



LEAD WITH COURAGE & COMPASSION

YOURSELF & OTHERS

TU/e

EINDHOVEN
UNIVERSITY OF
TECHNOLOGY

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Leadership is context-driven

Our university is entering an era rich in opportunity yet marked by significant challenges. The autonomous growth of TU/e, the rapid development of the Brainport region, and the increasing internationalization of our community are reshaping who we are, and what we can become.

To truly benefit from these developments and meet the challenges they bring, we need leadership. Not from a select group of people, but from all of us. In daily decisions, in how we collaborate, and in how we take responsibility for our contributions - as individuals, within our respective roles, across the entire organization.

We are leadership

Leadership is not a position; it is behavior and an activity we all participate in. Leadership is making the choice to take ownership, to speak up and engage, to support others and build trust, to adapt when circumstances change, and to actively contribute to a better university.

Leadership is something we create together. Whether we lead ourselves, guide others, or have responsibility over some larger part of the organization - each of us plays a role. Together we are TU/e, and together we lead.

Our leadership is shaped by our context, our CORE values, and the challenges we face - inside and outside the university. It comes to life in how we act every day. The TU/e Leadership Model provides the foundation for the leadership behaviors we collectively need to develop to create a safe, healthy, effective, and inspiring place to work and study.

For all of us, together.

OUR TU/e LEADERSHIP MODEL

Lead with Courage & Compassion

- yourself & others -

At TU/e we are all leaders, whether we are leading ourselves, others, or parts of our organization. Together we are TU/e.



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Our TU/e leadership model is called Lead with Courage & Compassion - yourself & others- as it requires both courage and compassion to face and address the complexities in our roles, our fields of expertise and our organization.

We are all leaders, whether we are leading ourselves, others, or parts of our organization. Together we are TU/e.

Within the 5 behaviors that are reflected in our model, we aim to enable all employees to develop their own fitting leadership approach.

Lead with Courage and Compassion begins by cultivating a **greater awareness of ourselves** in relation to the organization and people around us.

And includes the ability to:

- **Foster openness**, to create safe working environments in which complexities can be addressed in a constructive, respectful manner
- **Create value together**, to ensure we all bring out the best in each other
- **Take ownership**, to create clarity, decide, follow through and hold each other accountable
- **Inspire engagement**, to clarify the direction, create engagement around this and celebrate success together

THE FIVE BEHAVIORS

Grow self-awareness
Foster openness
Create value together
Take ownership
Inspire engagement



Grow self-awareness

Understand yourself, seek and give constructive feedback, reflect and build resilience



Develop self-knowledge and self-awareness

Know your strengths and opportunities for growth, and be aware of your personal triggers, emotions and behaviors in relation to your role and organizational context. Understand how your behaviors impact others.



Seek and give constructive feedback to foster continuous growth

Actively seek and give constructive feedback, stay open and curious, and use it as valuable input for personal growth for yourself and others.



Focus on self-reflection and build resilience

Reflect on your experiences and failures, to learn and identify patterns, build resilience and lead in genuine, respectful, and humble way.



Foster openness

Listen, engage in dialogue, create trust and a safe environment and have courageous and respectful dialogues



Listen actively and engage in dialogue

Listen deeply and with empathy, seek to understand before judging, be open to step into each other's shoes to understand each other's perspectives.



Create trust and a safe environment

Create a safe environment where difficult topics and tensions can be addressed without fear of repercussions and where people can grow. Give support and backup to others when needed. Build trust, show vulnerability, share your challenges and learning journeys.



Dare to have courageous and respectful dialogues

Have difficult, honest, conversations to address issues candidly with the people involved, while treating everyone with respect and care.



Create value together

Work across boundaries and deliver results together,
with balance between collaboration, trust and autonomy

- ✔ **Promote collaboration and co-creation across boundaries**
Be mindful of finding the right mix between collaboration and autonomy, teaming-up across disciplines, expertise and boundaries. Break-through silo thinking and join forces to make more impact.
- ✔ **Bring out the best in each other**
Actively contribute to building and maintaining a positive team dynamic in every team you are part of.
- ✔ **Allow leadership and followership to alternate**
Find the balance between leading and following, empower others with trust in each others' expertise, knowledge and talents.



Take ownership

Create clarity, decide, follow through and hold each other accountable



Create clarity and focus

Make your roles, responsibilities and expectations explicit, while setting boundaries and priorities.



Ensure consistency and transparency in decisions

Use experience and expertise from others to make the right decisions. Make decisions clear for everyone and ensure the reasoning behind your decisions is understood by your colleagues and stakeholders.



Hold yourself and each other accountable

Stand by decisions, ensure your actions match your commitments, avoid exceptions or backdoor solutions, and hold each other accountable. Dare to say "no" when you mean no.



Inspire engagement

Inspire yourself and others, recognize contributions and celebrate success together



Contribute to TU/e's ambitions

Make explicit how your values, expertise, roles and responsibilities connect and contribute to TU/e's ambitions. Be passionate, enthusiastic and proud of working at TU/e.



Engage and connect around shared goals

Determine direction and collaborate with people around shared and clear objectives.



Inspire and energize yourself and others

Recognize contributions from yourself and others, celebrate successes together, encourage continuous learning for yourself and others and make your work fun.

