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VALUE

# INTEGRITY

Transparency and truth are central touchstones for integrity. We aim for transparency of information and processes, because we believe openness and accessibility facilitate trust, particularly when there are diverse and divergent perspectives on an issue. We hold ourselves accountable to reach decisions through an ethical process and accept responsibility for acting in the interest of all stakeholders.

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VALUE

# INCLUSIVE ENGAGEMENT

The heart of leadership is the art of inspiring active, informed engagement, and decision-making in the pursuit of the common good. Inclusive Engagement is the process by which we strive to seek and value the input of all, thereby realizing the benefit of the breadth of intelligence among us. At its core, Inclusive Engagement values the crucial knowledge, experiences, and contributions of us all.

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VALUE

# CONNECTION AND COMMUNITY

Leadership requires working with communities rather than working on communities by identifying, aligning, and pursuing goals that are mutually beneficial for all people impacted. With humility, we seek to foster active partnerships rather than imposing solutions.

COMPETENCY

# SELF-AWARENESS

- Consistently self-reflecting in order to reveal strengths, limitations, beliefs, values, and attitudes that generate engagement

- Committing to personal development in order to provide greater understanding of multiple identities and experiences that affect the ability to facilitate change

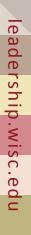leadership.wisc.edu

COMPETENCY

# INTERPERSONAL COMMUNICATION

- Developing essential relationships through listening, considering, and responding to the needs of individuals and the situation

- Having the ability to communicate in tactful, compassionate, and sensitive ways to enable these relationships to evolve
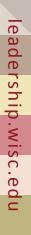
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COMPETENCY

# SUPPORTING LEARNING AND DEVELOPMENT OF OTHERS

- Developing the capacity and engagement of individuals and groups through feedback and coaching

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COMPETENCY

# HONORING CONTEXT AND CULTURE

- Seeking to understand the organization, culture, system, politics, dynamics, and their influence on actions needed to achieve the group's goals

COMPETENCY

# DECISION-MAKING

- Arriving at decisions that impact others and the organization in which the decisions are made

- Employing critical and strategic thinking to enable creative solutions to be considered and pursued

- Recognizing that with important systemic dimensions, analysis and ideas from multiple sources give way to implementation and evaluation

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COMPETENCY

# FOSTERING BRIDGE-BUILDING AND COLLABORATION

- Through cooperative participation, encouraging everyone to take ownership of the work that is being done and the outcomes that are created

- Creating an environment where differences are appreciated, knowing that conflict can serve to expose new solutions to complex problems

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COMPETENCY

# MOVING IDEAS INTO ACTION

- Offering a compelling vision that inspires groups to engage in the ambiguous transformation process

- Being aware that co-creation processes focused on common goals require steady, yet flexible, interventions based on evaluation and the needs of the group