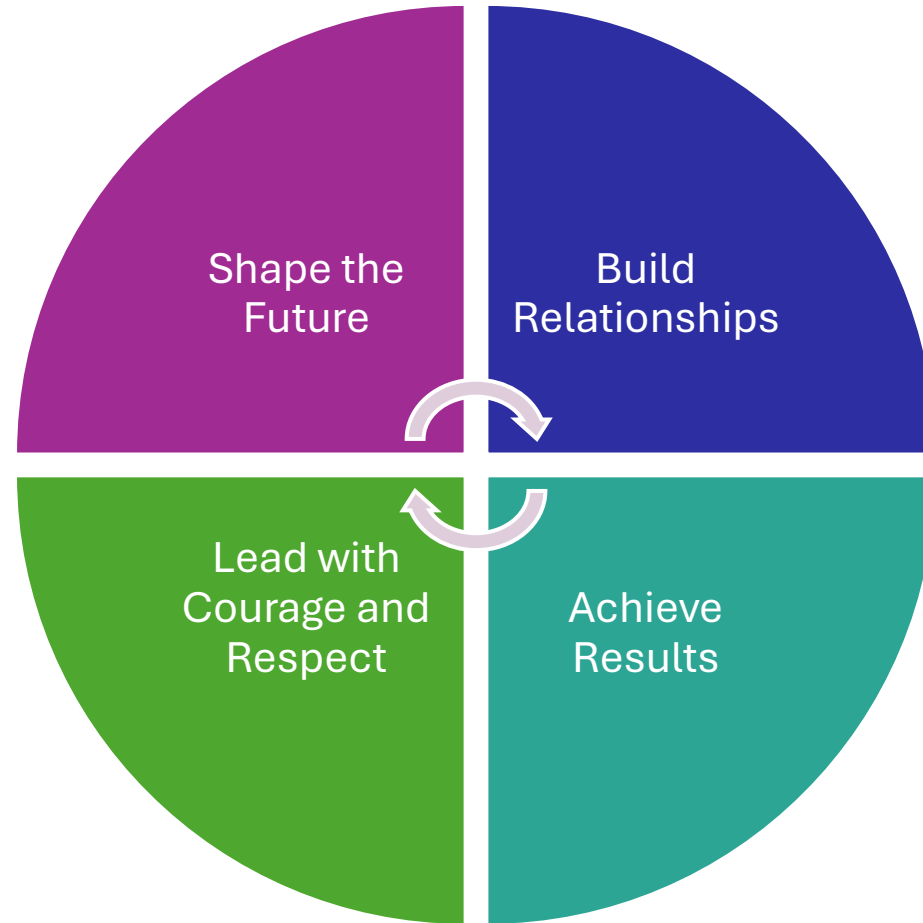


**UPEI
Leadership
Framework**



UPEI Leadership Framework Competencies and Behaviours



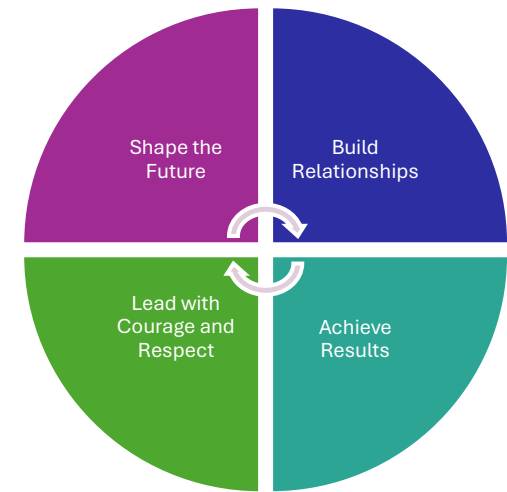
Shape the Future

- Collaboratively generates and promotes a shared vision of the future that aligns with the UPEI mission
- Thinks strategically, consistently assessing the status quo and identifying what is working well and opportunities for improvement.
- Champions and executes change that improves the overall UPEI community experience(s)
- Focuses on sustainability when making decisions
- Understands the unique context and history of the University and the internal and external factors impacting it

Build Relationships

- Supports and challenges others to achieve personal and professional goals
- Builds partnerships and networks to support achievement of organizational results
- Effectively negotiates conflict in good faith
- Builds relationships across the university and responsibly considers impacts actions and decisions have on others
- Invests time in coaching and mentoring direct reports and colleagues
- Is accessible and willing to listen to others
- Is people-centered, placing focus and priority on the success and well-being of others
- Effectively communicates how feedback is considered in decision-making processes

UPEI Leadership Framework Competencies and Behaviours



Lead with Courage and Respect

- Models qualities of honesty, integrity, commitment, confidence and transparency
- Demonstrates awareness of their own assumptions, values, principles, strengths, and limitations
- Is willing to change their position based on new and emerging information
- Respectfully challenges unacceptable behaviours
- Remains calm when undertaking difficult conversations
- Seeks opportunities for personal and professional growth that are aligned with organizational objectives
- Empowers and supports others to make decisions
- Owns mistakes and is non-blaming
- Is able to adapt their position based on unanticipated circumstances
- Respects and trusts the expertise of others

Achieve Results

- With consultation, establishes and communicates clear and meaningful expectations
- Collaboratively develops strategies to achieve goals and outcomes
- Consistently measures and evaluates goals, strategies and outcomes fairly and transparently
- Provides resources and supports necessary to enable agreed upon results
- Corrects course of action based on evidence
- Holds self and others accountable for results
- Is able to make difficult decisions