



LEADERSHIP EXCELLENCE

Guideline

OUR VISION

**EVERYBODY CAN
ACCESS EDUCATION
TO GROW**

OUR MISSION

**EMPOWER PEOPLE
WITH THE MOST
LEARNER-CENTRIC
EDUCATION APPROACH**

OUR VISION EXPLAINS OUR WHY

EVERY BODY

Non-discriminatory

Not elitist

Inclusive

Global

CAN ACCESS

Physically accessible,
whether online or in person

Affordable

Achievable intellectually

Only an offer – we just help grant
access in order to grow

You need to do it yourself

EDU CATION

Deliberately broad,
certificates, courses etc.


TO GROW

Answering why they
should get education

Quality needs to be implied

To their individually
desired level

Should imply our
motivation and role



COMPANY VALUES



INNOVATION

- We are always looking for **new ways** to **improve our offers** for our students and corporate partners
- We are **open to ideas** and **suggestions** from all levels and actively seek inspiration for improvement
- Using **feedback** from colleagues, customers and partners, we **regularly question our solutions**

COURAGEOUS

- We make **courageous decisions** & take calculated risks
- We make **improvements gradually** but also meet bigger issues head-on
- We make **entrepreneurial decisions quickly** using the available facts
- We assume responsibility and **understand mistakes as growth potential**
- We **defend our convictions**





GETTING THINGS DONE

- We **implement decisions consistently** and quickly
- We always **strive for the most effective** and practical solution
- We **focus** and **prioritize activities**
- We set **high standards** for ourselves and do not rest until we have met them





CUSTOMER-FOCUS



- In everything we do, the **satisfaction** of our students and partners is our **top priority**
- We seek contact to our customers as often as possible and take **customer feedback as an opportunity for improvement**
- With every problem, we put ourselves in the shoes of our customers and **look for the best solution**
- We **test solutions as early** and as often as possible on real customers

COLLABORATION

- We **trust** and **help each other** to perform at our best
- We **support** the **personal development** of our colleagues and customers
- We **aim for the best solution as a team** and have fun with it – without ego or politics



EMPOWERMENT

- The **overall result** is always **more important** than individual goals
- We are happy to **share our knowledge** with others at any time
- We give **open feedback** – everyone knows where they stand with us at all times
- We enjoy working with teams from other areas and **celebrate successes together**



GROWTH MINDSET

- We believe in **unlimited learning potentials** for every person
- We work constantly to **develop ourselves** beyond our comfort zone
- We **embrace challenges** and **failures** as opportunities to learn
- We **seek feedback** as the best learning experience every day
- We see **effort as the path to mastery**



LEADERSHIP

EXCELLENCE @ IU



LEADERSHIP PRINCIPLES

Our guiding statements for excellent leadership.



LEADERSHIP TASKS & PROMISES

Our leaders' contribution to the IU team & success.



LEADERSHIP BEHAVIORS

Situational & observable actions to fulfill the tasks & principles of IU leaders.



COMPANY VALUES

The foundation for our daily interaction & mutual understanding.

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iu
CULTURE

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„Culture eats
strategy for
breakfast.“

Peter Drucker

A CULTURE FOR EVERYONE BY EVERYONE

We are convinced that our culture is the key to our success – and everyone who is a part of the IU team, **living this culture every day.**

In order to foster the IU culture, **we must constantly assess our behavior** in the context of our shared values and believes.

Our **Leadership Principles** aim to express **our expectations of and promises to the IU team** – allowing everyone to experience self-efficacy, creativity and integrity at IU.

OUR LEADERSHIP FRAMEWORK



**GUIDING LEADERSHIP
PRINCIPLES**



**LEADERSHIP TASKS
& PROMISES**



**ENABLING OUR
COMPANY VALUES**



**ESTABLISHING
RESPECT AND TRUST...**



**...WHILE FOCUSING
ON GROWTH AND
OUTCOME...**



**...AND BY TAKING
(ENTREPRENEURIAL)
OWNERSHIP**

**OWN THE
VISION AND SET
DIRECTION...**

**...CREATE
MEANINGFUL
IMPACT (FAST)
...**

**...BUILD
A HIGH PER-
FORMANCE
TEAM...**

**...AND
DEVELOP OUR-
SELVES AND
OTHERS.**



INNOVATION



COURAGEOUS



**GETTING
THINGS DONE**



CUSTOMER-FOCUS



COLLABORATION



EMPOWERMENT



GROWTH MINDSET

LEADERSHIP BEHAVIORS SERVE AS OBSERVABLE ACTIONS

OWN THE VISION AND SET DIRECTION ...

... CREATE MEANINGFUL IMPACT (FAST)

...



ESTABLISHING RESPECT AND TRUST ...

- Provide context and motives to maximize buy-in.
- Foster your teams purpose with our vision.
- Put customers first in all decisions.
- Manage pressure.

- Communicate clear priorities.
- Let the best idea win, not the most popular one.
- Work hard to keep your promises.
- Avoid micro-management.



... WHILE FOCUSING ON GROWTH AND OUTCOME...

- Be inspired by supporting your team to grow.
- Constantly challenge your goals & direction.
- Set ambitious goals outside the comfort zone.

- Go deep & wide for innovative & smart solutions.
- Embrace complexity & surprise with simplicity.
- Think big & reward visionary ideas.
- Think of solutions, not problems.



... AND BY TAKING (ENTREPRENEURIAL) OWNERSHIP

- Always act in the best interest of the company.
- Evolve your strategy.
- Evaluate your purpose in the context of the overall company objectives.
- Use OKRs to align your team's effort and success with overall company strategy.

- Take & encourage bold decisions & own them.
- Be candid about missing the goal & focus on correcting the course.
- Decide fast with 70/30 approach.
- Consider long-term effects beyond short-term gains.



**...BUILD
A HIGH PER-
FORMANCE
TEAM...**

- Live & allow authenticity – accept no egos & politics.
 - Ask the team to share their ideas – and hear all voices.
 - Always ensure discussions on eye level.
 - Improve our culture every day.
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- Stretch everybody everyday – starting with yourself.
 - Motivate everybody to never settle for the status quo.
 - Hire better people than yourself.
 - Anticipate future structures & resources.
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- Walk the talk.
- Build networks & foster collaboration beyond your area of responsibility.
- Establish an obligation to dissent.
- Let the team fail fast.
- Aim high & compete with the best.



**...AND
DEVELOP OUR-
SELVES AND
OTHERS**

- Give constant & candid feedback.
 - Be kind, treat others like you want to be treated.
 - Be open about not being perfect.
 - Consider and respect individual needs.
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- Consider failure an opportunity to grow.
 - Create a passion for constant learning & development.
 - Instill optimism.
 - Reinvent your self constantly as a leader.
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- Celebrate success & give credit.
- Be driven by our mission, not your career – and acknowledge people who do the same.
- Strive for the best match between strengths & roles & don't settle for mediocre performance.

HOW TO USE THE LEADERSHIP MATRIX



LEADERSHIP PRINCIPLES



LEADERSHIP TASKS & PROMISES



LEADERSHIP BEHAVIOURS



The Leadership Principles apply to all leaders at any time.

They express our expectations of excellent leadership and the common beliefs we share. Consequently, all leaders should always try to fulfill each principle to the highest extent and make them the guiding statements for their interactions at IU.

The Leadership Tasks & Promises highlight our leaders' overall responsibilities. Based on situation and role, the focus on the different tasks can be switched (e. g. development focus vs. strategic outlook) as opposed to the Principles which apply at all times. The Tasks also express what the team can expect as leadership standard at IU.

The Leadership Behaviors are specific, observable and thus actionable. No leader is required to always show all behaviors, but rather use them flexibly to fulfill our overall Tasks & Principles. In order to achieve a certain goal in an interaction, leaders can choose individually the matching behavior(s) for the specific situation.



MAKE IT

HAPPEN.