



## Guidelines on Management and Leadership

This document is a translation. In case of a discrepancy between the Swedish original and the English version of the decision, the Swedish version will prevail.

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.

The guidelines express KTH's expectations of those with professional management or supervisory roles in relation to the challenges we face and the goals with wish to achieve, as well as offering guidance to you in your leadership role. As a leader at KTH, you contribute to creating a more consistent, efficient and excellent university and view your own role as being a crucial "cog" in a massive wheel of knowledge.

Professional leadership in academia implies that you are familiar with the duties of leadership in the form of responsibilities, obligations and rights and that, within your leadership role, you strive to do your best each day to achieve our development goals, regardless of the level or position within the organisation.

### Your assignment

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 employees<sup>1</sup> and their shouldering of responsibility.

---

<sup>1</sup> Guidelines on being an active employee, V-2019-0013

- Exercise leadership and management with due respect for your staff and with awareness of their dependence on you. Contribute by making decisions characterised by transparency, clarity, objectivity and shared influence in the workplace<sup>2</sup>.
- Communicate and act based on the core values, visions and strategies for which KTH stands.
- 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.

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.

Everyone entrusted with a management role within KTH has an ongoing responsibility to develop their own leadership and contribute to a good working environment.<sup>3</sup>

## **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 management<sup>4</sup>.

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 work environment in which employees who have the courage want to share new ideas and feedback that can develop operations.

---

<sup>2</sup> Ethical Policy, V-2018-0309

<sup>3</sup> Ethical Policy V-2018-0309

<sup>4</sup> Guidelines on competence management V-2019-0014

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.