## COMPETENCIES

### Decision-Making
- Acknowledging one’s self-interest and organizational position while working collaboratively in the decision-making process
- Authenticity in involving communities impacted by decision-making
- Leading decision-making processes with transparent criteria and goals
- Developing and maintaining personal and group accountability processes for decision making
- Demonstrating the flexibility to resist, adapt, and/or change decisions

### Bridge-Building and Collaboration
- Openly acknowledging the group’s attitudes, behaviors, and power differentials to foster collaboration
- Fostering a culture of openness
- Building trust among team members
- Identifying common ground when conflict is present
- Listening and valuing the unique input from each team member, especially when different from others and one’s own

### Ideas into Action
- Recognizing and weighing the risks and opportunities in promoting change
- Exploring how intended change will be sustained and supported
- Appropriately managing risk by thoughtfully evaluating selected approaches
- Considering the advantages and disadvantages of dominant norms and processes by testing them against facts and logical reasoning
- Being empathetic and adaptive when team members are impacted by change

### Inclusive Engagement
- Encouraging alternative perspectives when there is perceived pressure to conform with the group
- Encouraging consensus-building through constructive dialogue
- Creating processes where all perspectives are actively sought out and invited
- Recognizing conflicting perspectives to help move towards a final decision
- Helping the group stay focused on the common goal

### Connection and Community
- Recognizing the impact of the group’s attitudes, behaviors, and hierarchies on stakeholders and the broader community
- Promoting collaboration within groups and with external participants
- Modeling humility and trust for the rest of the group
- Being empathetic and adaptive when logical reasoning processes by testing them against facts and disadvantages of dominant norms
- Continuously evaluating selected opportunities in promoting change
- Appropriately managing risk by exploring how intended change will be sustained and supported
- Fostering a culture of openness and accessible attitudes, behaviors, and hierarchies on the group
- Building trust among team members
- Fostering a culture of openness
- Identifying mutually beneficial goals for coalitions and groups
- Understanding and leveraging the different learning styles of group members

## VALUES

### Integrity
- Acknowledging one’s self-interest and organizational position while working collaboratively in the decision-making process
- Authenticity in involving communities impacted by decision-making
- Leading decision-making processes with transparent criteria and goals
- Developing and maintaining personal and group accountability processes for decision making
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## Leadership at UW-Madison

The University of Wisconsin-Madison has a rich history of developing students, faculty, and staff as engaged community members in an ever-changing global society. Collectively, we demonstrate leadership in the private sector, non-profit organizations, and public service. We believe this is not coincidental but an outgrowth of our university’s culture, mission, and commitment to the Wisconsin Idea, which encourages education to influence people’s lives beyond the boundaries of the classroom.

Leadership development takes place across campus in organizations, programs, and courses. Leadership @ UW was launched to connect and support leadership opportunities for the benefit of UW-Madison students, faculty, and staff. By connecting people and opportunities, Leadership @ UW supports our great University in its tradition of promoting leadership for positive change on campus, across our state, and throughout the world, further activating the Wisconsin Idea. The purpose of Leadership @ UW is to:

- Promote the UW-Madison Leadership Framework and facilitate a shared vision for leadership.
- Align and connect leadership courses, programs, and opportunities.
- Identify and share practices, approaches, and behavior that cultivate positive change.

## The UW-Madison Leadership Framework

As a top-ranked research institution, we have a responsibility to shepherd an understanding of leadership grounded in theory and scholarship. Our university community is served best when it can reference a common framework for leadership that accounts for our institutional context. The UW-Madison Leadership Framework was developed in consultation with students, faculty, and staff from across campus. Grounded by a set of foundational principles, the framework includes institutional and universal leadership values and leadership competencies, which when enacted, can result in positive leadership outcomes. The framework content was validated through a thorough review conducted by external leadership industry experts. The portable and culturally responsive Leadership Framework seeks to:

- Articulate ways of engaging in the act of leadership as an individual, group, or community.
- Highlight critical leadership concepts that can be connected across contexts to deepen learning.
- Inspire purposeful action that results in positive change.

### Values

The key values within the UW-Madison Leadership Framework 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 framework and help to support the work of leadership development and leadership outcomes.

- **INTEGRITY** - We hold ourselves accountable to acting in accordance with our values, engaging in the constant pursuit of the truth, reaching decisions through an ethical process, and committing to care for our entire community. We aim for transparent, reliable, just and equitable processes. Openness and accessibility advance trust, particularly when there are diverse and divergent perspectives on an issue.

- **INCLUSIVE ENGAGEMENT** - The heart of leadership is the art of inspiring active engagement and informed decision-making in the pursuit of the common good.

- **CONNECTION AND COMMUNITY** - With humility, we seek to foster active partnerships, which are essential and can be made in a variety of ways. Rather than imposing solutions, leadership requires individuals and groups to work with communities rather than on communities by identifying, aligning, and pursuing goals mutually beneficial for all people affected.
Competencies

The UW-Madison Leadership Framework 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 to reveal strengths, limitations, beliefs, values, attitudes, and motivations that generate engagement. Committing to personal development to provide greater understanding of one’s own identities, experiences, and positionalities 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.

**LEARNING AND DEVELOPMENT OF OTHERS** - Encouraging opportunities for growth and supporting the learning of individuals and groups through active, responsive, and multi-directional feedback.

**CONTEXT AND CULTURE** - Entering collaboration with humility and openness to learning; Examining the organization, culture, politics, and dynamics within a larger context of current and historical power and oppression; Recognizing systemic influence on actions needed to achieve the group’s goals.

**DECISION-MAKING** - Employing critical, ethical, and strategic thinking to consider and pursue creative solutions; Assessing the systemic pressures and impact of decisions; Providing space for diverse voices and ideas that inform implementation and evaluation.

**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.

**IDEAS INTO ACTION** - Generating a compelling vision that inspires strategy and engagement in complex transformation; Being aware that collaboratively developed processes require steady and flexible interventions.

**Outcomes**

Leadership outcomes are detailed, specific, measurable/identifiable, and meaningful statements. They are the knowledge, skills, and abilities that might result when an individual upholds the values while endeavoring to demonstrate the competencies in their leadership practice.

The following matrix shows outcomes that can be generated when specific leadership competencies are executed while living each of the leadership values. The matrix focuses on individuals’ behavioral practices and provides examples of observable and measurable outcomes. It includes examples of knowledge, skills and abilities that might result when an individual enacts leadership behavior.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Principles</strong></td>
<td>Leadership is an action-oriented endeavor, not bound by role, position or level of authority.</td>
</tr>
<tr>
<td><strong>Context Matters</strong></td>
<td>Each situation requires purposeful engagement.</td>
</tr>
<tr>
<td><strong>K</strong></td>
<td>Knowledge: Awareness, information, or understanding about facts, principles, and concepts</td>
</tr>
<tr>
<td><strong>S</strong></td>
<td>Skills: Acquired expertise to carry out particular tasks</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>Abilities: Personal characteristics, attitudes, values, or traits</td>
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<table>
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<tr>
<th><strong>VALUES</strong></th>
<th>Integrity</th>
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<tr>
<td><strong>Self-Awareness</strong></td>
<td>K</td>
<td>Reflecting on personal beliefs, values, attitudes, privileges, and emotions that motivate and/or position oneself and others to take action</td>
<td></td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>K</td>
<td>Understanding personal motivation and organizational responsibility to serve and how it relates to the collective effort</td>
<td></td>
</tr>
<tr>
<td><strong>Inclusive Engagement</strong></td>
<td>S</td>
<td>Acknowledging internal conflicts and cultivating space to engage in difficult conversations</td>
<td></td>
</tr>
<tr>
<td><strong>Connection and Community</strong></td>
<td>S</td>
<td>Cultivating a network of peers and colleagues in diverse communities including communities that are marginalized</td>
<td></td>
</tr>
<tr>
<td><strong>Interpersonal Communication</strong></td>
<td>S</td>
<td>Engaging a variety of individual and group communication strategies to effect balanced participation</td>
<td></td>
</tr>
<tr>
<td><strong>Learning and Development of Others</strong></td>
<td>S</td>
<td>Assessing the goals, needs, and aspirations of team members to support growth and development</td>
<td></td>
</tr>
<tr>
<td><strong>Context and Culture</strong></td>
<td>S</td>
<td>Defining community sourced knowledge of the history, cultural context, and its impact on equity and inclusion</td>
<td></td>
</tr>
</tbody>
</table>

*Those groups include and are not limited to: race, color, ethnicity, gender, gender expression, sexual orientation, age, ability, size, language, military status, and/or immigration status.*

The phenomenon of leadership is the act of working toward positive change in an individual, group, or community’s beliefs, values, or behaviors.

The act of working toward positive change requires purposeful engagement.

In equity and discrimination are systemically perpetuated requiring purposeful engagement.

Inequity and discrimination are systemically perpetuated requiring purposeful engagement.

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