions where the above-mentioned responsibilities are only partially included, e.g. managers, directors of studies, research team leaders and similar posts.

The policy outlines the university’s expectations of you as a leader, as seen in relation to the challenges we face and the goals we wish to achieve. It is a supporting document for the university’s visions and goals and other general policy documents.

A management and leadership policy presents a vision of the kind of leadership qualities we desire at Umeå University and it serves as a guideline for the actions we expect from you as a leader.

"Management refers to the formal position and the powers that are defined by a superior manager.

Leadership is the quality that is shaped in managerial positions and is the process that arises in the interaction between leaders and co-workers."
YOUR MISSION

As manager and leader you must be acquainted with your responsibilities, rights and obligations. All managerial and leadership positions include a varying degree of personnel and financial responsibility for the relevant department, unit, office or team.

As a manager and leader, you represent Umeå University and in this role, you are expected to:

• lead your department, unit, office or team while also promoting the interests of Umeå University as a whole
• communicate the core values, visions and strategies of the university
• create the conditions for active and responsible employee ship
• actively work with issues regarding equal opportunities and equal treatment
• respectfully collaborate with local trade union representatives
• develop forms for collaboration with the wider community

As part of your managerial and leadership position, you are working inside an academic organisation which is part of a public authority, and are therefore obliged to observe the relevant policy documents, statutes and agreements.
**APPROACH**

As manager and leader you should use your leadership position as a basis for:

- **Implementing and concretizing** the university’s visions and goals, ensuring that your department’s or unit’s goals are reached and evaluated. This will require you to make the necessary prioritizations and continuously work with quality enhancement and competence maintenance.

- **Driving change**, seeing new perspectives and exploring new possibilities. This will require you to be aware of relevant environmental factors, identify internal requirements and have the ability to place the activities in a broader perspective.

- **Stimulating collaborative practices**, working for a good workplace environment, job satisfaction and ensuring that employees’ goals harmonise with the organisation’s goals. You should create the conditions for effective communication and strive to create environments which stimulate the capacity of employees to participate and influence the organisation.

- **Managing and ensuring** that your department, office and unit complies with the relevant laws, regulations and agreements and operates within available financial resources. The role of leadership therefore includes ensuring that administrative routines are efficient and functional. You are expected to be loyal towards decisions made at higher levels, and implement these at the operational level.
Conscious leadership is strategic and trends-oriented practice. Its objective is to enhance performance, create a favourable working environment and ensure that decisions and rules are followed.

Depending on the position and situation, certain skills will be prioritised more highly than others. In order to maintain a high level of competence in several areas, leadership should be exercised as part of a team with room for complementing competences.
As manager and leader you have considerable responsibility. This is why we need efficient and professional forms of support to create the right conditions for your position. You can receive support from resources such as:

- this management and leadership policy which, along with our salary policy, outlines the expectations on managers and leaders at Umeå University
- policy documents for your department, office or unit
- a clearly formulated job description
- managerial powers as defined in the delegation policy
- specialist support from units such as human resources, finance, IT and communication
- leading or participating in management teams
- training and skills development for managers and leaders in different functions

A key part of the leadership role is to consciously develop your own leadership skills and you should therefore encourage people to give you feedback about your work as a leader.

The leadership is followed up through employee surveys and performance appraisals.