



**Leadership @ UW**

Inspiring Purposeful Action and Positive Change

## **UW-Madison Leadership Framework Content Validation**

### **Proposed Changes**

#### **Overview**

This phase of the expert validation process focused on the evaluation of the UW-Madison Leadership Framework's principles, values, and competencies. Following the submission of feedback through an online survey from three leadership industry experts, a team of campus leadership advocates who have experience working with the Leadership Framework in various institutional contexts (within their school/college/unit/department) came together to review the responses, assess for patterns of feedback and propose revisions to the Leadership Framework.

#### **UW-Madison Leadership Framework Review Team Members**

Anna Badamo – Graduate Student, Center for Leadership & Involvement

Katherine Charek Briggs, Assistant Director, Gender and Sexuality Campus Center

Donna Freitag – Assistant Director of Leadership Development, Center for Leadership & Involvement

Heidi Lang – Assistant Director for Program & Leadership Development, Wisconsin Union

David Mott – Professor, Associate Dean, School of Pharmacy

Nancy Graff-Schultz – Associate Director of Administration, UW Libraries

#### **Process**

Each team member was given access to the survey results and asked to identify patterns of feedback, scope, and perceived substantive changes while keeping in mind the primary criteria of clarity, inclusivity and portability. In addition, the team was asked to consider the historical context of the Leadership Framework along with our current campus environment.

When identifying the vast scope of responses, the team found it helpful to divide the feedback into three “buckets”, which included:

- *Content Changes*- Information received that directly related to the language associated with the concepts and descriptions of the Leadership Framework.
- *Strategic Planning Opportunities*- Additional feedback that could be leveraged to strengthen the delivery and impact of the Leadership Framework.
- *Visual Representation Enhancements*- Comments that could be deployed to ensure accessibility and clarify the Leadership Framework's intent through adjusted Framework graphics.

#### **Purpose**

The Leadership Framework Review Team was asked to review and make changes to the concept headings and descriptions, as needed, with an eye towards the future expansion of the Leadership Framework to a multi-level developmental model. The team looked for redundancy in language and opportunities to clarify current descriptions that would significantly enhance the quality of the Leadership Framework. During the vetting process the primary focus was on addressing the feedback within the content bucket. However, the knowledge gained from the additional recommendations will inform the future of the Leadership Framework and ensure greater impact – the insights were an absolute gift. These

recommendations spurred in-depth discussions and will be addressed through on-going strategic planning efforts.

### **Acknowledgements and Next Steps**

We have sincerely appreciated the amazing and compelling feedback received throughout this process and want to thank you for taking the time to work with us. We realize there are revisions to the Leadership Framework that can be made in the short term and revisions that will take some time to incorporate. The expertise and insight you, as experts in the leadership industry, have provided will surely strengthen leadership education at the University of Wisconsin-Madison while elevating the discipline of leadership across higher education.

The results of the Leadership Framework Review Team's labor are captured in the table below which includes the proposed revisions along with the rationales. This document was shared in advance with our expert consultant, John Duggan who graciously agreed to provide feedback prior to your review and final approval. After reviewing the proposed changes, we ask that you schedule a time to share any questions or concerns you may have. If needed these concerns will be addressed by the Review Team and additional revisions will be considered if necessary.

The following table represents the “**Content Changes**” feedback. The left column states the original concept and description and suggested changes by the expert reviewers. The right column states the team’s proposed changes and rationales.

<b>Principles</b>	
<b>Suggested Changes by Expert Reviewers</b>	<b>Proposed Changes and Rationale</b>
<p><b>Original description:</b> Leadership is an action-oriented endeavor, rather than based on position or level of authority</p> <p><b>Feedback:</b> Leadership is not ‘always’ based on position or level of authority</p>	<p><b>Proposed change:</b> Leadership is an action-oriented endeavor, not bound by role, position or level of authority.</p> <p><b>Rationale:</b> We replaced “based on” with “bound by” to better address the intended meaning of this principle. While recognizing roles, positions and authority do exist, leadership occurs outside of those boundaries as well. This aligns with efforts to ensure the Leadership Framework is inclusive.</p> <p>Using not “always” may still infer that a title or level of authority may be preferred.</p>
<p><b>Original description:</b> Context matters- each situation requires unique engagement</p> <p><b>Feedback:</b> Use ‘intentional’ or distinct rather ‘unique’ may be better</p>	<p><b>Proposed change:</b> Context Matters – each situation requires intentional engagement.</p> <p><b>Rationale:</b> The word ‘intentional’ infers that situations will require unique engagement while clarifying the need to be thoughtful.</p>
<p><b>Original description:</b> The act of leadership is understood as the phenomenon of positive change in an individual, group, or community’s beliefs, values, or behaviors</p> <p><b>Feedback:</b> Consider how to address that leadership still occurs even when positive change is not reached, or goals are not initially met. “Attempting the phenomenon of change”</p>	<p><b>Proposed change:</b> The phenomenon of leadership is the act of working toward positive change in an individual, group, or community’s beliefs, values, or behaviors.</p> <p><b>Rationale:</b> The description was reworded and the phrase ‘working toward’ was added to ensure the framework acknowledges that positive change is the goal, but leadership still occurs even if plans do not go as desired.</p>

<b>Values</b>	
<p><b>Integrity</b>  <b>Original description:</b> 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.</p> <p><b>Feedback:</b> consider using terms such as honesty congruence, reliability, care, standing for justice, inclusion/diversity and equity.</p>	<p><b>Proposed change:</b> We aim for transparency, reliability, and equitable process. Openness and accessibility advances trust, particularly when there are diverse and divergent perspectives on an issue. We hold ourselves accountable to acting in accordance with our values, reaching decisions through an ethical process, and committing to care for our entire community.</p> <p><b>Rationale:</b> The first sentence in the original description was deleted as it seemed redundant. To enhance the description the recommended concepts such as reliability, care, equity and congruence (acting in accordance with our values) were added.</p>
<p><b>Inclusive Engagement</b>  <b>Original description:</b> The heart of Leadership is the art of inspiring active, informed engagement, and decision-making in the pursuit of the common good.</p> <p><b>Feedback:</b> Consider revising the sentence structure</p>	<p><b>Proposed change:</b> The heart of leadership is the art of inspiring active engagement and informed decision-making in the pursuit of the common good.</p> <p><b>Rationale:</b> Adapting the sentence structure provided a more accurate and clear description</p>
<p><b>Connection and Community</b>  <b>Original description:</b> 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.</p> <p><b>Feedback:</b> Consider adding leadership requires individuals and groups to work with communities.</p> <ul style="list-style-type: none"> <li>- Also consider defining connection.</li> <li>- Change title to Connection <i>with</i> Community</li> </ul>	<p><b>Proposed change:</b> Leadership requires individuals and groups to work with communities rather than 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.</p> <p><b>Rationale:</b> Added individual and groups to the first sentence as it is a direct link to the multi-level framework we seek. We chose to keep the title as is because connection can be made in a variety of ways with individuals, groups, and communities and thus aligns with our goal of portability.</p>

<b>Competencies</b>	
<p><b>Self-Awareness</b>  <b>Original description:</b> 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.</p> <p><b>Feedback:</b></p> <ul style="list-style-type: none"> <li>- consider adding motivation to definition</li> <li>- It is unclear if referring to one’s own identities/experience or the multiple identities/experiences of others. If referring to others, then I would struggle to classify it as self-awareness.</li> <li>- Add to the last sentence... that affect the ability to work with others to facilitate change</li> </ul>	<p><b>Proposed change:</b> Consistently self-reflecting in order to reveal strengths, limitations, beliefs, values, attitudes and motivations that generate engagement; Committing to personal development in order to provide greater understanding of one’s own identities, experiences and positionality that affect the ability to facilitate change.</p> <p><b>Rationale:</b> We added ‘motivation’ and positionality’ because it is important to understand one’s motivation in doing work and one’s positionality working with others within a space. Also clarified this is about one’s own identities/experiences not identities/experiences of others</p>
<p><b>Interpersonal Communication</b>  <b>Original description:</b> 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</p> <p><b>Feedback:</b> Consider changing the title to ‘enhancing personal interaction’</p>	<p><b>No Proposed Changes</b></p> <p><b>Rationale:</b> We chose to keep this title because we felt it reflects the nuance and complexity of communication and to limit the challenges that may exist for how “personal interaction” could be applied if the Framework is applied to organizations or communities.</p>
<p><b>Supporting Learning and Development of Others</b>  <b>Original description:</b> Developing the capacity and engagement of individuals and groups through feedback and coaching</p> <p><b>Feedback:</b>  Expand description to include more than just coaching and feedback. It was suggested to include helping others, mentoring, supervision, providing feedback, collaboration</p>	<p><b>Proposed change:</b> Developing the capacity and encouraging the engagement of individuals and groups through active and responsive coaching and mentoring; Giving and receiving feedback; Creating and providing opportunities for growth.</p> <p><b>Rationale:</b> This competency was enhanced by including aspects of working together (by giving and taking) through active and responsive interaction as well as creating and providing opportunities for growth.</p>
<p><b>Honoring Context and Culture</b>  <b>Original description:</b> Seeking to understand the organization, culture, system, politics, and</p>	<p><b>Proposed change:</b> Entering collaboration with humility and openness to learning; Examining the organization, culture, politics, and dynamics within</p>

<p>dynamics and their influence on actions needed to achieve the group’s goals</p> <p><b>Feedback:</b> Remove the word “Honoring” as it is not echoed in the description and could be interpreted as maintaining the status quo or signal a need to assimilate to a dominant culture. So maybe choosing another word like, “examining” or “understanding”</p>	<p>a larger context of current and historical power and oppression; Recognizing systemic influence on actions needed to achieve the group’s goals.</p> <p><b>Rationale:</b> ‘Honoring’ was kept in the title because the original intention in using the word was more than just understanding or examining but recognizing the value of culture and working in partnership to honor the space you are in. In addition, the description was expanded to examine the realities of power and oppression and entering collaboration with open minds with the purpose of addressing current social issues.</p>
<p><b>Decision-Making</b>  <b>Original description:</b> 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</p> <p><b>Feedback:</b>  The description seemed lengthy with too many components.  Consider adding ‘ethical’ – ethical decisions  It was suggested that this should not be a stand-alone competency and many of the outcomes could be re-purposed into other competencies</p>	<p><b>Proposed change:</b> Employing critical, ethical and strategic thinking in order to consider and pursue creative solutions; Assessing the systemic pressures and impact of decisions; Providing space for diverse voices and ideas that give way to implementation and evaluation.</p> <p><b>Rationale:</b> The team felt that “Decision-Making” is an important aspect of leadership to be learned and practiced and should remain as a stand-alone competency. We agreed that decision-making competencies are essential in a multi-level model for the individual, group/organization, and community. Also added the importance of diverse voices in the decision-making process</p> <p>Removed pieces of the description that were redundant. Added ‘Ethical’ to the description</p>
<p><b>Fostering Bridge-Building and Collaboration</b>  <b>Original description:</b> 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</p> <p><b>Feedback:</b>  Consider removing bridge-building from the title and adding it as an outcome</p>	<p><b>No Proposed Changes</b></p> <p><b>Rationale:</b> We consider bridge-building to be essential to leadership and to forming positive partnerships, acknowledging that engaging in collaboration may first require steps to build relationships.</p>
<p><b>Moving Ideas into Action</b>  <b>Original description:</b> Offering a compelling vision that inspires groups to engage in the ambiguous transformation process; Being aware</p>	<p><b>Proposed change:</b> Generating a shared and compelling vision that inspires groups to engage in the transformation process; Enacting strategies that transform self, group, and communities and address the uncertainties that are inherent to</p>

<p>that co-creation processes focused on common goals require steady, yet flexible, interventions</p> <p><b>Feedback:</b> Consider changing the phrase “ambiguous transformation process” and including understanding and enacting change strategies that transform the self, groups and communities</p>	<p>change; Being aware that collaboratively developed processes require steady and flexible interventions.</p> <p><b>Rationale:</b> We chose to replace “offering” with “generating” and added the word “shared” to ensure change efforts aren’t solely an individual’s vision. We agreed that ‘ambiguous transformation process’ could be unclear and confusing for users. The description was then adjusted to address that change is uncertain and removed the word ambiguous. The team also felt that “co-creation processes “was unclear for most readers so it was replaced with “collaboratively developed processes”.</p>
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## “Strategic Planning Opportunities” and “Visual Representation Enhancements”

### Summary of Feedback

The Leadership Framework Review Team has identified some growth areas presented in the additional feedback that have been prioritized as next steps in the development of the Leadership Framework. The following recommendations will be addressed over-time through on-going strategic planning efforts.

#### Strategic Planning Opportunities

- The concept of creating a Multi-level Framework that includes three models – individual model (e.g. student, faculty and staff member), group model (e.g. a class, a small group class project, lab team, club, sports team, the band academic department) and community model (e.g. Greeks, international students, college, commuters community service partnerships)
- Work to include concepts like efficacy as was noted - research supports the need for efficacy in all three models.
- Consider the developmental complexity of the competencies. The model would benefit from a beginner, intermediate and advanced level of competency.

#### Visual Representation Enhancements

- It was stated that the principles got lost in the full details document and should be included in the introduction to the Leadership Framework which will help to ground it in the current definitions of leadership as it does in other models.
- We will look for ways to enhance the visual representation of the Leadership Framework in order to clarify its intent as well as to ensure accessibility through design and graphics.