### Leadership at UW-Madison

The University of Wisconsin-Madison has a rich history of developing engaged citizens in an ever changing global society. These citizens have gone on to demonstrate leadership in the private sector, non-profit organizations, and public service. We believe this is not coincidental but a natural outgrowth of our university’s culture and mission.

Elements of leadership development are visible across campus in organizations, programs, and courses. Leadership @ UW was launched to connect leadership opportunities for the benefit of UW-Madison students, faculty, and staff. Leadership @ UW honors the university’s timeless tradition of sitting and winnowing, in pursuit of the best practices of leadership development. The purpose of Leadership @ UW is to:

- Illuminate and connect leadership courses, programs, and opportunities.
- Facilitate a shared vision and common language for leadership.
- Identify and promote practices, approaches, and behavior that cultivate positive change.

### The UW-Madison Leadership Framework

As an academic institution we have a responsibility to shepherd an understanding of leadership. Our university community is served best when it can reference a common framework for leadership with a uniquely Madison perspective. Research-based and developed in consultation with students, faculty, and staff from across campus, the framework is founded on the principles that leadership is an action-oriented endeavor not based on position or level of authority. It recognizes that context matters and each situation requires unique engagement. The framework articulates ways of engaging in the act of leadership - understood as the phenomenon of positive change in an individual, group, or community’s beliefs, values, or behaviors. The Leadership Framework is built on three central assumptions:

- Leadership generates observable outcomes
- These outcomes are informed by three key values of UW-Madison
- These outcomes occur when an individual has developed certain leadership competencies

### 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** - 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 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 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

Outcomes
Leadership outcomes are detailed, specific, measurable/identifiable, and meaningful statements. They are the knowledge, skills, and abilities that might result when an individual enacts leadership behavior.

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.

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