KI objectives

1

INTEGRITY: An ethical approach, academic freedom, critical reflection, high quality and high ambitions must permeate and form the foundation for all our activities.
In 2030, KI has a proactive ethical approach, a clear and well-communicated set of values and a strong and trustworthy brand. We put the individual student and employee first and ensure predictability, transparency and participation. We stand out with cohesive administrative support and quality system.

2

COMMITMENT: A deep commitment to human health globally, nationally and locally characterizes our education and research.
In 2030, KI is a university that is inspired by and takes responsibility for the global sustainability goals through partnerships and a symbiotic collaboration with health care.

3

QUALITY: Wealth of perspective characterizes our education and research. There is vivid interaction and optimal synergy between education and research.
In 2030, KI is a university that guarantees the quality of our education and research through global, national and local cooperation and collaboration. Excellent education and research go hand in hand produce groundbreaking results.

4

LEARNING: Interprofessional and lifelong learning as well as internationalization characterizes our education.
In 2030, KI as a university is characterized by pedagogical innovation. We offer education that reflects society's needs and challenges and we continuosly explore new ways of learning and working.

5

ACADEMIC FREEDOM: Curiosity-driven knowledge-seeking about life processes and disease mechanisms, scientific breakthroughs of the highest international class, reproducibility and modern methodology will characterize our research.
In 2030, KI is at the forefront of safeguarding the freedom of teachers and researchers to formulate and seek answers to scientific questions and to create new knowledge by integrating research and education. KI safeguards academic excellence and quality by creating optimal conditions for breakthroughs in our core areas.

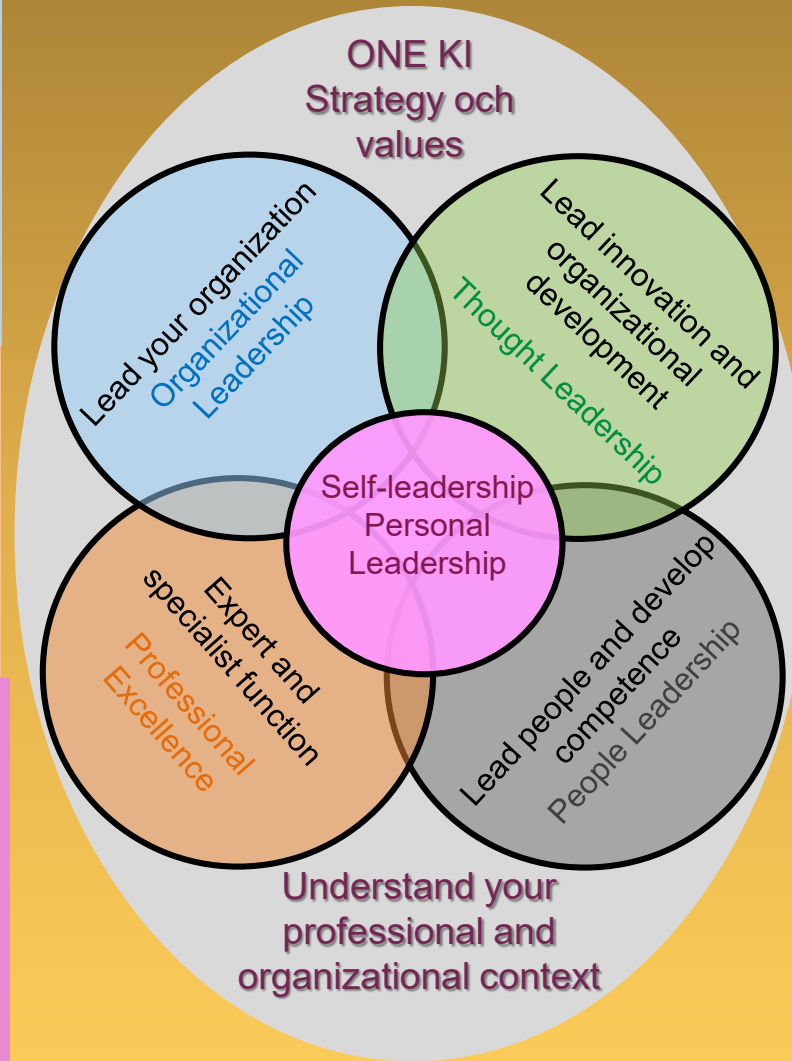# Competence areas for managers and leaders at KI

Organizational Leadership
- Follow rules and agreements
- Order and structure
- Administration, finance,…
- Employer and KI perspective
- Manage support systems and processes
- Public Agency rules and regulations
- Communication and information management

Professionell Excellence
- Lead through expert knowledge
- Supervision, mentorship, coaching
- Teaching + research
- Own specialist role
- Ambassador own specialist area
- Knowledge transfer and talent development

Personal Leadership
- Understand yourself and others
- Identification with leadership role
- Motivate yourself and create purpose and meaning
- Manage your own strengths and weaknesses
- Health and sustainable everyday life
- Manage ambition level and create resilience
- Create optimal working conditions
- Clear communication and authentic relationships

Thought Leadership
- Strategy and innovation
- Create meaning and get people involved
- Network, power and influence
- Business intelligence
- Communication and information
- Partnership, local and global
- Strategic leadership and business development
- Financing and strategic analysis

People Leadership
- Create learning, motivation and commitment
- Attract, develop, retain and phase out people and competence
- Communication, coaching and learning dialogue with employees
- Create relationship, openness and trust within the organization
- Develop people and talent

ONE KI
Strategy och values

Lead your organization
Organizational Leadership

Lead innovation and organizational development
Thought Leadership

Self-leadership
Personal Leadership

Expert and specialist function
Professional Excellence

Lead people and develop competence
People Leadership

Understand your professional and organizational context

Lead innovation and organizational development

Thought Leadership

Thought Leadership

➢ Strategy and innovation

➢ Create meaning and get people involved

➢ Network, power and influence

➢ Business intelligence

➢ Communication and information

➢ Partnership, local and global

➢ Strategic leadership and business development

➢ Financing and strategic analysis

Skills and leadership behaviours

- Communicate the KI spirit. Lead towards the vision
- ONE KI. Communicate strategy and goals
- Be a role model and an ambassador for KI
- Engage the organization, get people involved and make things happen.
- Challenge the status quo, drive innovation
- Work with stakeholders, partners, colleagues and internal / external target groups
- Shape opinions. Communicate internally / externally
- Create innovation through interdisciplinary forums, collaborations and global partnerships
- Quality and ethics
- Develop and create learning and innovation focus
- Plan for the future and delegate responsibilities
- Work with and through teams

Lead people and develop competence

People Leadership

Skills and Leadership behaviours
- Create a good work environment and outstanding performance through feedback, trust, openness and clarity
- lead with empathy and social intelligence
- focus on gender equality, equal conditions and diversity
- Clear and courageous communication
- Individualized leadership
- Feedback, coaching, learning guidance, mentorship
- Communicate, inform, follow up
- Continuously develop skills through learning and feedback
- Attract, recruit, develop, adjust and phase out competence
- Measure quality and develop performance
- Resolve conflicts, distribute work and create effective teams and groups

People Leadership
- Create learning, motivation and commitment
- Attract, develop, retain and phase out people and competence
- Communication, coaching and learning dialogue with employees
- Create relationship, openness and trust within the organization
- Develop people and talent

Lead your organization
Organizational Leadership

Organizational Leadership

➢ Follow rules and agreements

➢ Order and structure

➢ Administration, finance,…

➢ Employer and KI perspective

➢ Manage support systems and processes

➢ Public Agency rules and regulations

➢ Communication and information management

Skills and Leadership behaviours

- Operational leadership according to delegation order
- Plan, budget, manage work, measure and deliver on goals
- Organizational and administrative parameters (work environment, finances, financing, quality, ...)
- Minimize risks. Analysis and crisis management
- Follow rules, regulations, systems and processes
- Finance, quality, systems, administration and IT support
- Sustainable culture
- Personnel matters and support
- Do things right: Follow rules, regulations, systems and processes. Focus on safety, work environment and gender equality
- Communication channels / brand

Expert- and specialist function
Professional Excellence

Professionell Excellence

➢ Lead through expert knowledge

➢ Supervision, mentorship, coaching

➢ Teaching + research

➢ Own specialist role

➢ Ambassador for own specialist area

➢ Knowledge transfer and talent development

Skills and Leadership Behaviours

- Lead within own area of expertise and create synergies across organizational boundaries
- Match KI vision and strategy to own specialist area
- Prioritize, manage complexity, delegate and plan
- Balances different roles, requirements and agendas
- Solve acute and potential problems through own expertise
- Ethics, safety and quality in own field
- Contribute with own expertise to increase competence and create results throughout KI
- Communication and influx of knowledge through expert networks
- Integrate teaching, research, leadership and area of expertise
- Participate in KI-wide networks and take on assignments on KI level

Self-leadership
Personal Leadership

Personal Leadership

➤ Inter- and intrapersonal intelligence

➤ Self-leadership

➤ Identification with managerial role

➤ Motivate yourself and create meaningfulness

➤ Health and sustainable career and working life

➤ Manage ambition and develop resilience

Skills and Leadership behaviours
- Understand yourself and others
- Demonstrate ability for individual and situational leadership and communication
- Self-motivation and identification with managerial role
- Manage own shortcomings and challenges
- Give and take feedback. Will and ability to learn
- Act based on your role as manager and leader
- Take responsibility for your own and others' needs (sustainable working life)
- Show loyalty with employees and the whole organization
- Ability to collaborate and network
- Honest communication and ability to create open and lasting relationships

Employee, manager and leadership development @ KI

KIHLP
KI:S HIGHER LEADERSHIP PROGRAM

Training for (new and potential) heads of departments, decans, AC:s and managers at highest KI leadership level

FAL
FUTURE ACCADEMIC LEADERS
In-house

Leadership program for managers and leaders within a specific Institution

MCP
Leadership program for **first line managers with support functions**

UF, UoL, KIB, BB, KM, Administration at Departements

FUL
FUTURE LEADERS IN EDUCATION

Program for teachers

LEADERSHIP FOR RESEARCH GROUP LEADERS

Program for Leaders in research

FAL/KIHLP In-house programs hosted by KI deans / department heads

Individualized efforts
- Leadership trainings according to individual needs analysis
- Internal and external activities
- Coaching, mentorship and career support

New as KI-manager

Introductory Packet Preboarding

- **Function-specific competence development, open webinars for managers**
- **Career planning**
- **Work environment, Performance Management conversation 1 + 2** (1 = professional development and sustainable work environment, 2= salary conversation)

- **Working at a Public Agency:** E: learning and various themes in seminar form
- **Introduction day and role-specific introduction at own Department**
- **Onboarding and function-specific introduction** (Agresso, etc.)