

# Competencies for leadership in higher education (HE) – case of Indonesia

*by Aleš Trunk | Nada Trunk Širca | David Dawson | International School for Social and Business Studies, Slovenia | University of Primorska and International School for Social and Business Studies, Slovenia | University of Gloucestershire, UK*

*Abstract Id: 100*

*Submitted: 11/10/2021*

*Event: PIconf 2021 - Challenges for a Global Higher Education: Digitalisation, Open Science and Bioethics*

*Topic: Management & Business*

*Keywords: Leadership; higher education; Indonesia; Erasmus+ project*

Much research has been done in the field of leadership over the last three decades. Most of these studies examine leadership abilities in terms of behaviours, situations and transformational skills and suggests that leadership competency is vital for all organizations, regardless of the type. Some studies suggest that the leadership in HE is different from the leadership of other organizations, as HE institutions present a unique set of leadership challenges. There are various frameworks for assessing the state of leadership and management in HE. Our paper uses criteria from The HE Leadership Qualities and Skills (HELQS) framework. The framework is based on a broad range of qualities and skills, which help differentiate between a good leader or manager and one that is poor. The framework puts demands on knowledge, actions and outcomes. HELQS, in the framework of the leadership competencies, lists 30 competencies that fit into seven competency categories: leadership, managing resources, managing HE knowledge, caring people-talent, managing people – performance, personal impact, personal behaviours, personal productivity, personal values.

In the frame of the Erasmus + project, Indonesian Higher Education Leadership (iHiLead) which is being implemented between 2020 and 2023 in cooperation with European and Indonesian HE institutions, was conducted a survey among Indonesian higher education institutions that participate in the project. The study shows that respondents emphasize the importance of the competencies described in HELQS, additionally recognising the importance of digital mindset and international dimension of leaders' behaviour.