



		VALUES		
		Integrity	Inclusive Engagement	Connection and Community
COMPETENCIES	Decision-Making	<p><b>K</b> Acknowledging one's self-interest and organizational position while working collaboratively in the decision-making process</p> <p><b>S</b> Authentically involving communities impacted by decision-making</p> <p><b>S</b> Leading decision-making processes with transparent criteria and goals</p> <p><b>A</b> Developing and maintaining personal and group accountability processes for decision making</p> <p><b>A</b> Demonstrating the flexibility to revisit, adapt, and/or change decisions</p>	<p><b>K</b> Encouraging alternative perspectives when there is perceived pressure to conform with the group</p> <p><b>S</b> Encouraging consensus-building through constructive dialogue</p> <p><b>S</b> Creating processes where all perspectives are actively sought out and invited</p> <p><b>S</b> Reconciling conflicting perspectives to help move towards a final decision</p> <p><b>A</b> Helping the group stay focused on the common goal</p> <p><b>A</b> Helping the group become comfortable with making a decision, while understanding the impact of deciding without full information or support</p>	<p><b>K</b> Recognizing the impact of the group's attitudes, behaviors, and hierarchies on stakeholders and the broader community</p> <p><b>S</b> Promoting collaboration within groups and with external participants</p>
	Bridge-Building and Collaboration	<p><b>K</b> Openly acknowledging the group's attitudes, behaviors, and power differentials to foster collaboration</p> <p><b>S</b> Fostering a culture of openness</p> <p><b>S</b> Building trust among team members</p> <p><b>S</b> Identifying common ground when conflict is present</p> <p><b>A</b> Listening and valuing the unique input from each team member, especially when its different from others and one's own</p>	<p><b>K</b> Cultivating shared ownership in completing critical group tasks</p> <p><b>K</b> Actively identifying and incorporating how participants want to be appreciated to support their continued engagement</p> <p><b>K</b> Building teams with diverse and complementary skills</p> <p><b>S</b> Foster open conversations about power dynamics to ensure that groups that are marginalized have voice and equitable access to participation, decision making, and resources</p>	<p><b>S</b> Applying inclusive practices to create an environment where differences of opinion and experience are shared and welcomed</p> <p><b>S</b> Identifying mutually beneficial goals for coalitions and groups</p> <p><b>A</b> Understanding and leveraging the different learning styles of group members</p>
	Ideas into Action	<p><b>K</b> Recognizing and weighing the risks and opportunities in promoting change</p> <p><b>K</b> Exploring how intended change will be sustained and supported</p> <p><b>S</b> Appropriately managing risk by continuously evaluating selected approaches</p> <p><b>S</b> Considering the advantages and disadvantages of dominant norms and processes by testing them against facts and logical reasoning</p> <p><b>S</b> Being empathetic and adaptive when team members are impacted by change</p>	<p><b>S</b> Collectively developing and sharing a compelling vision for the pursuit of change</p> <p><b>S</b> Creating an environment that allows team members enacting change to surface fears and challenge dominant norms</p> <p><b>S</b> Promoting energy and optimism in order to move ideas into action</p>	<p><b>S</b> Partnering with key active stakeholders in the identification and development of a shared vision and plan for positive change</p> <p><b>S</b> Creating and maintaining an environment for questioning processes, the impact of potential actions, and the impact of actions taken</p>

### 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 positionality 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.

### Leadership Principles

*Leadership is an **action-oriented** endeavor, not bound by role, position or level of authority.*

**Context Matters** – each situation requires purposeful engagement.

*Inequity and discrimination are systemically perpetuated requiring the experiences and perspectives of groups that are **marginalized\* to be honored and centered***

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

*\*(Those groups include and are not limited to: groups excluded due to race, ethnicity, indigeneity, gender, gender expression, sexual orientation, age, ability, size, language, military affiliation, class, religion, citizenship status, and/or immigration status)*

		VALUES		
		Integrity	Inclusive Engagement	Connection and Community
COMPETENCIES	Self-Awareness	<ul style="list-style-type: none"> <li><b>K</b> Understanding personal motivation and organizational responsibility to serve and how it relates to the collective effort</li> <li><b>K</b> Understanding one's own culture, context, privilege, and social identities and how they influence participation</li> <li><b>A</b> Prioritizing gathering and verifying information</li> <li><b>A</b> Focusing on self-reflection and learning</li> <li><b>A</b> Committing to genuineness, authenticity, and honesty towards other people</li> <li><b>A</b> Ensuring openness, communication, and accountability to all team members</li> </ul>	<ul style="list-style-type: none"> <li><b>K</b> Reflecting on personal beliefs, values, attitudes, privileges, and emotions that motivate and/or position oneself and others to take action</li> <li><b>K</b> Understanding how one's own strengths, limitations, biases, and privileges impact effectively working with others</li> <li><b>S</b> Creating space for open, honest, and intentional communication and dialogue</li> <li><b>A</b> Openly acknowledging and valuing the knowledge, talents, and contributions of multiple perspectives</li> <li><b>A</b> Recognizing and leveraging the value of multiple community perspectives in solving problems and creating change</li> </ul>	<ul style="list-style-type: none"> <li><b>K</b> Increasing awareness of one's influence and power on the dynamics and needs of the group</li> <li><b>K</b> Ensuring each member's contributions are a part of goal attainment</li> <li><b>A</b> Demonstrating active listening, vulnerability, and the ability to achieve on behalf of others</li> <li><b>A</b> Sharing ownership in the work and development of goals, as well as celebrating the results of the group's efforts</li> </ul>
	Interpersonal Communication	<ul style="list-style-type: none"> <li><b>S</b> Acknowledging internal conflicts and cultivating space to engage in difficult conversation</li> <li><b>A</b> Encouraging active, open, and honest communication</li> <li><b>A</b> Modeling openness, honesty, and critical self-reflection by actively disclosing information to the group</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Engaging a variety of individual and group communication strategies to elicit balanced participation</li> <li><b>S</b> Listening to individual perspectives and facilitating inclusive conversations that motivate the group towards actionable outcomes</li> <li><b>S</b> Understanding and adapting one's approach in order to be responsive to the needs of other people and different contexts</li> <li><b>K</b> Empathetically evaluating and being attentive to the degree of participation among group members</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Cultivating a network of peers and colleagues in diverse communities including communities that are marginalized</li> <li><b>S</b> Mediating and leveraging conflict to further the group's goal</li> <li><b>S</b> Facilitating engagement that fosters trust, collaboration, and growth in the group</li> <li><b>A</b> Openly acknowledging, centering, and appreciating the contributions of other people, especially those from communities that are marginalized</li> </ul>
	Learning and Development of Others	<ul style="list-style-type: none"> <li><b>S</b> Thoughtfully and regularly giving, receiving, and reflecting on feedback</li> <li><b>A</b> Leading by example and modeling self-reflection to help others be authentic contributors</li> <li><b>A</b> Supporting others to take risks that allow new information and perspectives to emerge</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Assessing the goals, needs, and aspirations of team members to support growth and development</li> <li><b>S</b> Delegating work to extend team members' learning, knowledge, or experience</li> <li><b>S</b> Partnering in peer-to-peer learning</li> <li><b>S</b> Providing guidance and direction to resources that prompt reflection and support other team members' growth and development</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Developing the knowledge and practice of group facilitation</li> <li><b>A</b> Engaging stakeholders in community-based work that expands their network of peers and colleagues</li> <li><b>A</b> Fostering additional representation by creating space for other stakeholders to represent the group</li> </ul>
	Context and Culture	<ul style="list-style-type: none"> <li><b>K</b> Acknowledging the influence and impact of institutional, structural, and systemic forms of discrimination on individuals, communities, and environments</li> <li><b>K</b> Being aware and refraining when the personal influence of culture, biases, privilege, and/or power causes judgment of other people</li> <li><b>A</b> Understanding and valuing cultural differences</li> </ul>	<ul style="list-style-type: none"> <li><b>S</b> Encouraging full participation of all members by identifying and addressing barriers created by systemic inequity</li> <li><b>S</b> Understanding and challenging the impact of dominant group or organizational culture on equity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li><b>K</b> Demonstrating community sourced knowledge of the history, cultural context, and social identities of each participant and group member</li> <li><b>S</b> Identifying goals that are meaningful to all</li> <li><b>S</b> Fostering and supporting inclusive practices across cultures to build trust</li> <li><b>S</b> Purposefully including a diversity of backgrounds and perspectives in building groups and partnerships</li> <li><b>K</b> Acknowledging and learning the history, culture, social conditions, and context of the issue and affected community</li> </ul>

**K** = Knowledge: Awareness, information, or understanding about facts, principles, and concepts

**S** = Skills: Acquired expertise to carry out particular tasks

**A** = Abilities: Personal characteristics, attitudes, values, or traits