



Leadership @ UW

Inspiring Purposeful Action and Positive Change

This is a tool for reflection and informal assessment. It is designed to help individuals and organizations build awareness of their leadership strengths and identify opportunities for growth. The Leadership Framework matrix provides a simple format for tracking progress toward the pursuit of positive change.

Step 1 - Assess

Consider the areas of intersection between the values and competencies in the matrix. In the open boxes, indicate how well you believe you have or your organization has demonstrated each of the leadership competencies, while living the leadership values.

Step 2 - Take Note

In the same spaces, identify the positive changes in beliefs, values, or behaviors that have occurred as a result of these actions.

Step 3 - Reflect

Are there areas where you would like to increase your own or your organization's leadership capacity? Are you eager to share resources that will benefit others? Do you want to learn more about leadership development opportunities?

Step 4 - Connect

View the complete Leadership Framework, including sample outcomes, and find out how you can engage in coordinated leadership at: leadership.wisc.edu

UW-Madison's Leadership Framework

The Leadership Framework is founded on the principles that leadership is an action-oriented endeavor not based on position or level of authority and that context matters, recognizing each situation requires unique engagement. The framework articulates ways of engaging in the act of leadership - understood as the phenomenon of change in an individual, group, or community's beliefs, values, or behaviors.

Values

The values represent a set of cultural beliefs or ideals that are consistent with our University's history and mission. They serve as a foundation for the leadership framework and help to support the work of leadership development and leadership outcomes.

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.

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.

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.

Competencies

The competencies are skills, abilities, or knowledge sets that can be taught or developed. All competencies have indicators that allow them to be observed and measured.

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

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

SUPPORTING LEARNING AND DEVELOPMENT OF OTHERS

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

HONORING CONTEXT AND CULTURE

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

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

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

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

**UW-MADISON
LEADERSHIP
FRAMEWORK**

VALUES

Integrity

*Serving as a role model
for truth and transparency*

**Inclusive
Engagement**

*Guiding the group toward
optimal performance and
effectiveness*

**Connection and
Community**

*Welcoming the broader community
into the process of creating a
shared vision for change*

Self-Awareness

*Self-reflecting in order
to help to reveal strengths,
limitations, beliefs, values,
and attitudes that affect the
ability to facilitate change*

**Interpersonal
Communication**

*Communicating in
tactful, compassionate,
and sensitive ways to enable
relationships to evolve*

**Supporting
Learning and
Development
of Others**

*Developing capacity and
engagement of individuals
and groups through
feedback and coaching*

**Honoring Context
and Culture**

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

Decision-Making

*Employing critical
and strategic thinking that
enables creative solutions
to be considered
and pursued*

**Fostering
Bridge-Building
and Collaboration**

*Creating environments where
differences are appreciated
and conflict can serve to
expose new solutions to
complex problems*

**Moving Ideas
into Action**

*Providing support
and direction for groups
to engage in ambiguous
transformation processes*

COMPETENCIES

Positive change
in beliefs, values,
and behavior