



Leadership Commitment to Diversity

Workshop Implementing Gender Equality Plans (GEP) at Universities of Science And Technology, 29 March 2019

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Vice Rector for Human Resources Management and Development
Chair of the CESAER Task Force Human Resources

Structure

1 RWTH Aachen University in numbers

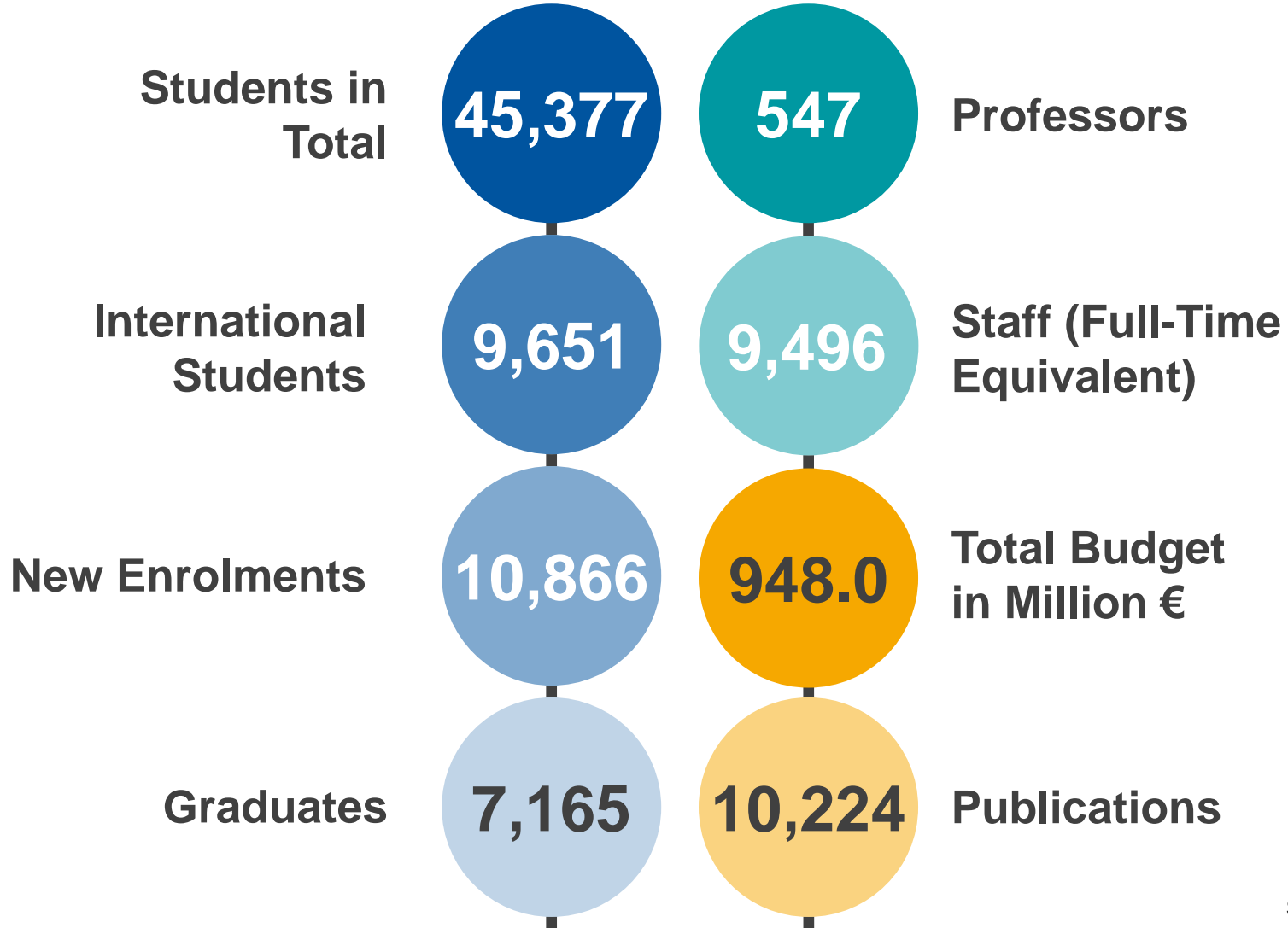
2 Diversity Management & DM at RWTH

3 Key Leadership Principles & Executive Development at RWTH

4 Anchoring of diversity at university leadership level

RWTH Aachen University

The Big Picture in Figures



State: May 2018

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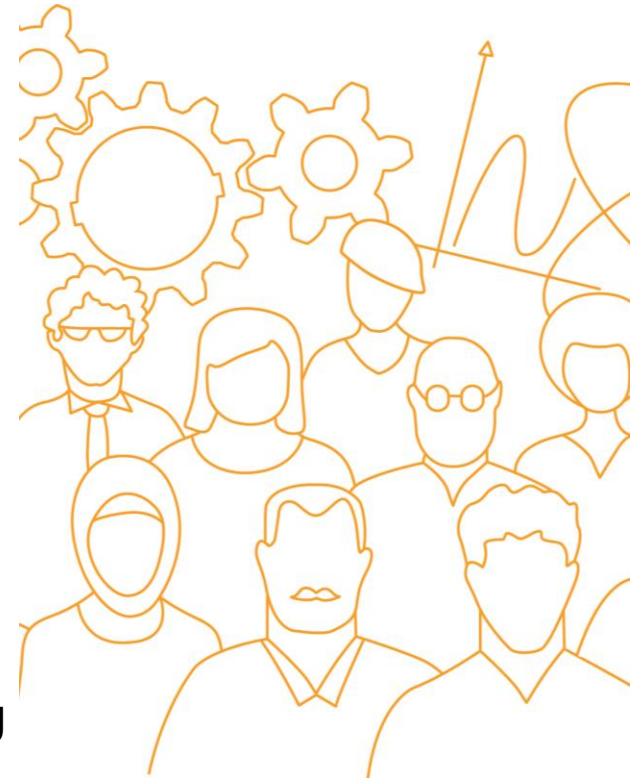
4 Anchoring of diversity at university leadership level

Diversity Management...

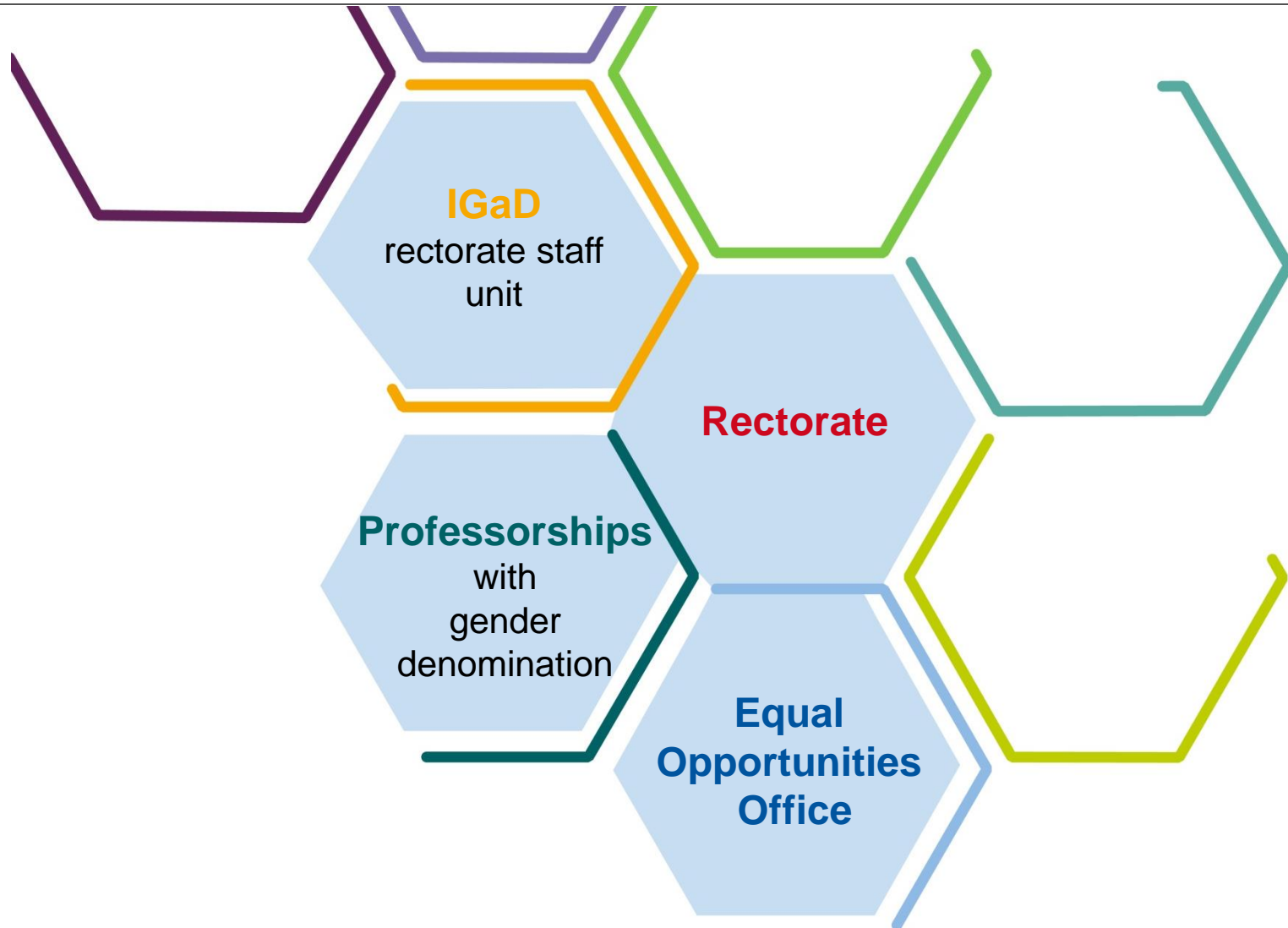
... is a holistic concept for dealing with personal and cultural differences in organisations

Fundamental requests are

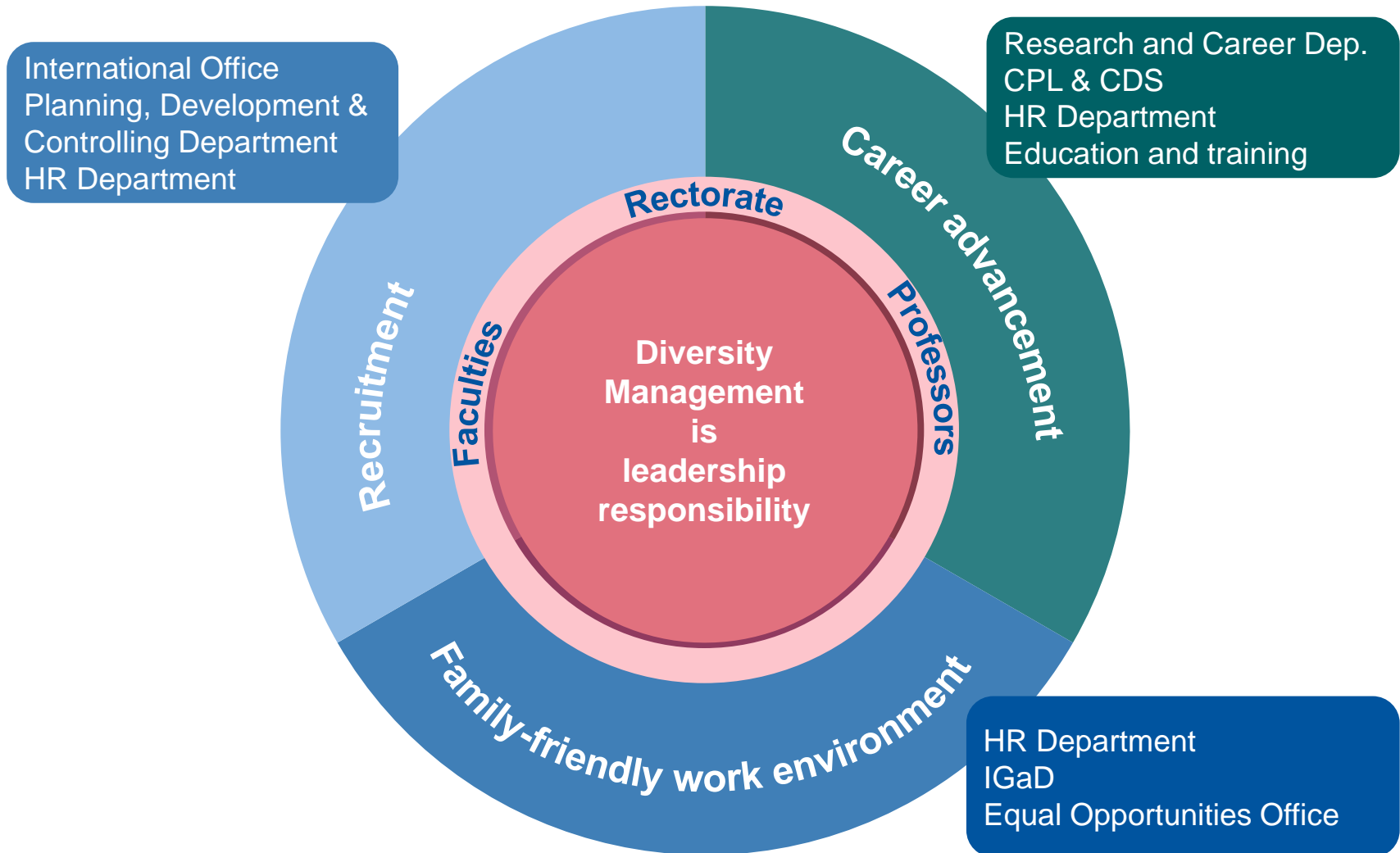
- Appreciation of diversity
- Creation of a non-discriminatory, innovative and vital university culture
- Rising the university's attractiveness
- Respect and equal opportunities for all – irrespective of personal characteristics
- Promotion and development of individual potentials and life-concepts
- Considering heterogeneity in research and teaching



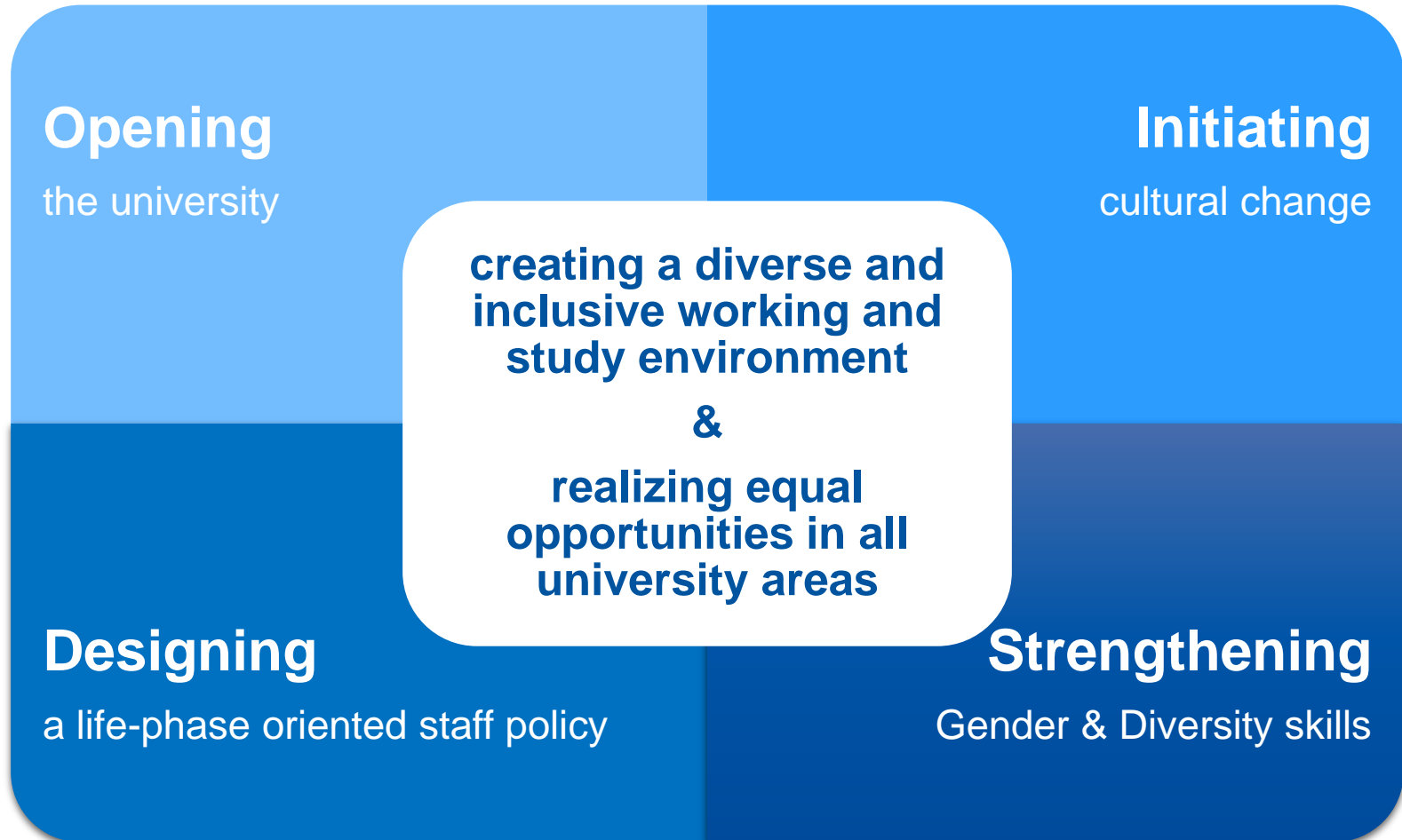
Actors in Diversity Management at RWTH Aachen University



Diversity Management is leadership responsibility – institutional anchoring

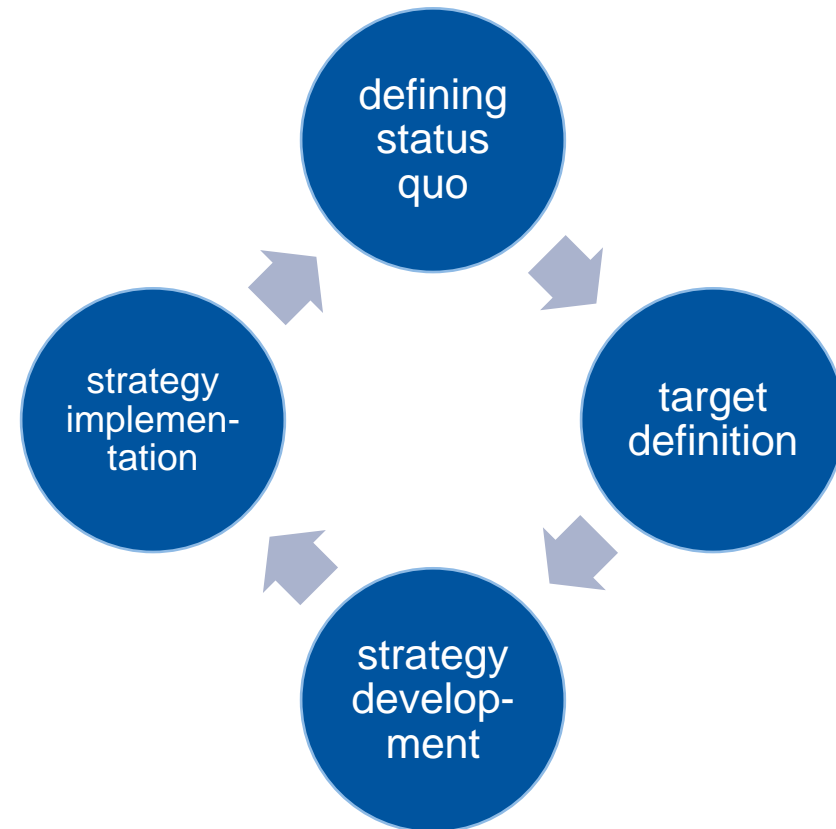


Objectives of Diversity Management at RWTH Aachen University



Incorporating diversity policies into strategy and management

- Framing **objectives and values** for the university development plan and university profile from a **diversity perspective**
- Complementing **target agreements** with diversity aspects
- Developing women's development plan into **gender-diversity plan**
- Extending committee tasks and/or developing new **participation formats**
- Adding **diversity categories** and aspects of discrimination
- ...



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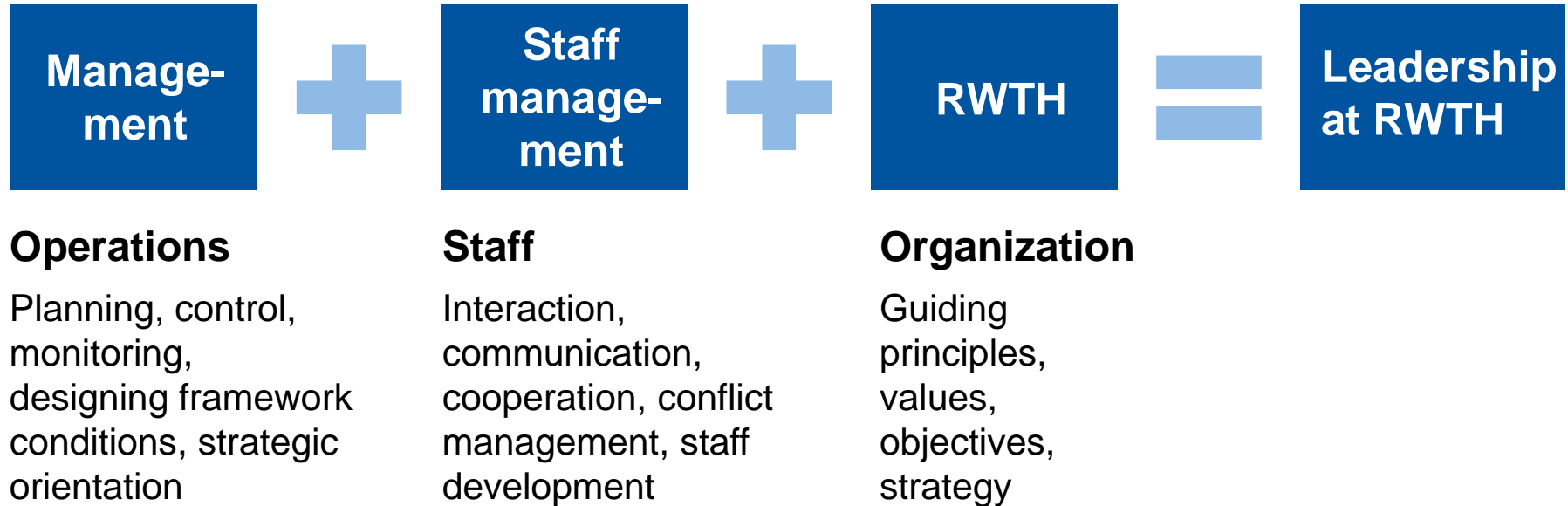
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Leadership at RWTH – Key principles

Defining leadership at RWTH



Leadership at RWTH has the aim to inspire our staff, to empower them to initiate new developments and create optimal framework conditions in order to facilitate outstanding performance in research and teaching.

Elements of the Leadership Key Principles at RWTH

to foster a culture of **tolerance** that respects the personality and life situation of each individual.

to adhere to **equal opportunities** principles in the recruitment process and in the support of talent.

to ensure that overarching **goals** are clearly and transparently **communicated**.

to align the **strategic goals** of each institutional unit with those of the University and with the development goals of the unit's employees.

to create **framework conditions** that are in line with the University's provisions and guidelines.

to **lead** and supervise staff in a way that takes specific **situations** and individual needs into account.

to both **challenge** and **support** staff members.

to **delegate responsibility** and **create leeway** for staff to work independently .

to reflect one's own actions and encourage staff to provide **feedback**.

Gender and diversity-sensitive leadership @ RWTH Aachen University

- Age, gender, origin, ... as diversity dimensions of leaders and employees may influence managerial behaviour
- Reflection on one's proper attitude and conduct with regards to prejudices and stereotypes
- Situative, appreciative and cooperative leadership style
- Recognising and supporting capabilities and needs regardless of diversity dimensions



Center for Professional Leadership (CPL)

Leadership programme for professors, postdocs and academic staff

- **Individual Coaching** (assessment of needs, coachpool management, order processing, evaluation)
- **Certificate courses** “Leadership“ und “Teaching and research“ (proof of acquisition of management and leadership competencies for researchers)
- **Training and workshops** (approx. 40 events per year for nearly 1600 potential participants)
- **Further development** of offers for specific target groups (internationals, women, faculty management)



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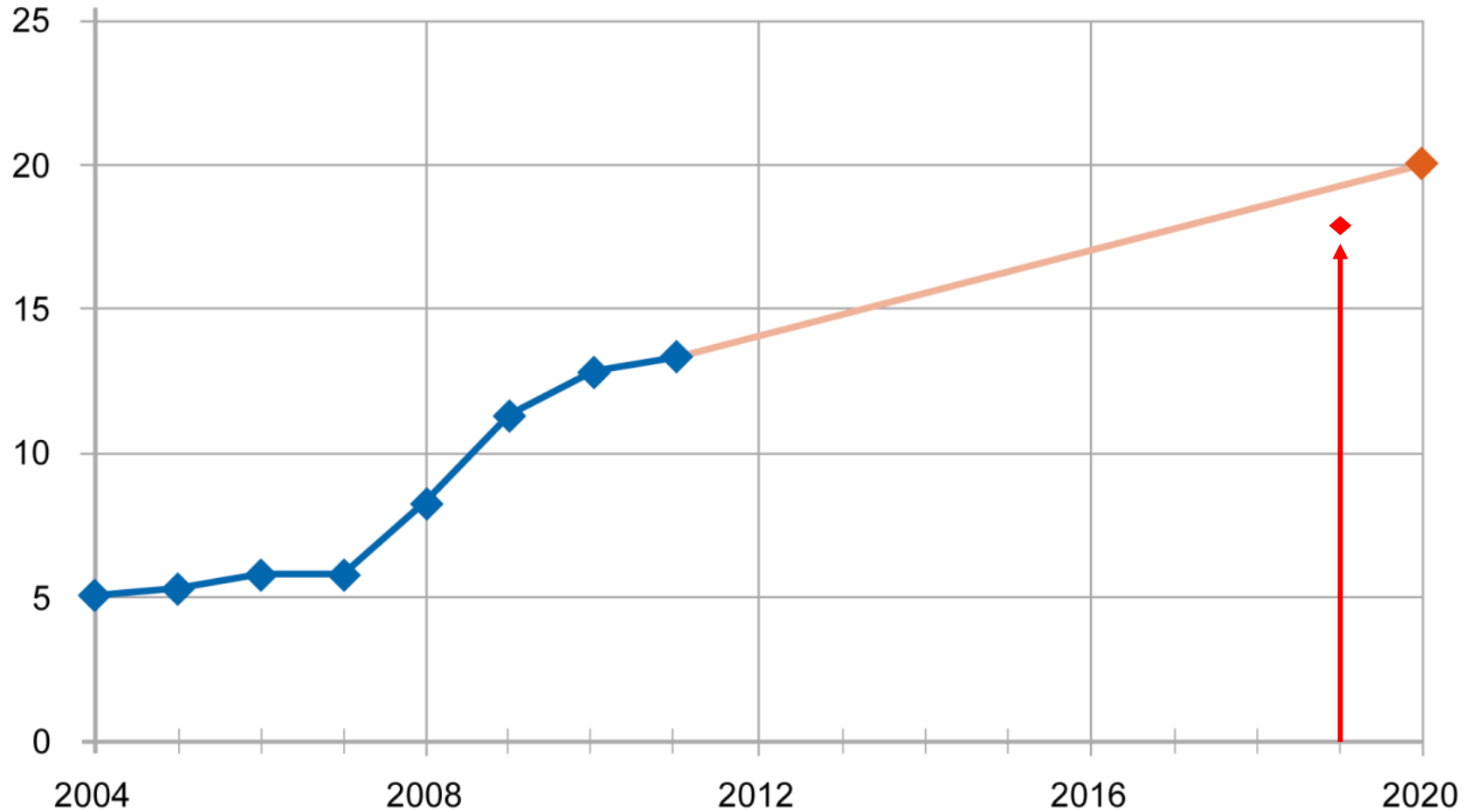
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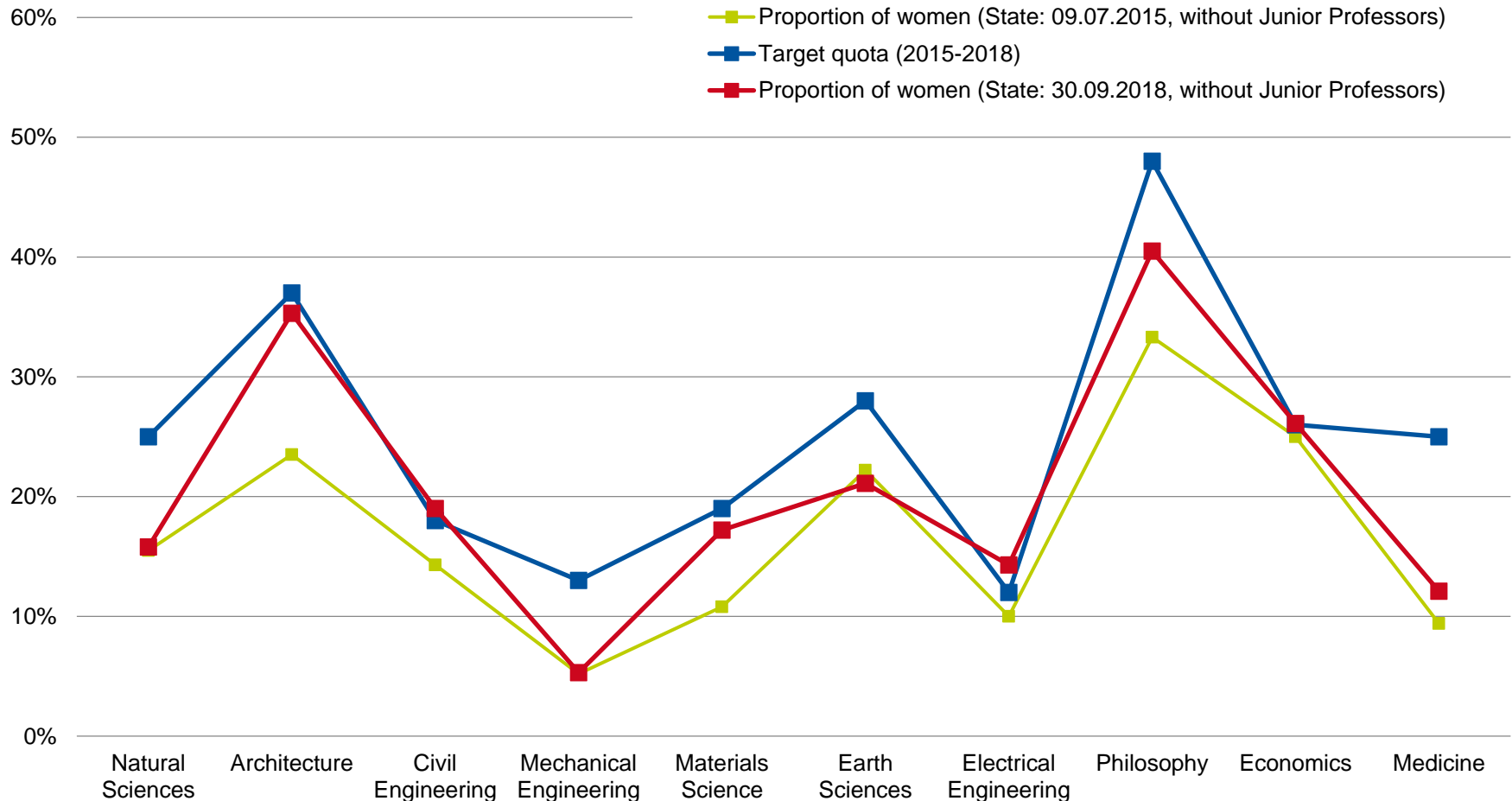
3 Key Leadership Principles at & Executive Development RWTH

4 Anchoring of diversity at university leadership level

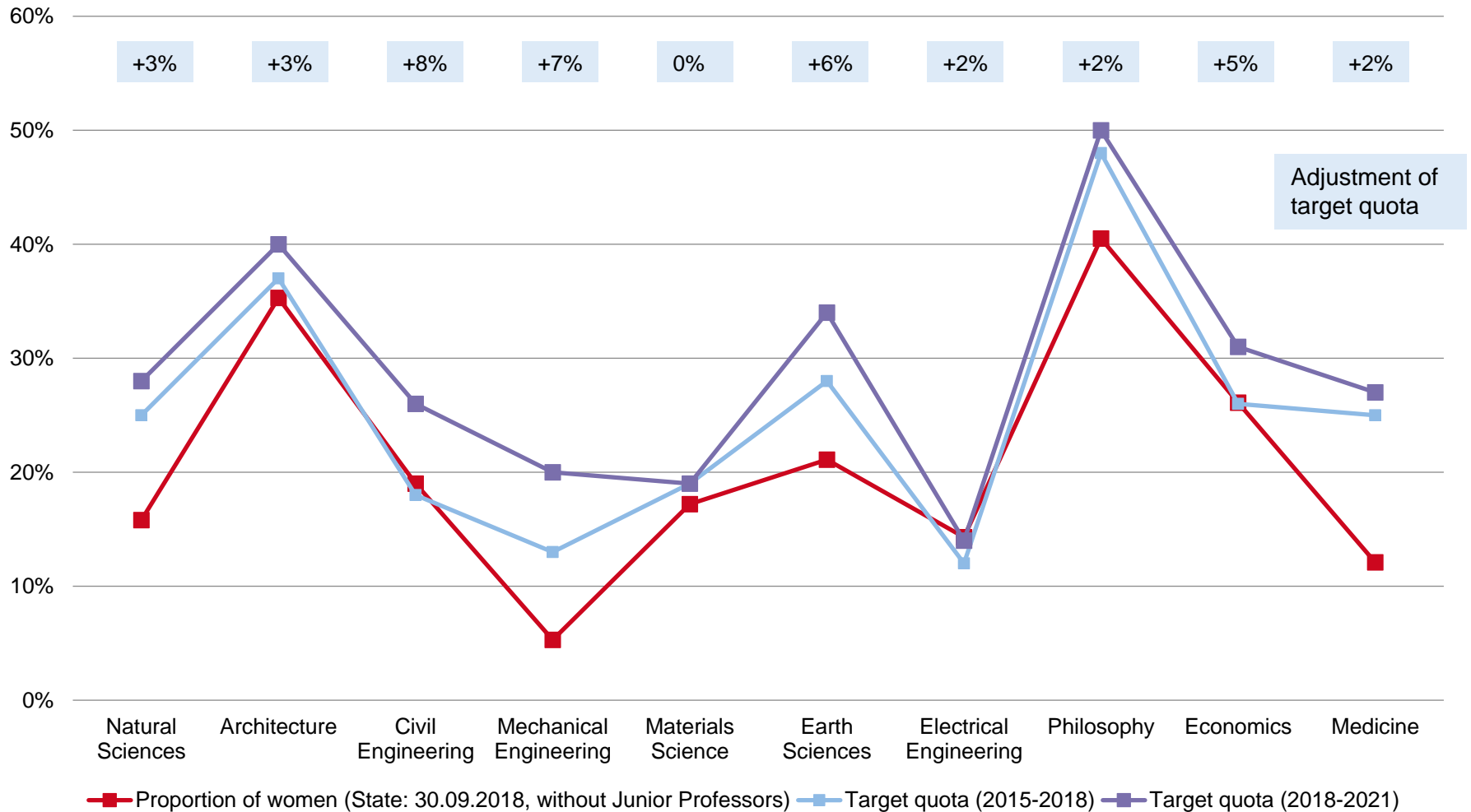
Target quota for female professors



Gender equality quotas for professorship appointments (2015-2018)



Gender equality quotas for professorship appointments (2018-2021)



Measures to foster diversity-sensitive leadership at RWTH

Anti-bias trainings • Diversity Symposium 2018 • Diversity Days 2018
Diversity Portal • DiVers e-learning platform • FAMOS Family Friendly Award



Thank you for your attention!

Professor Dr. rer. nat. Doris Klee

RWTH Aachen University Vice Rector for Human Resources Management and Development

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www.rwth-aachen.de