CLS LEADERSHIP COMPETENCY MATRIX		
	Leading Self: Graduates are equipped to identify their values and goals, exercise self-awareness, and thrive	**Leading Others:** Graduates are equipped to enable groups to achieve collective aims	**Leading Change:** Graduates are equipped to tackle complex challenges and have broad impact
Vision and Strategy Identifying goals and planning how to reach them	- Creates vision for one's own life - Takes ownership over one's own professional path, identifying and pursuing values, needs, and goals - Develops actionable plans for achieving vision - Engages in self-awareness - Balances self-care with vision and plans - Recruits mentors, coaches, and allies	- Collaboratively creates and effectively communicates shared vision - Develops actionable plans for achieving vision and follows through - Takes into account needs of clients, collaborators, and other stakeholders in developing vision and strategy - Considers resources, relationships, and constraints when developing vision and strategy - Recruits mentors, coaches, volunteers, and allies	- Compares current realities to the ideal, seeking opportunities for wide-scale change - Imagines systemic or structural changes that could bring the current reality closer to the ideal - Creates vision, strategy, and actionable plan that has the potential to catalyze organizational and systemic change and follows through - Addresses existing limitations, likely challenges, and potential unintended ramifications when setting vision and strategy - Recruits mentors, coaches, volunteers, allies, and advocates
Management and Teamwork Organizing activities, interacting with groups, and completing work	- Understands one's role in a group, taking into account the roles and communication styles of others, client/stakeholder interests and needs, and the big picture - Manages competing priorities and effective time-management - Engages in self-awareness, self-motivation, self-discipline, and self-regulation - Masters content of and executes work with precision and timeliness - Navigates uncertainty, complexity, and risk	- Maintains positive relationships with and showing empathy and understanding toward others, including with those who present challenges - Organizes group activity effectively, taking into account individuals' interests, strengths, and weaknesses and client/stakeholder needs and interests - Plans and delegates work effectively, helping others master content and execute responsibilities with precision and timeliness - Addresses and resolves conflict, including having difficult conversations - Manages relations with internal and external audiences	- Considers how work fits within broader contexts and sets of actions - Engages stakeholders with diverse perspectives and expertise to determine why reality falls short of the ideal and what to do about it - Leverages own strengths and those of others in structuring processes and work to catalyze systemic, institutional, or wide-scale change - Identifies and balances short- and long-term priorities in an effort to achieve change - Identifies and secures resources needed for achieving goals; creates and adheres to plan for managing resources
Problem Solving Finding solutions to difficult issues	In pursuing personal goals: - Identifies and faces problems with curiosity and courage and as opportunities for adaptive change - Gathers and rigorously analyzes evidence to understand the problem context and causation, identifying stakeholders and those with expertise and synthesizing a diversity of information and viewpoints - Uses critical thinking, creativity, and experimentation to develop solutions and make decisions - Tests solutions, makes assessments regarding efficacy, and learns from discrepancies between expectations and results - Develops a theory of change, maintaining adaptability and an ability to pivot	In working with others: - Identifies and faces problems with curiosity and courage and as opportunities for adaptive change - Gathers and rigorously analyzes evidence to understand the problem context and causation, identifying stakeholders and those with expertise and synthesizing a diversity of information and viewpoints - Uses critical thinking, creativity, and experimentation to develop solutions, adapt to uncertainty, and make decisions - Tests solutions, makes assessments regarding efficacy, and learns from discrepancies between expectations and results - Develops a theory of change, maintaining adaptability and an ability to pivot	In seeking change: - Explores how and why reality and the ideal diverge, considering systems-level dynamics, dependencies, and constraints - Gathers and rigorously analyzes evidence to understand the problem context and causation, identifying stakeholders and those with expertise and synthesizing a diversity of information and viewpoints - Uses critical thinking, creativity, and experimentation to develop solutions, adapt to uncertainty, and make decisions - Tests solutions, makes assessments regarding efficacy, and learns from discrepancies between expectations and results - Develops a theory of change, maintaining adaptability and an ability to pivot
Cultural Literacy Engaging difference and striving to achieve diversity, equity, and inclusion	- Cultivates and acts with awareness of one's own identity, the influence of broader cultural and historical contexts on identity, and the impact of identity on one's own perspective, interactions, and work - Listens to others and seeks to understand, appreciate, and learn from different identities, backgrounds, disciplines, needs, and perspectives and changes views based on new understanding - Has positive interactions with people with different backgrounds, identities, and roles - Able to discuss race, gender, and other aspects of identity in diverse groups and to engage constructively with differences in identity, background, and experience - Identifies, reflects about, forthrightly acknowledges, and proactively addresses bias - Speaks up, takes risks, and acts with integrity in own behavior	- Builds group members' awareness, understanding, and appreciation of different identities, cultures, and historical contexts and their impact on themselves, others, and the group - Enables groups to interact positively and engage constructively with differences in identity, background, experience, and disciplines, to deal with different needs and perspectives, and change views based on new understanding - Includes in making and implementing plans individuals and members of communities directly affected by the issues at stake and actors likely to implement changes - Identifies, reflects about, forthrightly acknowledges, and proactively addresses bias - Speaks up, takes risks, and acts with integrity	- Fosters listening and builds the capacity of others to engage with people of different identities and to identify and address issues involving diversity, equity, and inclusion - Develops organizational contexts where people with different identities and backgrounds can fully participate and thrive - Brings a diversity of backgrounds and perspectives to decision-making particularly of those who are historically marginalized or otherwise underrepresented - Includes in making and implementing plans individuals and members of communities directly affected by the issues at stake and actors likely to implement changes - Where applicable, maintains a client-centered focus and takes into account impact of policies and plans on broader, diverse communities - Incorporates attention toward achieving greater diversity, equity, and inclusivity into efforts to facilitate change
Learning and Improvement Learning from experience to get better	- Identifies feelings, needs, and areas for improvement. - Maintains a growth mindset - Engages in self-reflection and self-assessment - Learns from observed experience, including setbacks and conflict - Seeks help and support and is open and responsive to feedback - Effectively navigates personal and professional transitions	- Jointly identifies feelings, needs, and areas for improvement. - Maintains a growth mindset - Jointly reflects on and evaluates the group's work - Provides feedback in a supportive, action-oriented way - Facilitates a culture in which help is freely sought and feedback is generously offered and responded to - Develops others as professionals and helps advance their goals through mentorship, coaching, allyship, and championship	- Jointly identifies the impact of the context on feelings, needs, and capacity to achieve goals. - Maintains a growth mindset - Creates opportunities for regular, systematic reflection and improvement that exist outside of any individual person - Provides space for feedback and adjustment based on reflections and learnings about the consequences of the work undertaken - Implements a theory of change, tracking deviations between expected and actual actions and results and adjusts accordingly