



Karolinska
Institutet

Policy for Leadership and Employeeship at KI

Inspiration and guidance on how to work on the implementation of the new policy.

<https://medarbetare.ki.se/ledarskap-och-organisationsutveckling>

Important topics to discuss...

- What does trust-based management and governance at KI mean?
- How can the new policy be used concretely in our organisation?
- Guiding principles for trustbased work culture: What do we as managers and as a group/team/unit already do well and what can we concretely work with and towards?
- Exercises. Assessment
- How can we use local and central support when implementing the policy in everyday life?



Annika Östman Wernerson, rektor. Foto: Liza Simonsson

How do we become ONE KI?

ONE KI - KI is we. We, together, everyone.

Our mission is to develop knowledge about life and contribute to better health for all.

The policy reflects KI's ambition according to Strategy 2030 and mirrors our reality of being a Swedish university, successfully operating on a global scale.

KI is....:

... a Swedish university in a global context

... an international academic workplace which attracts, retains and develops teachers and researchers at the forefront of their professional fields.

... an attractive employer who appeals to employees and managers who want to contribute to our mission and value a trust-based culture.

... a thought after place for medical studies for both Swedish and international students on all levels

KI's ambition and endeavor is to create an organisational culture that provides space for collaboration and cross-functional, KI-wide cooperation. KI wants to offer optimal conditions for a trusting healthy work environment and sustainable work-life-conditions for all.

The purpose of the policy is to convey a common view of leadership and employeeship for all of us who work at Karolinska Institutet.





KI IS WE!
WE TOGETHER,
EVERYONE





...so why does it feel
like us and them
sometimes?



A complex culture with different professional realities...

... a motor for innovation and entrepreneurship



An organisation with historical roots



One of the best Medical Universities...



...with World Class Research Environments



KI an international and multicultural organisation



A Swedish Public Agency



...in partnership with academic healthcare

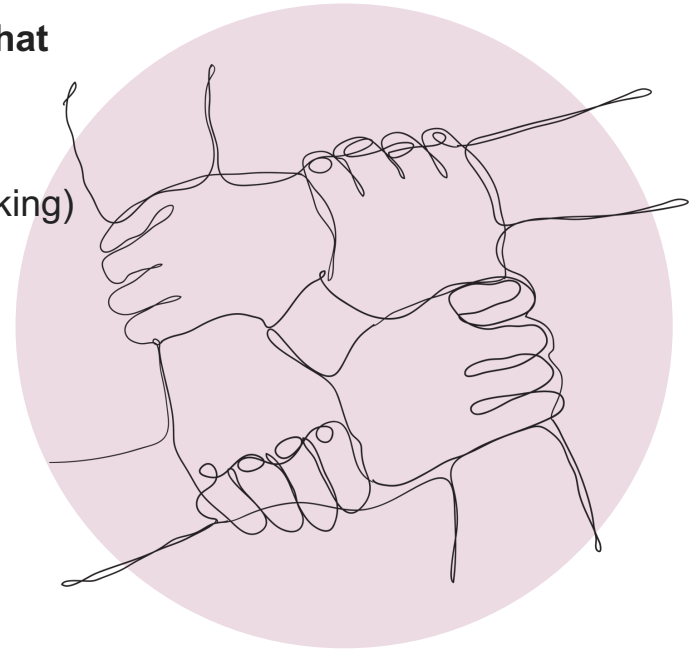
Trust-based working culture is not a foreign concept to academia

Traditional approaches to leadership and employeeship that govern behavior within academia today...

- Collegial governance and management
- Democracy and consensus (dialogue-based decision-making)
- Representing the group's vision
- Autonomy and independence
- Legitimacy based on academic merit (Primus inter pares)

... Are supplemented with

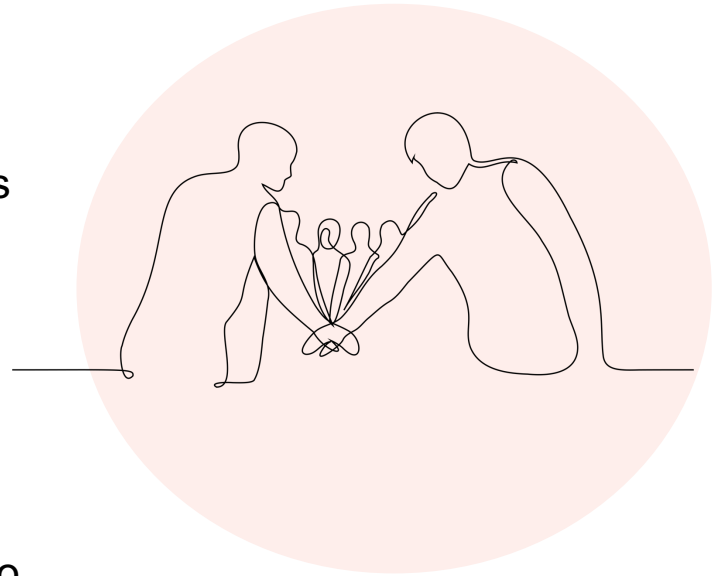
- Trust-based governance and management



Why invest in a trust-based culture at KI?

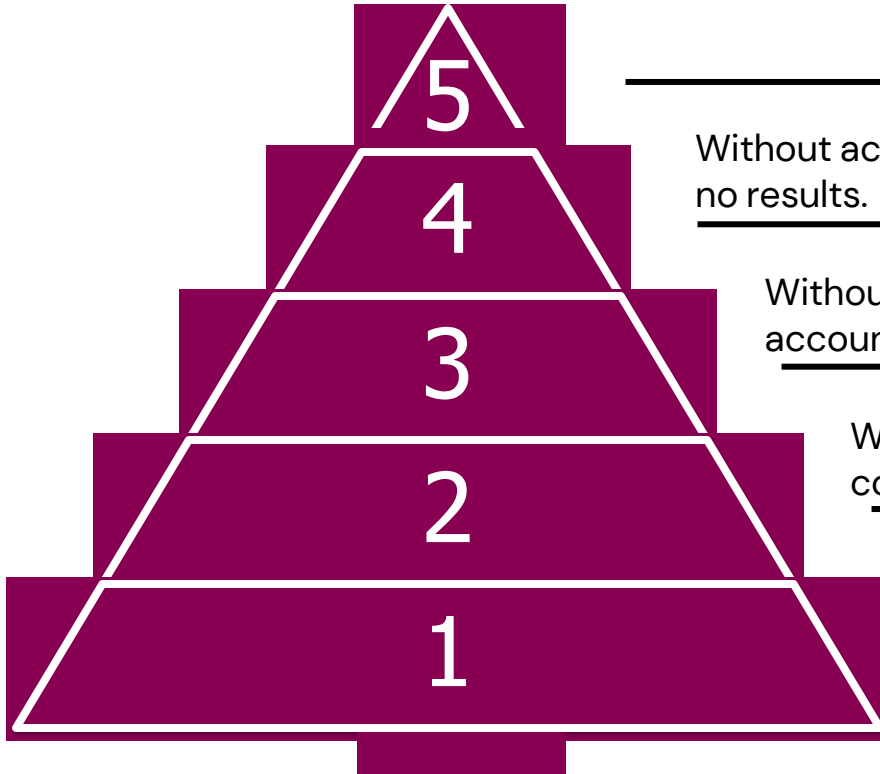
KI wants us all to be involved in:

- ... finding synergies and creating successful professional collaborations within and between highly specialized groups and teams, within and outside of KI.
- ... empowering employees, managers and students to actively participate in creating an optimal environment for successful research and teaching.
- ... creating a work environment permeated by co-leadership, inclusion and commitment
- ... promoting and creating a sustainable living and working situation for everyone
- ... jointly achieving KI's common goals, according to our mission and strategy.



Why creating a trust-based culture at KI?

THE FIVE DYSFUNCTIONS OF A TEAM Patrick Lencioni



Results

Without accountability, there are no results.

Accountability

Without commitment, there can be no accountability.

Commitment

Without conflict, there can be no commitment.

Conflict

Without trust, there can be no conflict.

Trust

Trust in the workplace can be different things to different people

I / we feel trust ...

CLARITY. When it is clear what responsibilities, mandates, powers and obligations I/we have.

WAYS OF WORKING. When I/we know what rules apply, what is expected, how to do it and who to collaborate with to achieve agreed upon results.

FAIRNESS. When we feel that the work is distributed based on competence, agreed upon goals are followed up, evaluated objectively and everyone is invited to continuously build and develop knowledge.

INCLUSION. When we feel included in decision making, relevant to our role or to KI as an organisation. When information is shared equally, and we are given the opportunity to influence the development of our organisational unit and our work situation.

GOOD MANAGEMENT. When our managers have the appropriate skills for leadership, show that they care for the wellbeing of their employees and colleagues and show integrity.

forts. ►

Trust in the workplace can be different things to different people

I / we feel trust ...

COMPETENCE. ... when we know and can rely on the skills and cooperation of our managers, colleagues and staff.

ENGAGEMENT. ...when we can trust that those we work with and delegate to are able and willing to do what they are supposed to do.

CONDITIONS. ...when we have the right conditions, tools, infrastructure and knowledge to take optimal responsibility for our work. When we can perform optimally and at the same time have a sustainable work situation and can keep ourselves healthy.

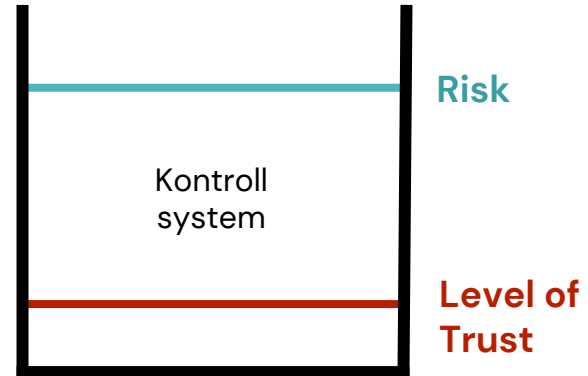
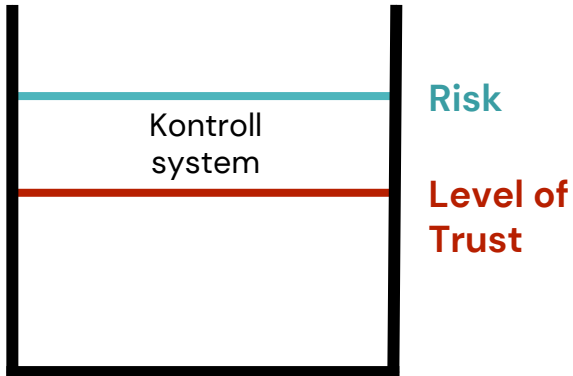
APPRECIATION. ...when we feel that our work is appreciated and meaningful, both for ourselves, for colleagues and employees and for the organisation.

SUPPORT. ...when we have the right leadership and support to learn and do what we need to do.

TRUST. ...when we have trusting relationships at work and can ask for support and help when we need it.

Trust and Control Systems - Alternative methods of managing risks

- Trust and control systems are alternative ways to manage risks
- Both can be used simultaneously



Trust is also ...

...an aspect of relationships between individuals in a group

... thus

...creating an environment of trust in a group is about creating trusting relationships between the individuals in the group!



Building trustful relationships at work is up to all of us



Dr. Brené Brown

<https://www.youtube.com/watch?v=OqB5CEkPII4>

Building trustful relationships at work is up to all of us

How we build trust in personal relationships

B – Boundaries

R – Reliability Do what you say you do over and over

A – Accountability Own it, apologise and make amends

V – Vault Confidentiality

I – Integrity Courage over comfort, right over fun, fast and easy, practice your values

N – Non-judgmental

G – Generous Assume the most generous interpretation and check in with me

Aspects to think about when it comes to trust

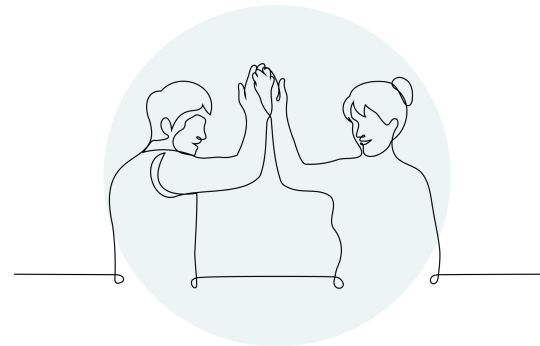
- Trust does not have to be reciprocal
 - Trust can be situational (you can trust someone in one area but not in another).
 - Trust is subjective and based on an individual's perception of a group's or another person's:
 - Competence for the task
 - Benevolence
 - Integrity
 - Trust is relationship-based
- Propensity to trust one's employer, team or colleague depends on the individual's personality, experiences and cultural/organizational context.
- For Example:
- the individual's need for control and predictability
 - the ability or willingness to be vulnerable in a professional context
 - gender-norms, cultural background, upbringing and social identity.
 - organizational context such as leadership, structuring or reward systems.
 - professional identity and norms
 - Past experiences
 - Emotional safety in a specific situation or context

Trust-based governance and leadership

A base for KI policy for Leadership and Employeeship

Tillitsdelgationen was appointed by the Swedish government in 2016 and was tasked with researching how state authorities can develop and implement more trust-based governance in their own operations.

Purpose: The government wanted to reverse a trend of growing micromanagement and bureaucracy in the public sector by increasing the scope for action for managers and employees. In this way, it hopes to make better use of the employees' skills, motivation and judgment when working with and for their target groups. Delegated leadership is meant to be present at all levels of the organization, empowering employees to take ownership.



Guiding principles in a trust-based culture

- 1. Openness:** To share information, welcome differences of opinion, collaborate and raise suggestions for improvement from the organization.
- 2. Scope for action:** Delegating scope for action, welcoming employee influence, but also being clear about mandates and priorities.
- 3. Close support:** Close and sustainable administrative, psychosocial and professional support.
- 4. Learning:** Rewarding knowledge development, learning and research-based practice. Create optimal conditions for learning. Learning from mistakes.
- 5. Holistic perspective:** To stimulate everyone in the organization to take initiative and to take responsibility for the whole - co-leadership.
- 6. Target group perspective:** To start from the perspective and needs of the users/target group.
- 7. Positive expectations:** To strive to choose to trust those you work with and have positive expectations as a starting point.

EXERCISE - Trust-based governance and leadership - MANAGERS

In trust-based or distributed leadership, your most important task as a manager is to delegate responsibility, create freedom of action, empower initiatives and create favorable structural conditions for employees to do the job they are hired to do.

Four main functions for managers within trust-based organisations:

- 1. Compass:** Where are we going? Holistic view, strategies, testing new approaches, external monitoring, innovation and business development, trend tracking.
- 2. Coach:** Attract talent, develop and exchange competence, create collaboration and encourage employee development. Prevention and conflict resolution by building trust in teams and groups. Create learning by mentorship, coaching and feedback. Communicate and inform in ways that accommodate different people, groups and needs.
- 3. Facilitator:** Create clarity about assignments, goals and expectations. Compliance with processes, laws and guidelines. Simplify and reduce bureaucracy, appropriate structures around IT, finance, reporting, follow-up. Optimal infrastructure as a structural prerequisite.
- 4. Mentor/teacher:** Share own expertise, network and resources. Educate, teach, mentor and supervise.

Discussion material – MANAGERS

Guiding principles for trust-based culture

1. Transparency and dialog: What information do I as manager share with my employees and what do I share exclusively with a well-defined circle? Is it possible to increase transparency and dialog? How do I handle conflict, criticism and feedback? How do I manage-decision making and change?

2. Action orientation: How do I create a potential for action for my employees. Do I shield them from unnecessary control and bureaucracy? Do we have clear management principles, and do we follow the guidelines? Do I give mandate and trust for making own decisions.

3. Close support: How present am I in everyday life when it comes to my commitment of being a supportive manager? On a scale from 1-5? How much support and encouragement do I give my employees in a normal week? Do I follow up and help them if they need my support?

4. Learning: How do I handle situations when mistakes have been made? Do we use mistakes for constructive learning? What is a serious mistake and what is a tolerable mistake? What is a mistake with learning potential? Give examples.

Discussion material – MANAGERS

Guiding principles for trust-based culture

5. Holistic perspective: Do I stimulate my employees to take responsibility for more than their own role? How do I handle suggestions and input from my group when it comes to strategic and operational questions? Do I see employees as co-leaders, or do I see leadership as something that is reserved for formal managers with personnel responsibilities?

6. The citizen's / society's perspective: do I take citizens' / target group's perspective and needs into account. How do I bring society's perspective into my role as a manager? How do I know what the citizen's needs are and how does that impact my decisions?

7. Positive expectations: What do I think and feel about my employees' skills? Do I feel confident that they can and want to do a good job even if I do not control them closely? Do I start new working relationships with trust or mistrust? Think of examples.

Discussion material - MANAGERS

Optimal conditions for creating a trust-based organisation

8. Conditions

1. What conditions do I as a manager have for exercising good leadership, in terms of organization, governance and work culture and environment? For example: workload, administrative responsibilities and support from own manager?
2. What conditions do my employees have to do a good job, from the same perspective?

9. Courage and integrity

In my role as manager do I dare to challenge structures, people and authority so my employees are able to do a good job? Do I have the courage and integrity to stand up for my own and the group's values and decisions when challenged? Do I live as I teach?

Exercise: Walk and talk in pairs: 5+20 min

MANAGERS

1. Choose a partner
2. **Read the discussion material and reflect individually (5 min)**
3. Choose 1-3 of the guiding principles that work well for you as a manager and in your group/unit. Think about why it works well?
4. What is not working as well? Think about why and what you think can be done about it?
5. What are the advantageous / negative conditions (8+9) for doing good work in terms of organization, governance, culture and work environment for you and your group/unit? Give +/- examples.
6. How can the new policy contribute to improve working conditions and performance? Give concrete examples.
7. **Walk and Talk with your partner and share insights (20 min)**



Discussion material – Group/team/unit

Guiding principles for trust-based culture

- 1. Transparency and dialog:** What information does our manager share with us? What do we as a group share with each other? Do we all get the same information or is it shared exclusively within well-defined circles? Is it possible to increase transparency and dialog? How do we handle criticism and feedback?
- 2. Action orientation:** How do we create a potential for action for all employees. Is our manager shielding us from unnecessary bureaucracy and control? Do we have clear principles how to collaborate, and do we follow the guidelines?
- 3. Close support:** How present and supportive is our manager? On a scale from 1-5? How much support and encouragement do we give each other in our group? Do we follow up, ask for and get support when we need it?
- 4. Learning:** How do we handle situations where mistakes are made? Do we use insights from mistakes for constructive learning or do we blame each other? What is a serious mistake where we are more critical and maybe even take more serious action? What is a mistake with learning potential? Give examples.

Discussion material – Group/team/unit

Guiding principles for trust-based leadership

5. Holistic perspective: Are we invited to take an interest and responsibility for the whole business? How do we handle suggestions and input in broad, strategic questions? Are we seen and do we see each other as co-leaders, or is leadership seen as something that is reserved for formal managers with personnel responsibilities?

6. The citizen's / society's perspective: do we take citizens' / target group's perspective and needs into account. How do we bring society's perspective into day-to-day planning and decisions? How do we know what target groups' needs are?

7. Positive expectations: How does our manager and we think and feel about our skills? Do I feel confident that they can and want to do a good job even if I do not control them closely? Do I start new working relationships with trust or mistrust? Think of examples.

Discussion material - Group

Optimal conditions for creating a trust-based organisation

Conditions

What are the pre-conditions for our manager and us as a unit to exercise good managerial leadership and co-leadership? Do I/we and those I/we work with know what my/our role and responsibilities are? Do I/we have a clear mandate to make decisions in my/our specialist area? How big is my/our workload and what support do I/we get from colleagues and managers?

Courage and integrity

Does my manager and we as employees dare to challenge assumptions, structures and authority when it is essential for our work? Do I have the courage and integrity to stand up for myself and the group when necessary? Do I keep my promises and can others count on me?

Discussion material

Optimal conditions for creating a trust-based organisation

8. Conditions for management and leadership

What conditions do I as a manager have for exercising good leadership, in terms of organization, governance and work culture and environment? For example: workload, administrative responsibilities and support from own manager?

What conditions do my employees have to do a good job, from the same perspective?

9. Courage and integrity

In my role as manager do I dare to challenge structures, people and authority so my employees are able to do a good job? Do I have the courage and integrity to stand up for my own and the group's values and decisions when challenged? Do I live as I teach?

Exercise: Walk and talk in pairs: 5+20 min

Group/team/unit

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6. How can the new policy contribute to improve working conditions and performance? Give concrete examples.
7. **Walk and talk and share insights with your partner (20 min)**



This is how you can proceed

Integrating the policy and implementing a more trust-based culture

- Assess the general level of trust in your working groups/teams (according to the exercise). Discuss!
- If there are areas where there is a lack of trust, why is this the case and how does it affect the group and its members? Think of concrete examples!
- If there is plenty of trust in general or more in certain contexts or areas, why is this the case?
- What can we do to increase trust in our unit even more?
- How can managers, together with their staff, concretely integrate the new policy into their everyday life and culture?
- How can the policy be a living document and integrated into the business processes? For example, how can it be useful in job advertising, recruitment, onboarding of new employees or introduction of new managers, appraisal interviews, etc.
- ...

If you want to know more ...

https://staff.ki.se/about-leadership-and-employeeship-at-karolinska-institutet?pk_vid=f5e4f5872ebc89811697206371db755a



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