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 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, and make sure that the work we are doing is about the good and not our own interests. We also 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 good. 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 opportunities that are 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.

**MOVING IDEAS INTO ACTION**

We seek to take action, prioritizing impact over process, by gathering and exploring the views of all, breaking down barriers, creating new opportunities, and engaging others.

**Fostering Bridge-Building and Community**

Facilitating connections, brokering interactions, and supporting the development of others.

**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, systems, 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.

**Fostering Bridge-Building and Collaboration**

Through cooperative participation, encouraging everyone to take ownership of the work that is being done and the outcomes, 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 focused actions on common goals require steady, yet flexible, interventions based on evaluation and the needs of the group.

The Leadership Framework is a tool for reflection and informal assessment. It is designed to help individuals and organizations build on their strengths and identify areas for improvement.

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 you have or your organization has demonstrated each of the leadership competencies, while living the leadership values.

**Step 2 - 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
| 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 |

| COMPETENCIES |
|----------------|------------------|----------------------------------|
| **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 |

Positive change in beliefs, values, and behavior