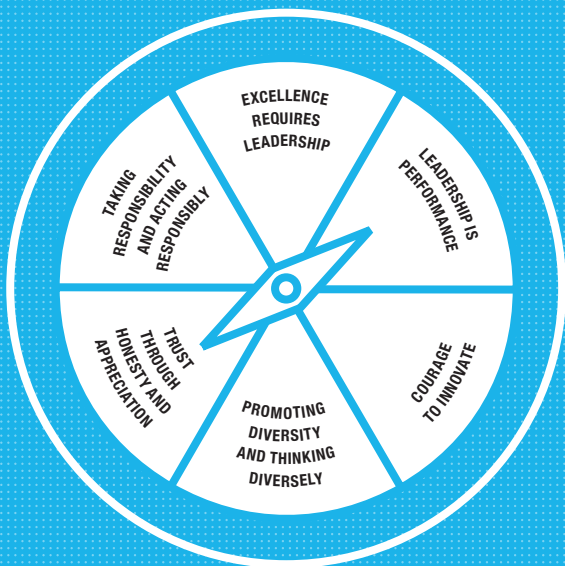


GUIDELINE FOR LEADERSHIP AT THE MDC



PREAMBLE

The overall goal for the Leadership Guideline is to establish a common understanding of leadership at the MDC. We recognize that the quality of leadership is instrumental in determining the success of the MDC. The following six leadership principles define our understanding of leadership and establish what we can expect from leaders.

The leadership guiding principles are intended to provide assurance that leadership at the MDC is always guided by the same set of principles. These principles are an integral part of the leadership culture at the MDC.

They help to make decisions in the interests of the organization as a whole and – like a compass – offer employees orientation in their daily dealings with each other and secure the basis for good and successful cooperation.

EXCELLENCE REQUIRES **LEADERSHIP**

Long-term scientific success needs value-oriented and effective leadership in all areas of the MDC.

OUR LEADERS:

- lead with challenging and achievable goals taking into consideration the given MDC mission and overall strategy
- provide clear direction
- recognize achievements
- terminate projects with no chance of success in a timely manner

LEADERSHIP IS PERFORMANCE

Good leadership requires time, energy, expertise and can be learned.

OUR LEADERS:

- know their leadership tasks and acquire leadership skills
- reflect and train their leadership behavior
- use established leadership tools
- create an inspiring work environment
- enable open and constructive cooperation

COURAGE TO INNOVATE

Leaders who make use of the scope for creativity and create it for their employees offer opportunities for innovation. They give impulses, have the courage to decide and enable employees to recognize the opportunities and risks of new ideas.

OUR LEADERS:

- assume and transfer responsibility
- create scope for creativity
- encourage employees to be creative and innovative
- convince through open-mindedness and willingness to change in decision-making processes
- reckon with mistakes and show courage to take risks

PROMOTING DIVERSITY AND THINKING DIVERSELY

Diversity is a valuable resource for innovative research and structural development at the MDC. Accepting and promoting diversity enriches the MDC by providing a variety of approaches.

OUR LEADERS:

- respect the personalities and backgrounds of their employees
- welcome cultural diversity and ensure a diverse composition of their teams
- promote interdisciplinary and transdisciplinary work
- strengthen the sense of “we” in the team and at the MDC

TRUST THROUGH HONESTY AND APPRECIATION

Honest and appreciative leadership requires transparent communication and the courage to address uncomfortable topics. It builds trust through an open feedback culture, acknowledges, praises and reinforces the positive, and actively participates in problems and their resolution.

OUR LEADERS:

- lead authentically and sincerely
- communicate transparently
- make binding decisions and keep promises
- act as role models
- create the framework for trusting cooperation
- establish a feedback culture based on reciprocity
- promote the potential of their employees and are guided by focusing on their strengths
- have the courage to stand out from the crowd, say “no” once in a while and also accept a “no”

TAKING RESPONSIBILITY AND ACTING RESPONSIBLY

A good leader takes responsibility for him or herself, the employees, the team and the MDC. They reflect on their own needs, consider the concerns of their staff, promote the success of the team, think across departments, and identify with the mission and goals of the MDC.

OUR LEADERS:

- have a duty of care toward their employees
- know the legal basis for their actions
- cooperate respectfully with other managers and committees in research and administration
- use the available work resources in a resource-conserving manner
- support teamwork at the MDC and actively participate in establishing the MDC leadership culture

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