# Universiteit Leiden

# Selfstart Leadership

## How do you lead?

Leadership within Leiden University is based on four competencies that you can use in different roles. We believe that connecting with yourself and others is the basis for working together, taking responsibility and moving boundaries. These four leadership competencies help ensure that everyone's talent is utilized and together we shape a safe and stimulating environment for both staff and students. Would you like to develop your (personal) leadership within Leiden University? Or work on this as a team? Then these cards are interesting to use as a tool.

## How does it work?

Each competency contains per leadership role (yourself, others, a team, the organization) 3 to 4 aspects, which are explained per card, one card for each aspect each card gives a clear definition and examples of the behavior involved. The reverse side gives examples to recognize whether it is a development point. The set contains 54 cards and can be picked up from your HR advisor. The matrix provides an overview per competency and role.



Competency matrix



Competency card

# Tips and suggestions for individual applications

## Self analysis for GROW conversation

**Goal:** *identify strenghts and development points*

**Step 1**: Go through the cards at pace and intuitively as you read the brief descriptions. As you do so, make three stacks: one 'strength', one to be developed' and one 'neither' (not so relevant in the context in question). Incorporate your strength and the competencies to be developed into the matrix (use 2 colors). This way you have a clear overview.

**Step 2:** Choose 2 or 3 strengths that are most important and valuable to you right now. From the "to be developed" pile, choose 2 or 3 cards that are most important for you to develop right now (what do you need more of to do your job well?).

**Step 3:** Discuss with your supervisor how you can use and strengthen your strengths (even) more. And how you will strengthen your development points. Who or what can help you do this?

**TIP** Are you working with the leadership cards for the first time and find this self-analysis a bit much? Then take a look at the matrix and select one of the competencies you want to focus on in the coming period and why.

## Working with intention

**Goal:** *change behavior, practice a competency in need of development*

**Step 1:** You have identified a development point. This can be a competency, e.g., "moving boundaries" or an aspect such as "showing interest" or "utilizing diversity.

**Step 2:** Choose a concrete work setting, e.g. a task to be performed individually, a conversation or a work session with colleagues.

**Step 3:** Actively use this competency during this work setting. Write the competency in a visible place as a reminder. Preferably share your intention with the people you are working with.

**Step 4:** While working, consciously think about your intention a few times: If I have the intention to do more [moving boundaries], how can I do more of that here?

**Step 5:** Look back at how it went. To what extent did it succeed in following through with the intention? Where did it go well? Where was it difficult and what makes it so?

*Always link working with the competencies to a concrete situation at work. e.g.: 'in this group' or 'linked to my role of xxx'. This is how you put leadership into practice.*

In the toolkit Let's connect, under the tag #leadership, you will find the competency cards for each competency and find all aspects in one matrix.

### Competency Cards
*front and backside*

Color and symbol
'Making connection'

Aspect and
description

Behavior
to which
you
recognize
this

**Zelfbewustzijn:**

**Zelfbewustzijn**

When is it a point
for development

Symbool leadership role

### Leadership Roles

THE ORGANISATION
A TEAM
OTHERS
YOURSELF

**Yourself:** You take control of your own development and performance
**Others:** You work together with others and/or lead a few others formally or informally
**A team:** You are part of a team or group and/or lead a team or group
**The organization:** You contribute to the organization, a faculty or unit and/or you lead one

## Tips en suggestions for a team or group

### Steering as a manager
**Goal:** *discuss behavior change*
**Step 1:** You realize you want to see different behavior from an employee.

**Step 2:** Scan the card set and set aside the cards that may be relevant. In doing so, grab both the strength and development cards. You can ask the employee to make their own analysis based on the cards.

**Step 3:** Using the examples on these cards, look for descriptions of behaviors that you miss (colored front), or behaviors that you find ineffective (dark blue back).

**Step 4:** For these aspects, formulate concrete examples of the ineffective behaviors you see now and formulate what behaviors you would like to see or see more of.

**Step 5:** Discuss constructively with the employee the desired behavioral change in concrete situations. What do you want the employee to do or do more of?

> **TIP** We learn the most from whatgoing well. Name and acknowledge behaviors that are effective.

### Complimentshower
**Goal:** *Learning to give and receive feedback, developing strength*
**Step 1:** Each group member chooses a card for each of the others with an aspect that is a strength of that person.

**Step 2:** Exchange cards. This can be done at the table, or also walking. See what powers you have received.

**Step 3:** Give your response to the cards you were given (in pairs or in the group).

*Helpful questions:* What do you recognize, what don't you recognize? What is it like to receive these cards? Share with each other concrete behavior/example situations in which this strength comes to the fore. Where and how could you use this strength even more?

> **TIP** If it feels safe for the group,you can go through the same steps with development points.

### Teamanalysis
**Goal**: *insight into existing team picture and the resulting opportunities and development points*
**Step 1:** Each group member does self-analysis (beforehand) with your group, project or theme in mind.

**Step 2:** Team Overview: Take two competency matrices, one for strengths and one for development points. Draw each team member's most important on the matrices.

**Step 3:** Analysis: Engage in a conversation about the picture you have now.
Helpful questions: What stands out? Is there a clear emphasis/common denominator somewhere and is there also "a gap"? To what extent is that in line with the work or is there a risk/concern? Are there complementary group members (strengths and development points)? Etc.

**Step 4:** After today: decide how to move forward with the insights gained. How will you leverage the strengths? How will you move forward with (joint) development points?

### Complementary Strengths
**Goal:** *strengthening individual development points and utilizing diversity*
**Step 1:** Build on the individual self-analysis (e.g., from the Team Analysis Step 1)

**Step 2:** Everyone is transparant: Which competency is your strength?

**Step 3:** Identify a participant who has a strength, where your development point lies. Engage in conversation (perhaps while walking) in such pairs.
Questions in this regard are: What is difficult and in what situations? How does the other person deal with such situations? What do you need to develop this competence/aspect? What could be your first step?

> **TIP** If the distribution across competencies is not even, the conversation can take place in a group. In that case, make sure everyone is covered equally.

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for each competency and find all aspects in one matrix.