



## Leadership competencies

At ETH Zurich we foster a culture of **respect, responsibility, trust and integrity**. The **leadership principles** explain how we understand and implement leadership that creates a cooperative, open and fair working environment. In order to meet these requirements, we focus on the following leadership competencies in the recruiting process.

### Team Leadership & Management

- create a culture that invites creative and innovative thinking, exploring unconventional ideas and not being afraid to try something that may lead to mistakes, and learning from it
- provide an ambitious and inclusive working environment in which self-motivated, highly intelligent people drive for collaboration, being the best they can be and for achieving extraordinary results
- inspire others with your vision and ambition
- focus, align, and build effective teams
- be respectful of others irrespective of gender, status or background
- nonetheless provide a structured and well-organized working environment

### People Development

- have a keen interest in understanding others and drive for developing them as students, scientists, teachers, entrepreneurs and/or leaders
- provide a culture of honest feedback and continuous learning
- develop others to become critical and independent thinkers
- support others in career management beyond an ETH Zurich perspective

### Self-Reflection

- be curious, seek for learning feedback and be eager to develop further
- be aware of personal strengths and weaknesses and how they impact on results and on others
- step back and zoom in and out on self and on situations/topics

- reflect on own behaviours, feelings and emotions and have a repertoire to modulate them according to a specific situation

### **Integrity**

- have a strong moral compass and “walk the talk” in line with fundamental human and the organization’s values e.g. honesty, transparency, respect, incorruptibility, accountability, meritocracy also in difficult situations and under pressure personally
- be mindful of, and compliant with, ETH Zurich’s regulatory requirements, e.g. procurement, animal safety, etc.
- demonstrate understanding of “good” behaviour in Swiss society
- lead by example by knowing key rules and upholding them, communicate with team

### **Collaborating & Influencing**

- connect with external stakeholders and shape corresponding networks
- engage in a true dialogue and communicate with clarity, addressing hearts and minds depending on specific situation and stakeholder community

### **Effective Dealing with Criticism and Conflict**

- be open for critical feedback, for being challenged and to review own position
- be respectful and differentiated when providing critical feedback (“sharing feelings and observations”)
- be committed to addressing issues and not avoiding them
- build consensus and focus on developing common ground versus exaggerating differing views

### **Organizational Citizenship**

- demonstrate generosity of spirit and altruism by taking on additional tasks beyond the pure professorship, while forgoing personal advantages for the benefit of ETH Zurich
- address inappropriate behaviours or grievances of/from others and demonstrate moral courage

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