

Leadership Competency Matrix FEB 7, 2020			
	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	- Creates vision, strategy, and actionable plans with participation of relevant stakeholders - Compares current realities and proposed strategies to ideas and goals - Identifies and follows through on desired systemic or structural changes - 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 - Effectively manages time and competing priorities - Practices self-awareness, self-motivation, self-discipline, and self-regulation - Executes work with accuracy, precision, and timeliness - Navigates uncertainty, complexity, and risk	- Maintains positive relationships with and shows empathy and understanding toward others, including those who present challenges - Organizes group activity effectively, taking into account relevant interests, strengths, and weaknesses - Plans and delegates work effectively, helping others succeed 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 activities - Engages stakeholders with diverse perspectives and expertise to determine how best to achieve unrealized goals - 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 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 - Gathers and 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	In working with others: - Identifies and faces problems with curiosity and courage - Gathers and 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	In seeking change: - Considers systems-level dynamics, dependencies, and constraints - Gathers and 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
Cultural Literacy Engaging difference and striving for 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 - Seeks to understand and learn from different identities, backgrounds, disciplines, needs, and perspectives - Successfully engages people with different backgrounds and identities - 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 - Enables groups to engage constructively with and learn from differences in identity, background, experience, disciplines, needs and perspectives - Brings a diversity of backgrounds and perspectives to decision-making and implementation, particularly of those directly affected, historically marginalized or otherwise underrepresented - 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 emerging issues - 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 and implementation, particularly of those directly affected, historically marginalized or otherwise underrepresented - Incorporates attention toward achieving greater diversity, equity, and inclusivity into efforts to facilitate change - Speaks up, takes risks, acts with integrity, raises difficult issues
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	- 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 - Facilitates a culture in which help is freely sought and feedback is generously offered and responded to