

The Leadership Profile Wageningen University & Research

This model provides clarity and a common language for the conversations about leadership and leadership development for all levels within WUR.



Leadership responsibilities at WUR

Leadership starts with self awareness, know yourself in order to lead others. From external awareness and vision a leader defines direction. With a focus on people and collaboration a leader enables others to want to move in that direction. In other words, leadership is about doing the right things.

Management responsibilities at WUR

Management responsibilities focus on achieving results through managing processes. These included elements of planning and budgeting, organizing and staffing, steering on output and solving problems. In other words, doing things right.

5 elements of leadership
Responsibilities on different levels are cumulative and broaden in scope and impact.

Self awareness
Know yourself in order to lead others.

Vision
Establish vision and strategy and make these actionable.

People
Maximise people's potential and focus on talent and energy.

Collaboration
Build strong team(s) and foster collaboration.

External awareness
Act with social responsibility and external sensitivity.

Focus on personal leadership in own work context

Reflect on your strengths, points of development and ambition. Invite and be receptive to feedback. Understand your impact on others. Act with integrity and take responsibility for your actions. Learn from mistakes.

Connect personal ambition with the organisation's ambition, department or team. Translate the vision of organisation into personal goals.

Recognise and acknowledge your own talents and those of others. Manage your own energy effectively. Provide feedback.

Respect, recognise and utilise the diversity of others in values, talents and background. Collaborate within and across teams and departments.

Act with social responsibility. Awareness of the immediate surrounding and other people's interest and points of view.

Focus on personal leadership and leading others within your own department

Lead by example with humility, courage and reflection. Reflect on the development of others and own role in this. Inspire others from personal values.

Have a clear vision for the future, set direction with and for teams and individuals. Communicate priorities and inspire others to contribute. Make the vision actionable within the team or department.

Develop and empower people. Differentiate in leadership style. Provide framework, extent trust and stimulate ownership. Engage in conversation with clarity and empathy. Attention for energy and wellbeing within the team(s).

Create diverse and inclusive teams. Provide a safe environment. Stimulate and enable cohesion and collaboration within and across team(s) and department(s).

Connect external (societal) developments with internal expertise. Understand internal and external stakeholders and act accordingly.

Focus on personal leadership, leading others and leading groups and partnerships within and beyond WUR

Lead with a robust and resilient mindset. Reflect on the development of the organisation and own role in this.

Establish vision and provide direction for the organisation by translating external and internal developments into collective ambition for organisation or unit. Signal and anticipate on changes. Focus on synergy and finding answers together.

Provide people a chance to develop beyond their own level within or outside the organization. Create and promote an environment of trust that encourages talent to stand out and stimulates wellbeing of all individuals.

Create and promote a diverse and inclusive organisational environment. Explore, initiate and consolidate new partnerships and collaborations within and outside WUR

Use forces from within and outside WUR to 'find answers together'. Inspire others, achieve our strategic goals and contribute to society and the quality of life.