



Guidelines on management and leadership

Summary

These guidelines apply to employees with management assignments at KTH with operational, HR and financial responsibility and includes leaders and managers at all levels. It also encompasses all other management assignments that include certain parts of the above areas of responsibility, e.g. first and second level programme directors, centre managers and similar assignments.

KTH expectations of its managers and leaders in response to the challenges faced and the goals to be achieved are stated here. These guidelines support the KTH Vision¹ and objectives as well as other general governing documents.

These guidelines for management and leadership provide a common target describing the desired leadership at KTH and provides guidance for the measures expected from you as part of your management assignment.

Your assignment

As a leader you are well aware of what a management assignment means in terms of responsibilities, obligations and rights. All management assignments include overall responsibility for the operational tasks the assignment encompasses. This also entails a varying degree of HR and financial responsibility depending on the type of assignment.

Your management assignment includes representing KTH and this role means that you must:

- Establish activities and collaboration within and outside KTH.
- Develop and manage your own operations and staff while simultaneously working for KTH as a whole.
- Build and lead your group as well as providing prerequisites for active employees² and their shouldering of responsibility
- Communicate the fundamental KTH value platform, visions and strategies.
- Contribute to a more gender equal KTH by being well-briefed on, and actively working for, gender equality, diversity and equal opportunities
- Cooperate with health and safety and local union representatives in a respectful manner.
- Develop collaboration and cooperation forms in your own organization and with the surrounding society.

¹ Vision 2027

² Guidelines on being an active employee, V-2018-0150

Management assignments include showing interest in, and insight into, management in academia, working in an academic organization, complying with KTH governing documents as well as current agreements and regulations for government agencies.

Approach

Based on your assignment as manager and leader you will:

Realise and conceptualise the KTH vision and objectives, participate in management and work to ensure that your operational objectives are achieved and results followed up. Consequently, you will lead and distribute tasks, make the necessary priorities, and work continuously with quality development and competence management³.

You participate in and promote development and transition activities, identify new perspectives and explore new opportunities. Participate in the development of knowledge exchange within and outside KTH and thus you will highlight needs and events in the outside world and possess the ability to position your operations in a wider context.

You Promote cooperation, good work environment and job satisfaction and ensure that employee and organization goals interact. Possess knowledge of delegated work environment tasks and act proactively within systematic work environment activities. Maintain good relationships, manage conflicts and difficult situations in order to prevent discrimination, harassment or insulting treatment.

You provide the prerequisites for good communication, give support and feedback as well as working for environments in which employees become committed and enjoy the opportunity to exert influence, for example via group and workplace meetings and development dialogues. Work to promote a secure a work environment in which employees who have the courage want to share new ideas and feedback that can develop operations.

You monitor and ensure that operations are conducted in accordance with current legislation, regulations and agreements, as well as within the financial resources available. As a consequence of this, the leader's task is to ensure that operations are equipped with well-functioning administrative routines in order to facilitate implementation and help to make unit processes more effective. You show loyalty to KTH decisions, implement and disseminate these decisions into the organisation.

As the employer representative you possess extensive knowledge of the KTH HR policy with accompanying guidelines and so, with the support of HR you:

- Ensure that employees are offered a well-structured introduction to the workplace and to the KTH value platform and operations.
- Regularly offer development and salary/salary-setting dialogues.
- Fulfil employer rehabilitation responsibilities.
- Be aware of the obligation to report secondary occupations, employees with teaching duties.
- Work long-term with competence development.
- Recruit new employees.

- Conclude employees' employment at retirement, transfer to other activities or on occasions when employment is terminated for other reasons.

Development, support and follow-up

As a manager and leader you have considerable responsibilities, consequently an efficient and professional team is necessary to create good preconditions for success.

Support is provided to you by:

- These guidelines for management and leadership which, together with other guidelines in the HR Policy, state what is expected of managers and leaders at KTH.
- Governing documents.
- Clearly-formulated terms of reference.
- Defined powers in accordance with the delegation procedure.
- Specialist support units such as HR, finance, IT and communications.
- Leadership of, or participation in, the management team.
- Competence development efforts aimed at relevant management and leadership categories.

To consciously work with your personal development is a vital part of your leadership, and consequently you encourage feedback on your leadership.

Management and leadership are followed up in development dialogues.