

Leadership Guidelines

Preamble

These guidelines form the foundation of our understanding of leadership at HZI. A shared understanding of effective leadership is essential for employee motivation and therefore a key factor in HZI's success. The following principles of good leadership are aligned with HZI's mission statement and define what we consider effective leadership at HZI.

1. We foster a respectful, appreciative, and open working environment and promote a positive error culture

How

1. Leaders act as role models for open communication and appreciation by investing time, listening actively, building trust, practicing a bilateral feedback culture, actively seeking feedback, and allowing constructive criticism.
2. Leadership means building trust to achieve goals and delegating responsibility within assigned tasks.
3. Tasks and responsibilities are clearly defined and communicated, and awareness of goals is created. Performance is expected, supported, valued, and regularly reviewed.
4. Mistakes are handled constructively and without blame, always with a forward-looking perspective aimed at learning.
5. Leaders continuously develop their leadership skills through appropriate training and development measures (see "Implementation" below).

2. We share our knowledge and resources for mutual benefit

How

1. We build, maintain, and use networks to implement HZI's strategies.
2. We keep employees informed about strategies and goals.
3. We share networks and introduce employees to relevant ones.
4. We support and encourage our employees to build their own networks.
5. We systematically and regularly share knowledge within our teams.

3. We ensure stable processes through effective knowledge management

How

1. Our processes are clearly documented, regularly evaluated, and optimized in line with current and future requirements.
2. We create opportunities for knowledge transfer and encourage their use.
3. Leaders are responsible for their processes.

4. We work transparently and encourage participation as the basis for successful and trustful collaboration

How

1. We promote respectful exchange, communication, and collaboration across departments and hierarchical levels.
2. Information and decisions are communicated openly and transparently.
3. Regular interactions take place to ensure a) information exchange and/or b) results-oriented project work within and across organizational units and hierarchies.
4. Participation is actively encouraged, as it builds trust, strengthens engagement, and improves satisfaction.
5. Jointly developed outcomes are communicated internally and, where appropriate, externally.
6. We use regular formats for exchange and participation, also across departments and hierarchical levels.

5. We ensure continuous development and promotion of our employees' competencies

How

1. We identify and foster competencies.
2. Continuous professional development is enabled to support optimal performance, taking individual strengths into account.
3. Temporary release from duties to participate in training is supported.

6. We support diversity, inclusion, and equal opportunity

How

1. We are committed to diversity, inclusion, and equal treatment at all stages of life.
2. Equal opportunities and diversity are actively promoted in recruitment, promotion, leadership, and professional development.
3. We use and, where necessary, create conditions that support the integration of family, work, and health.

7. We promote healthy working conditions

How

1. Leaders are aware of their duty of care towards employees.
2. We create a healthy working environment by treating each other with mindfulness and care.
3. Employees are provided with internal programs to support and maintain their health.
4. We support health-promoting workplace design wherever possible.
5. Information on contact persons for mental health support is made available.

8. We act sustainably

How

1. We shape research and all supporting structures in line with current sustainability and development requirements.
2. We align our actions with sustainable development by reflecting consciously, planning and deciding with a long-term perspective, and continuously learning.

Implementation

The implementation of these leadership guidelines is supported, among other measures, by training within the leadership curriculum (e.g., intercultural competence, conducting performance reviews, communication, healthy leadership, work-life balance, structured interviews including unconscious bias, prevention of sexual harassment, etc.).

Sustainability is further strengthened through evaluation mechanisms such as feedback culture, 360-degree feedback, performance-based compensation systems, and regular employee appraisal discussions.