

UI Leadership Competency Framework

The following is a framework of six overarching competency areas, including the demonstrable knowledge, values, and skills that serve as building blocks of those areas. This competency framework was developed through the input of several campus constituencies and can be built upon by departments to align leadership development programming in support of highly effective faculty and staff leaders at The University of Iowa.¹

1. Serving within the Institution

- a. Advocates the vision, mission, and values of the UI
- b. Engages in strategic planning
- c. Utilizes knowledge of policy and procedures
- d. Demonstrates effective stewardship of resources and practices sound fiscal management
- e. Fosters innovation and problem-solving
- f. Focuses on constituents and external stakeholders
- g. Collaborates interdepartmentally and inter-institutionally

2. Managing the Unit

- a. Links work to the mission
- b. Organizes work and balancing workloads
- c. Sets goals and focusing on results
- d. Uses data to assess progress toward unit and university goals
- e. Plans and manages knowledge transfer
- f. Confronts challenges and managing crisis and change
- g. Budgets
- h. Makes consistently high quality decisions

3. Leading People

- a. Assesses, evaluates, and develops staff
- b. Delegates, empowers, and manages accountability
- c. Instructs, mentors, and coaches
- d. Motivates and engages diverse styles
- e. Manages transitions
- f. Resolves interpersonal conflict
- g. Manages group dynamics and develops an effective team

4. Engaging Diversity

- a. Articulates of importance of diversity to institutional mission
- b. Manages of dynamics of a diverse workforce, including understanding bias and culture
- c. Effectively recruits, hires, and retains underrepresented staff and faculty
- d. Proactively implements strategies to develop inclusive environments
- e. Intervenes effectively in discriminatory events

5. Communicating Effectively

- a. Fosters open dialogue
- b. Builds interpersonal and organizational relationships
- c. Demonstrates emotional intelligence
- d. Manages and facilitates meetings
- e. Effectively presents ideas and concepts publicly
- f. Negotiates and influences

6. Leading by Example

- a. Demonstrates integrity and ethics
- b. Inspires trust
- c. Possesses personal resiliency
- d. Demonstrates versatility
- e. Takes appropriate risks and demonstrates courage
- f. Engages in own individual and career development
- g. Uses critical and creative thinking

¹ For background information on faculty and staff input into this process and tools for application, please refer to: <http://www.uiowa.edu/hr/lead/vision.html#competencies>