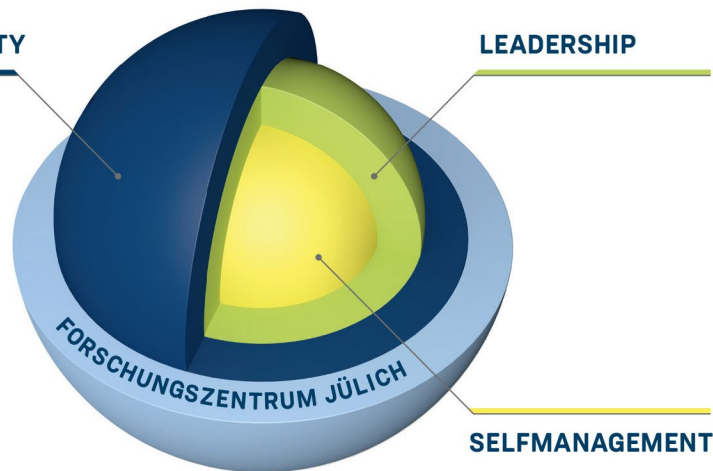




LEADERSHIP MODEL

SHAPING AREAS
OF RESPONSIBILITY

PREAMBLE

As one of the largest research institutions in Europe, we operate in a highly competitive international environment. Our competence lies in research and innovation as well as in managing both. This has an impact on the duties associated with management positions.

People who work in a research institution are characterized by a thirst for knowledge, critical thinking, an affinity for rational argumentation, and creativity. These characteristics are our most important resource, but simultaneously pose the biggest challenge for management – a challenge that we are consciously working to address.

We are a diverse international workforce – an attribute that we consider an opportunity, and one that we want to exploit when working together.

We support and promote our employees' talents. In other words, we give our employees the means to demonstrate their skills and develop them further.

Freedom of science is the cornerstone of our research. At the same time, we operate in an environment shaped by the interplay of creative freedom, research policy and regulatory frameworks, and the strategic goals of Jülich as a centre.

We aim to navigate these waters successfully in order to live up to our social mandate.

Large-scale social transformation processes, such as globalization and the digital transformation, also change the working world and our direct working environment. We want to play an active role in these processes.

In a large research institution such as ours, science and administration work hand in hand. We are conscious that each sphere has its own language, working world, and culture, and are seeking common ground upon which we can work together successfully and satisfactorily.

Working together with our project management organizations, we function as partners for science and industry. We implement research and innovation programmes within the framework of project funding, taking into account sociopolitical needs along the entire innovation chain.

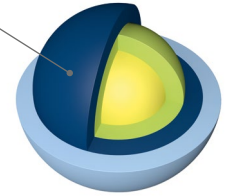
In our leadership model, we describe how we understand our responsibilities as leaders. For us, the model

- clearly defines roles and responsibilities,
- provides leaders and employees with a sense of direction, and
- intensifies employee identification with our centre.

Leadership is not an end in itself; it is a means to good teamwork, which in turn is essential for corporate success. To achieve this goal, we are working to promote dialogue and mutual understanding: only by working hand in hand to bring numerous individual competencies together in a constructive exchange, and thereby encouraging productive interplay, will we be successful as a research centre.

As leaders, we have three main functions: shaping our area of responsibility, leadership, and self-management.

SHAPING AREAS OF RESPONSIBILITY



We develop strategies to achieve objectives, lead change, manage resources, and work together across boundaries; we also think and work in processes.

Developing strategies and achieving objectives:

As managers, our main duty is to develop strategies together with our team to ensure that we achieve objectives in our area and thus contribute to the success of Forschungszentrum Jülich as a whole. In short, we assume responsibility for the development of our area within the context of Forschungszentrum Jülich's mission.

We derive and develop strategic objectives for our area in a participatory process and incorporate a variety of ideas from our employees.

Leading change:

We endorse a readiness to embrace change and we shape transparent and effective change processes.

We create a forward-looking organization and management structure, which is reflected in a positive and active leadership culture.

We are open to new leadership models and structures supporting an agile, learning organization.

Managing resources:

We manage our financial, personnel, material, and time resources in an efficient and responsible manner in line with our strategic objectives.

We reflect on our actions and encourage our employees to use existing resources prudently and efficiently.

We define and develop the necessary competencies for our areas of responsibility.

Thinking in processes and shaping them:

We want to achieve good results and therefore consistently work on processes. We design utilitarian and cost-effective processes to guarantee efficient workflows.

We continuously monitor processes in order to identify and address any need for optimization and act accordingly.

We ensure that our processes clearly define roles and responsibilities, and that we complete our tasks on schedule.

Working together across boundaries:

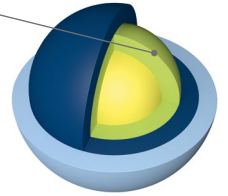
We know that we cannot be successful alone. For this reason, we embrace the chance to work together with other areas and consider different opinions and perspectives as an asset, even if this is

often challenging. Within our teams, we also cultivate a culture of working together across different areas.

In dealings with persons outside Forschungszentrum Jülich, we are conscious of being viewed as representatives of Jülich and strive to fulfil this role to the best of our ability; we also encourage this awareness among our employees.

Lateral leadership is an opportunity to deal with tasks and responsibilities flexibly, using the best possible combination of expertise. This is why we practise lateral leadership in our projects and processes. We encourage employees to actively engage in such projects and processes and to assume responsibility.

LEADERSHIP



We facilitate interactions, manage teams, recognize talent, foster potential, and communicate effectively.

Facilitating interactions:

We act professionally and strive for authenticity. As managers, we have a particular responsibility to implement specific strategies to exploit and manage the diversity within our teams and use it to our benefit as a competitive edge.

We consider giving and receiving feedback essential. We express appreciation of our employees' work and articulate our criticism in a constructive and motivating manner.

We see mistakes as an opportunity for optimization.

Managing teams:

Clarity in working together is important to us. We ensure that each person in the team knows what their role and responsibility is. We assist each team member in fulfilling this role and living up to their responsibility; if necessary, we also set boundaries.

We set clear expectations and ensure that work objectives are transparent for the entire team. We document the extent to which expectations are fulfilled and objectives met, and we take effective action where necessary.

We aim to provide as much creative freedom for our work as we can in line with research policy and regulatory frameworks as well as Jülich's strategy.

Recognizing talent and fostering potential:

In dialogue with our employees, we recognize talent and foster it where we can in keeping with the objectives of our area of responsibility.

We support people in finding the right career path.

We use our networks to achieve these objectives.

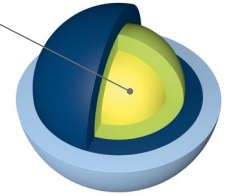
Communicating effectively:

Open communication is important to us as it makes our actions, words, and decisions transparent.

Constructive dialogue keeps us moving forward. We are willing to engage in open discussions and draw upon the expertise of our employees.

Transparency is important, but the level of detail of the information provided must be adapted depending on the situation. As leaders, we naturally treat confidential information confidentially.

SELFMANAGEMENT



We reflect on our actions, are mindful, and live up to our values.

Reflecting:

We reflect on our behaviour and its effects: what is our role, our function, our responsibility, our decision? We continuously ask ourselves these questions.

We compare our own perception of ourselves with how others perceive us, and use this as a basis for assessing our behaviour.

We recognize that we also make mistakes as leaders, and we know where and when we require assistance or advice, ask for this as needed, and take it on board.

Being mindful:

We know when we are required to act in a capacity as leaders, and we do so in a proactive and confident manner.

We are sensitive to changes, disturbances, and conflicts as well as both positive and negative vibes. We are mindful of the balance in our team, and we manage the team in a manner that takes into account equal opportunities, health issues, and work-life balance.

We take time for our leadership responsibilities.

Living up to our values:

We identify with Jülich's values of excellence, collegiality, integrity, and responsibility. We fulfil our management responsibilities in line with these values in order to enable Forschungszentrum Jülich to achieve its mission.

We believe that employees have good intentions and that they want to contribute to the success of Forschungszentrum Jülich. We remain confident in achieving overall success.

Good scientific and administrative practice is a prerequisite for achieving excellence. We are aware that we, as leaders, need to set an example to all employees, particularly those just beginning their careers, by living up to these values.

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