

Context

UNIVERSITEIT GENT

Challenging
Complex
Rapidly growing

Organisational culture

Responsibility Trust

Supervisors as key figures

At Ghent University, we offer our supervisors the space to concretely fill in the various leadership roles together with their colleagues in the way that best suits the team and their own leadership style. With the new Agile Leadership framework, we confirm our confidence in their abilities and invite them to grow together.

Rector Rik Van de Walle

Read the full framework note and find out what is on offer. (Dutch Online)



Supervisors shape the organisational culture through agile leadership.

AGILE LEADERSHIP

Agile leadership means flexibly switching between the role of leader, manager, coach, entrepreneur and expert (depending on the circumstances) individually and at a team level. It also means paying attention to what you as a supervisor, each staff member, the team and the organisation need so that Ghent University can increasingly profile itself as a leading organisation.

The agile supervisor gives trust, connects and gives direction with authenticity and attuned to others.

HOW CAN SUPERVISORS DEVELOP?

LEADERSHIP DEVELOPMENT @ GHEENT UNIVERSITY

- Develop specific skills in the leadership roles.
- Develop the mindset: giving trust, connecting and giving direction.

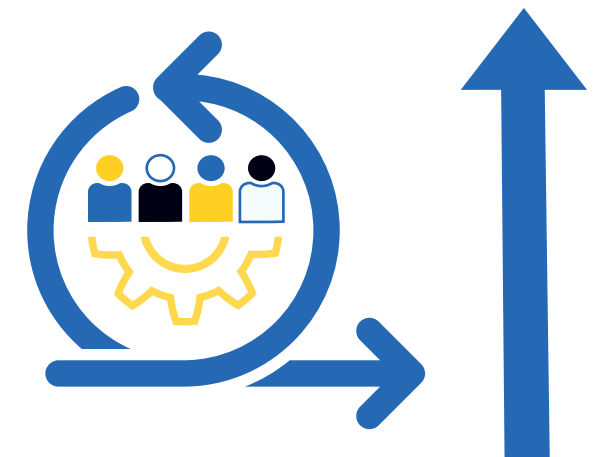
DEEPEEN

Further develop skills in which one is already strong.



BROADEN

Sharpen skills that are less developed.



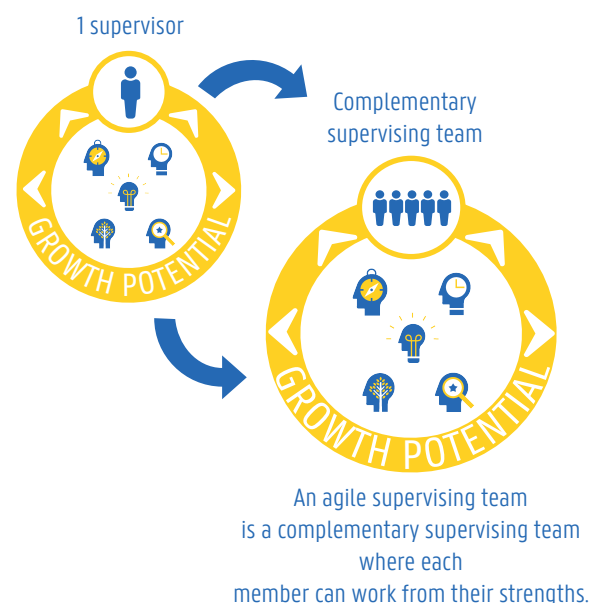
WHAT DO WE EXPECT FROM AGILE SUPERVISORS?

Being able to switch flexibly between the leadership roles in function of

- what you as a supervisor need
- what the staff, team and organisation need

5 LEADERSHIP ROLES

- Leader**: Give direction to colleagues, staff and students so that strategic objectives are achieved together.
- Manager**: Coordinate assignments so that colleagues, staff and students achieve good results (together).
- Coach**: Guide colleagues, staff and students so that they grow in taking on their responsibilities.
- Entrepreneur**: Actively pursue innovation, initiative, and develop creativity so that opportunities with potential added value for the university/faculty/department are exploited.
- Expert**: Actively use the own expertise and encourage knowledge-sharing between colleagues, staff and students to achieve specific results.



HOW CAN SUPERVISORS PROVIDE AGILE LEADERSHIP?

AUTHENTIC & BASED ON SELF-REFLECTION

From their own authentic style, agile supervisors are guided by a mindset to meet the needs of staff members and the team in order to enhance their well-being, performance and cooperation.

Mindset

GIVING TRUST

Giving autonomy and trust on the basis of curious interest and openness.

CONNECTING

Connect with staff, connect teams inside and with the organisation on the basis of care and respect.

GIVING DIRECTION

Support, create clarity, and dare to make decisions on the basis of a supportive attitude.

Well-being

Performance

Cooperation