

## Leadership Framework at Medical University of Vienna

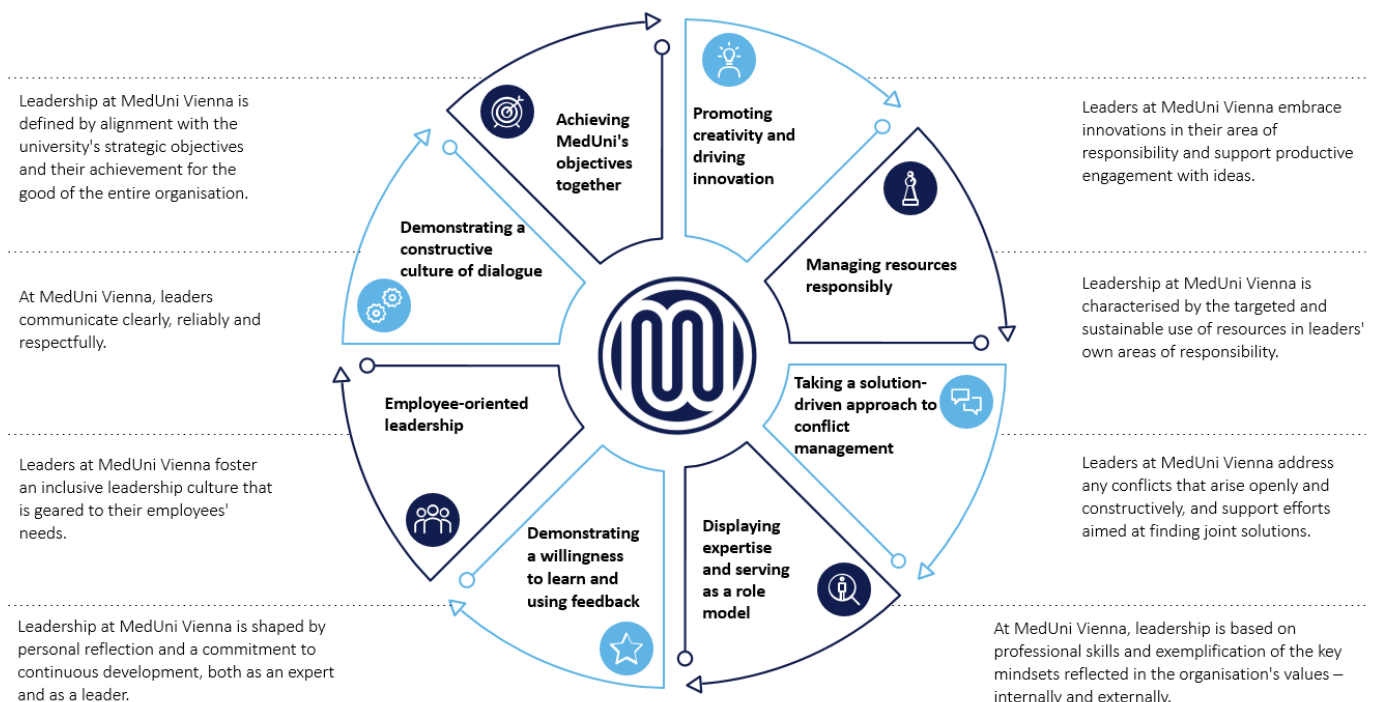
In a university context, the traditional understanding of leadership focuses strongly on individual technical expertise and scientific recognition. While these aspects remain central to Academia, they do not reflect a contemporary understanding of leadership.

With this in mind, the Medical University of Vienna (MedUni Vienna) has developed a holistic 'leadership framework' in the form of a competency model.

This model provides a clear framework for key management tasks and behaviors, thereby establishing a common understanding of leadership within the university. Serving as a guide for all leaders, it describes the skills and attitudes required for successful leadership in a university environment.

At the same time, the competency model provides a transparent framework for selecting professors with leadership responsibilities and supports their ongoing development. In this way, it contributes significantly to fair selection procedures and the sustainable development of leadership and organizational development within the university.

The Leadership Framework comprises eight core competencies:



### Achieving MedUni's objectives together

Leadership at MedUni Vienna is defined by alignment with the university's strategic objectives and their achievement for the good of the entire organisation.

- Knows and supports the strategic objectives of MedUni Vienna
- Conveys the vision and shared goals of MedUni Vienna convincingly and inspires others to support them
- Develops clear plans and priorities for their own area of responsibility, while considering the interests of the organization/university

### Promoting creativity and driving innovation

Leaders at MedUni Vienna embrace innovations in their area of responsibility and support productive engagement with ideas.

- Thinks up new solutions and drives innovation within their area of responsibility
- Promotes creativity and creates space for new ideas to emerge
- Supports employees in developing and implementing new ideas and recognizes individual contributions
- Deals with ideas openly and constructively across departments and disciplines and acts in the interests of the organization/university
- Can assess the potential of new ideas and successfully present them to relevant stakeholders, utilizing relevant networks

### Managing resources responsibly

Leadership at MedUni Vienna is characterised by the targeted and sustainable use of resources in leaders' own areas of responsibility.

- Uses existing resources (e.g., personnel, budget, equipment and materials) effectively and efficiently and supports their cross-organizational use
- Plans ahead and initiates necessary measures/activities in a timely manner
- Evaluates the use of resources regularly to ensure sustainable use
- Can bring together a wide range of activities in a targeted manner
- Sets clear and comprehensive priorities, focusing both their own performance and that of others on the essentials.

### Taking a solution-driven approach to conflict management

Leaders at MedUni Vienna address any conflicts that arise openly and constructively, and support efforts aimed at finding joint solutions.

- Confronts conflicts decisively and addresses them openly and objectively
- Recognizes and addresses potential conflicts at an early stage
- Is aware of support services (e.g., mediation) and uses them when necessary
- Shows empathy and listens actively
- Continues to find common ground for effective cooperation after conflicts

### Displaying expertise and serving as a role model

At MedUni Vienna, leadership is based on professional skills and exemplification of the key mindsets reflected in the organisation's values – internally and externally.

- Acts as an expert in their own field, as well as in interdisciplinary and cross-departmental collaboration
- Sets high standards for the quality of their own work and performance in their area of responsibility
- Makes well-founded and comprehensible decisions
- Stands by their decisions and acts consistently in their implementation
- Exemplifies the core values of the organization, contributing to the positive reputation of MedUni Vienna
- Successfully positions themselves and their area of responsibility in national and international networks

### Demonstrating a willingness to learn and using feedback

Leadership at MedUni Vienna is shaped by personal reflection and a commitment to continuous development, both as an expert and as a leader.

- Knows their own strengths, weaknesses, opportunities and limitations
- Actively seeks and implements feedback constructively
- Pays attention to their own impact, questions themselves critically and recognizes the need for behavioral changes
- Is open to criticism, learns from mistakes and promotes a positive culture of error management

### Employee-oriented leadership

Leaders at MedUni Vienna foster an inclusive leadership culture that is geared to their employees' needs.

- Creates a motivating work environment and encourages everyone to contribute equally to shared success
- Defines responsibilities and roles within the team
- Agrees clear goals with employees and communicates expectations clearly
- Monitors the implementation of tasks and expresses appreciation for results/progress
- Develops employees by setting challenging tasks and providing regular feedback
- Recognizes potential and uses his/her own networks, for example, to actively promote the development of employees
- Promotes a sense of belonging in the team, regardless of gender, generation or origin

### Demonstrating a constructive culture of dialogue

At MedUni Vienna, leaders communicate clearly, reliably and respectfully.

- Actively seeks a solid foundation for discussion with others and demonstrates an appreciative attitude
- Adapts communication style to different target groups
- Values the opinions of others and listens actively
- Actively obtains necessary information
- Passes on relevant information in a timely and structured manner