



Leadership Competencies and Behaviours

Strategic leadership: With an eye to the future and our collective stakeholders, we leverage our resources for the greater good.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> Creates and translates UBC's strategic plan aligning purpose with vision and values, fostering empowerment and motivation in others to execute the vision. 	<ul style="list-style-type: none"> Translates UBC's strategic plans and informing frameworks to ensure operational unit and team planning efforts align with organizational goals and desired outcomes. 	<ul style="list-style-type: none"> Ensures broad-based understanding of and alignment to strategic plan(s); ensuring individual and team priorities contribute to organizational goals. 	<ul style="list-style-type: none"> Develops understanding and alignment to strategic plan(s), ensuring individual priorities contribute to organizational goals.
<ul style="list-style-type: none"> Thinks systemically, recognizing interdependencies and assessing opportunities for and impacts of actions and decisions across portfolios. 	<ul style="list-style-type: none"> Take a systems-view of work and relationships, identifying interdependencies and building capacity to ensure objectives are met. 	<ul style="list-style-type: none"> Develops systems intelligence in self and others, enabling people to identify and leverage relationships in pursuit of shared goals. 	<ul style="list-style-type: none"> Generates systems awareness in self, identifying and leveraging relationships in pursuit of shared goals.
<ul style="list-style-type: none"> Demonstrates financial acumen and practices risk intelligence, analytics and analysis to guide strategic decisions and governance. 	<ul style="list-style-type: none"> Demonstrates necessary financial acumen to ensure oversight of department and program budgets and the effective scoping of commitments that match capacity. 	<ul style="list-style-type: none"> Demonstrates essential budget awareness and oversight proportional to managerial scope of work, relating and translating relevant information to ensure appropriate fiscal responsibility. 	<ul style="list-style-type: none"> Acquires essential budget awareness; builds understanding of relevant financial processes and policies to enable appropriate fiscal responsibility.
<ul style="list-style-type: none"> Displays adaptability, flexing with change as necessary; resilient with a persistent purpose to achieve organizational goals. 	<ul style="list-style-type: none"> Demonstrates an appreciation for complexity and change, building the capacity of others to remain resilient. 	<ul style="list-style-type: none"> Seeks to build change awareness, capacity and resiliency in self and others. 	<ul style="list-style-type: none"> Cultivates resiliency and awareness of the impact of change on self and others.
<ul style="list-style-type: none"> Demonstrates an ability to anticipate, envision, and facilitate opportunities for others to initiate and lead strategic change, as applicable. 	<ul style="list-style-type: none"> Facilitates sense-making and purpose alignment to ensure others are equipped to navigate and implement change. 	<ul style="list-style-type: none"> Translates and supports directives to planned and emergent change by coordinating efforts that empower others to act. 	<ul style="list-style-type: none"> Recognizes and activates individual responsibilities and contributions towards planned and emergent change.

Innovative leadership: Always creative, we apply continuous learning and improvement to advance UBC's mandate.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> Encourages design thinking and an iterative, agile approach to ensure continuous improvement and enriched outcomes. 	<ul style="list-style-type: none"> Maintains a commitment to continuous improvement, seeking input from others to ensure value-added outcomes. 	<ul style="list-style-type: none"> Demonstrates a commitment to continuous improvement, seeking feedback and input from others and verifying options before implementation. 	<ul style="list-style-type: none"> Develops a commitment to continuous improvement, seeking feedback and input from others to enhance outcomes.
<ul style="list-style-type: none"> Applies creative, progressive and inclusive solutions that support a dynamic institutional movement towards excellence. 	<ul style="list-style-type: none"> Seeks to co-create, implement and promote solutions based on inclusive and participatory engagement and validation from key stakeholders. 	<ul style="list-style-type: none"> Applies facilitative and participatory engagement skills and techniques to enhance inclusive and innovative outcomes. 	<ul style="list-style-type: none"> Gains facilitative and participatory engagement skills to enhance outcomes.
<ul style="list-style-type: none"> Leads by example to promote a workplace culture that reinforces psychological safety when trying new ideas in multiple work contexts and environments. 	<ul style="list-style-type: none"> Leads by example to promote a workplace culture that nurtures and reinforces psychological safety for individuals and teams. 	<ul style="list-style-type: none"> Effectively models a commitment to build psychological safety by exploring, creating and enabling people to co-create the conditions where individuals and teams can be vulnerable with one another. 	<ul style="list-style-type: none"> Builds awareness of psychological safety and contributes to creating environments where there is willingness to engage in vulnerability and innovation.
<ul style="list-style-type: none"> Demonstrates the ability to respectfully operate and steward resources as characterized on behalf of public universities and societal expectations and aligned to UBC's academic mission. 	<ul style="list-style-type: none"> Ensures employees are appropriately aware of how decisions are made and how resources are allocated in the context of unit goals, governance and higher education. 	<ul style="list-style-type: none"> Ensures they and their teams are appropriately aware of how decisions are made in the context of unit goals, governance and higher education. 	<ul style="list-style-type: none"> Develops awareness of decision-making in the context of unit goals, governance and higher education.
<ul style="list-style-type: none"> Purposefully creates the conditions for innovative work to take place, demonstrating a commitment to prioritize importance over urgency. 	<ul style="list-style-type: none"> Creates the conditions for innovative work to take place, promoting design thinking and conversational excellence and ensuring time is well spent on important matters. 	<ul style="list-style-type: none"> Ensures opportunity for individuals and teams to regularly engage in conversations that encourage divergent and design thinking, leading to new insights, opportunities and actions. 	<ul style="list-style-type: none"> Develops understanding of design thinking and conversational techniques to generate new insights, opportunities, and actions.

Leads with ethics and integrity: Grounded in our own and UBC's values, we act with integrity and sound judgment to realize a culture of excellence.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> Acts as an advocate for UBC's values within and beyond the university environment by supporting strategic initiatives and maintaining professionalism in personal actions and conduct. 	<ul style="list-style-type: none"> Models and promotes values awareness and alignment to ensure UBC culture evolves according to strategic priorities, values and commitments. 	<ul style="list-style-type: none"> Models and promotes values awareness in pursuit of ethical conduct and organizational commitment. 	<ul style="list-style-type: none"> Strengthens values awareness and their alignment to UBC strategic priorities and commitments.
<ul style="list-style-type: none"> Champions a culture of transparency, honesty and mutual trust by addressing behaviours contrary to UBC's Respectful Environment Statement. 	<ul style="list-style-type: none"> Encourages a culture of trust and transparency, championing individuals and teams to adopt and embody UBC's Respectful Environment Statement. 	<ul style="list-style-type: none"> Encourages a culture of mutual trust by understanding, modelling and promoting the adoption of UBC's Respectful Environment Statement. 	<ul style="list-style-type: none"> Contributes to a culture of mutual trust by understanding and modelling the adoption of UBC's Respectful Environment Statement.
<ul style="list-style-type: none"> Demonstrates a high level of accountability to professional and ethical standards and protocols. 	<ul style="list-style-type: none"> Demonstrates accountability to ethical conduct, ensuring employees understand and model professionalism with colleagues and stakeholders. 	<ul style="list-style-type: none"> Models professionalism and ethical conduct, inspiring others to do the same. 	<ul style="list-style-type: none"> Displays professionalism and ethical conduct with colleagues and stakeholders.
<ul style="list-style-type: none"> Takes responsibility for achievements and setbacks within appropriate scope of influence. 	<ul style="list-style-type: none"> Holds themselves and supports others to maintain a high level of accountability to achieve goals, ensuring continuous learning applies to both achievements and setbacks. 	<ul style="list-style-type: none"> Supports a culture of personal and collective accountability, ensuring continuous learning applies to both achievements and setbacks. 	<ul style="list-style-type: none"> Strengthens personal accountability to achieve goals and learn from both achievements and setbacks.
<ul style="list-style-type: none"> Displays a solid commitment to self-awareness and development and continually strengthens skills that enhance the effective leadership of others. 	<ul style="list-style-type: none"> Develops themselves as leaders to ensure skills and behaviours, in turn, maximize the potential of individuals and teams. 	<ul style="list-style-type: none"> Displays a commitment to ongoing personal, interpersonal and leadership self-awareness and development. 	<ul style="list-style-type: none"> Establishes a commitment to continuing personal, interpersonal and leadership development.

Diverse and inclusive leadership: From a position of cultural humility, we welcome diverse identities, perspectives and behaviours.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> ▪ Cultivates, engages and advances valued relationships across underserved, marginalized or excluded populations. 	<ul style="list-style-type: none"> ▪ Demonstrates cultural humility and curiosity; cultivating relationships that are equitable, inclusive and sensitive to matters of positionality and power. 	<ul style="list-style-type: none"> ▪ Models cultural humility and curiosity; fostering equitable and inclusive relationships. 	<ul style="list-style-type: none"> ▪ Cultivates cultural humility and curiosity, developing equitable and inclusive relationships.
<ul style="list-style-type: none"> ▪ Understands and demonstrates an ability to address personal and institutional biases, assumptions and behaviours in order to dismantle barriers to inclusion. 	<ul style="list-style-type: none"> ▪ Applies lifelong learning to address personal and institutional biases and assumptions in order to advance a culture of diversity and inclusion. 	<ul style="list-style-type: none"> ▪ Demonstrates the importance of lifelong learning to advance a culture of inclusion. 	<ul style="list-style-type: none"> ▪ Develops a commitment to lifelong learning to contribute to a culture of inclusion.
<ul style="list-style-type: none"> ▪ Works in a collaborative and inclusive manner, fostering equitable experiences across identities, perspectives and behaviours. 	<ul style="list-style-type: none"> ▪ Celebrates diversity and encourages belonging by valuing and recognizing diversity of identities, ideas, beliefs and behaviours. 	<ul style="list-style-type: none"> ▪ Encourages belonging by promoting and welcoming diverse identities, perspectives and behaviours at work. 	<ul style="list-style-type: none"> ▪ Encourages belonging by promoting and welcoming diverse identities, perspectives and behaviours at work.
<ul style="list-style-type: none"> ▪ Leads with empathy, sensitivity and curiosity toward others. 	<ul style="list-style-type: none"> ▪ Leads with empathy, sensitivity and curiosity toward others. 	<ul style="list-style-type: none"> ▪ Leads with empathy, sensitivity and curiosity toward others. 	<ul style="list-style-type: none"> ▪ Fosters empathy, sensitivity and curiosity toward others.
<ul style="list-style-type: none"> ▪ Creates a culture to support excellence in research, education and engagement by integrating diverse perspectives and approaches. 	<ul style="list-style-type: none"> ▪ Seeks out and integrates diverse perspectives and approaches to support engagement. 	<ul style="list-style-type: none"> ▪ Respects and integrates diverse perspectives and approaches to support individual and team engagement. 	<ul style="list-style-type: none"> ▪ Respects and integrates diverse perspectives and approaches to support individual engagement.

Collaborative leadership: Valuing others, we build and maintain relationships and partnerships for improved outcomes.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> ▪ Looks beyond hierarchy and status to engage and involve others in collaboration and decision-making. 	<ul style="list-style-type: none"> ▪ Maintains a welcoming stance beyond position and power and involves others in collaboration and decision-making. 	<ul style="list-style-type: none"> ▪ Models and encourages effective collaboration, promoting a welcoming environment for all. 	<ul style="list-style-type: none"> ▪ Contributes to and encourages collaboration and the involvement of others in decision-making.
<ul style="list-style-type: none"> ▪ Leads self and others to engage in respectful and healthy debate and dialogue, modeling conflict literacy, to uncover concerns and find resolutions together. 	<ul style="list-style-type: none"> ▪ Demonstrates commitment and courage to engage in necessary and difficult conversations in a timely manner. 	<ul style="list-style-type: none"> ▪ Demonstrates a commitment to develop conflict literacy skills in themselves and their teams that support the conditions for authentic dialogue. 	<ul style="list-style-type: none"> ▪ Develops conflict literacy skills and contributes to the conditions for authentic dialogue.
<ul style="list-style-type: none"> ▪ Demonstrates active listening skills that acknowledge others' needs and interests, respecting different viewpoints, being curious and finding common ground for those involved. 	<ul style="list-style-type: none"> ▪ Demonstrates a coach approach, taking time to connect, confirm agendas, and remain open and curious in search of exploring perspectives and options that lead to wise insights and actions. 	<ul style="list-style-type: none"> ▪ Practices and encourages others to demonstrate respectful and impactful communications skills, with a particular focus on building rapport, confirming purposeful agendas, being curious and active listening. 	<ul style="list-style-type: none"> ▪ Practices and strengthens respectful communication skills with a focus on building rapport, being curious, and active listening.
<ul style="list-style-type: none"> ▪ Actively seeks out networks and partnerships internal and external to the University to advance UBC's research, teaching and social impact mandate. 	<ul style="list-style-type: none"> ▪ Actively builds and maintains partnerships with colleagues across the university that advance UBC and unit-level priorities. 	<ul style="list-style-type: none"> ▪ Builds and maintains partnerships with colleagues and relevant stakeholders to advance unit-level priorities. 	<ul style="list-style-type: none"> ▪ Builds and maintains partnerships with colleagues and relevant stakeholders to advance unit-level priorities.
<ul style="list-style-type: none"> ▪ Recognizes opportunities of shared importance that require intensive coordination and actively works to coalesce people, ideas and actions to sustain collaboration. 	<ul style="list-style-type: none"> ▪ Through a lens of inclusivity, strives to bring people together in a coordinated manner, sustaining momentum for beneficial results. 	<ul style="list-style-type: none"> ▪ Through a lens of inclusivity, actively encourages partnerships and collaborations for beneficial results. 	<ul style="list-style-type: none"> ▪ Through a lens of inclusivity, actively develops partnerships and collaborations for beneficial results.

Caring leadership: Empathic and self aware, we see the best in and want the best for others.

BEHAVIOUR STATEMENTS

SENIOR LEADERS	ADVANCING LEADERS	DEVELOPING LEADERS	EMERGING LEADERS
<ul style="list-style-type: none"> ▪ Demonstrates genuine care, respect and concern for others, seeking to understand their context and needs, acknowledging and removing obstacles to their success. 	<ul style="list-style-type: none"> ▪ Demonstrates care, respect and concern for others by taking the time to connect, showing genuine interest in peoples' work, perspectives, challenges and wider context. 	<ul style="list-style-type: none"> ▪ Demonstrates care, respect and concern for others by taking the time to connect, showing genuine interest in peoples' work, perspectives, challenges and wider context. 	<ul style="list-style-type: none"> ▪ Demonstrates care, respect and concern for others by taking the time to connect, showing genuine interest in peoples' work, perspectives, challenges and wider context.
<ul style="list-style-type: none"> ▪ Adopts and promotes an appreciative, strength-based mindset that sees the best in and wants the best for others. 	<ul style="list-style-type: none"> ▪ Adopts and promotes a strength-based mindset, seeing the best, and wanting the best for others as well as themselves. 	<ul style="list-style-type: none"> ▪ Adopts and promotes a strength-based mindset by seeing and building on individual and team strengths. 	<ul style="list-style-type: none"> ▪ Adopts and promotes a strength-based mindset by seeing and building on the strengths of themselves and others.
<ul style="list-style-type: none"> ▪ Exhibits a commitment to continuous learning by developing leaders through effective performance development processes, identifying stretch goals, special assignments and respectful and timely feedback. 	<ul style="list-style-type: none"> ▪ Demonstrates a sincere interest in the success, growth and development of others by making performance conversations and effective feedback an integrated aspect of their leadership style and approach. 	<ul style="list-style-type: none"> ▪ Supports the development of others by committing to structured performance conversations, regular check-ins, and effective and timely feedback. 	<ul style="list-style-type: none"> ▪ Supports the development of others through effective and timely feedback.
<ul style="list-style-type: none"> ▪ Conducts self in alignment with a commitment to psychological safety at all levels of the university, modelling mental health literacy and behaviours. 	<ul style="list-style-type: none"> ▪ Promotes psychological safety by showing trust in others, modelling vulnerability, and making a unit-wide commitment to mental health literacy. 	<ul style="list-style-type: none"> ▪ Conducts oneself in a manner that builds and sustains psychological safety when working with and leading others. 	<ul style="list-style-type: none"> ▪ Conducts oneself in a manner that builds and sustains psychological safety when working with others.
<ul style="list-style-type: none"> ▪ Makes wellbeing a priority, ensuring it guides daily interactions, decisions, policy planning, and program development. 	<ul style="list-style-type: none"> ▪ Shows care and commitment to individuals and teams by effectively supporting and empowering people to make wellbeing a priority for themselves and each other . 	<ul style="list-style-type: none"> ▪ Shows care and respect for peoples' wellbeing by empowering them to advocate for their own and their team's wellbeing. 	<ul style="list-style-type: none"> ▪ Shows care and respect for peoples' wellbeing; and demonstrates a commitment to their own wellbeing.