

LEADERSHIP EXCELLENCE

Guideline

Version September 2021

EMPOWER PEOPLE WITH THE MOST LEARNER-CENTRIC EDUCATION APPROACH

OUR MISSION

EVERYBODY CAN ACCESS EDUCATION TO GROW

OUR VISION



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

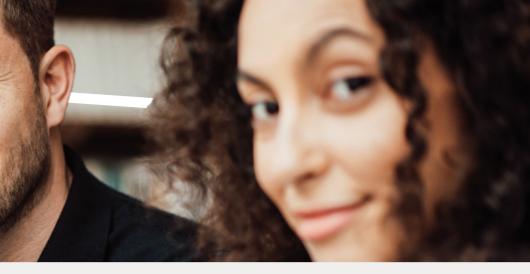
- We are always looking for **new ways** to **improve our offers** for our students and corporate partners
- We are **open to ideas** and **suggestions** from all levels and actively seek inspiration for improvement
- Using **feedback** from colleagues, customers and partners, we **regularly question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



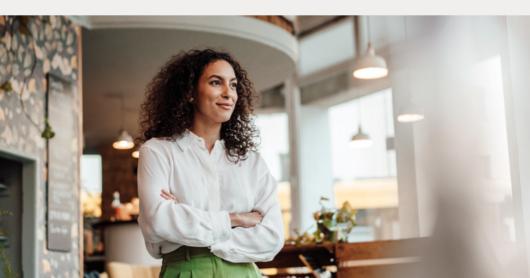
• We defend our convictions





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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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

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ENABLING OUR COMPANY VALUES

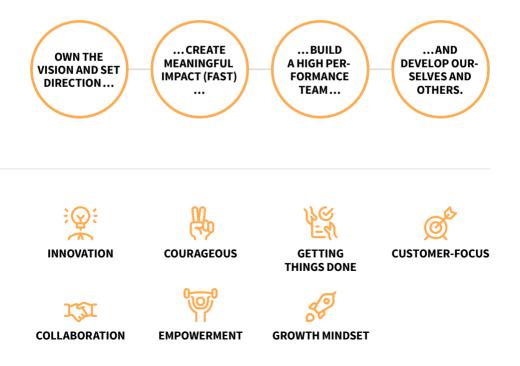


ESTABLISHING RESPECT AND TRUST...



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





LEADERSHIP BEHAVIORS SERVE AS OBSERVABLE ACTIONS



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 (ENTRE-PRENEURIAL) 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 ...

...AND DEVELOP OUR-SELVES AND OTHERS

- 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.
- Stretch everybody everyday starting with yourself.
- Motivate everybody to never settle for the status quo.
- Hire better people than yourself.
- Anticipate future structures & resources.
- 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.

- 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.
- Consider failure an opportunity to grow.
- Create a passion for constant learning & development.
- Instill optimism.
- Reinvent your self constantly as a leader.
- 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 believes 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.