








Leadership Competencies Development Plan

UBC's six Leadership Competencies inspire ongoing development and refinement of desired leadership behaviours relevant to all employees, regardless of their functional role or title. The competencies have been developed to support the realization of UBC's vision, values and strategic priorities. These competencies are important for all UBC staff, not just leaders. Through self-reflection, feedback and conversation with others, employees are invited to deepen their capabilities by setting thoughtful learning and development goals.

Purpose

This Competency Development Plan (CDP) is part of UBC's Leadership Development Initiative and is intended to complement your portfolio's existing performance development and review process. The CDP tool allows for a reflective and forward-thinking planning process and is designed to be a shared document co-created through conversations between a direct report and a manager.

Instructions

 SCHEDULE & SHARE	<ul style="list-style-type: none">▪ Manager schedules performance conversation and shares CDP and other relevant documents.
 PREPARE	<p>In advance of the scheduled conversation, the direct report will:</p> <ul style="list-style-type: none">▪ Review the Leadership Competencies and Behaviours in the context of the role, strategic priorities and development goals.▪ Identify perceived strengths and development opportunities.▪ Capture reflections to discuss openly with manager.▪ Draft goals, activities and success measures in <i>Future Planning</i>.▪ Return completed CDP to manager for review and input prior to the conversation.
 REVIEW	<ul style="list-style-type: none">▪ Manager to review completed CDP and add comments where relevant.
 DISCUSS	<ul style="list-style-type: none">▪ Manager and direct report may refer to Conversations Guides to prepare for learning and development conversation.▪ Manager and direct report review and discuss CDP and co-sign on 1-3 (maximum) Competency development goals.
 DEVELOP	<ul style="list-style-type: none">▪ Enjoy the learning journey and check in regularly.

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.

Planning Tool

NAME: _____ POSITION: _____ MEETING DATE: _____

LEADERSHIP COMPETENCY	STRENGTHS	OPPORTUNITIES	MANAGER COMMENTS
<p>STRATEGIC</p> <p>With an eye to the future and our collective stakeholders, we leverage our resources for the greater good.</p>			
<p>INNOVATIVE</p> <p>Always creative, we apply continuous learning and improvement to advance UBC's mandate.</p>			
<p>ETHICS AND INTEGRITY</p> <p>Grounded in our own and UBC's values, we act with integrity and sound judgment to realize a culture of excellence.</p>			

Planning Tool

NAME: _____ POSITION: _____ MEETING DATE: _____

LEADERSHIP COMPETENCY	STRENGTHS	OPPORTUNITIES	MANAGER COMMENTS
<p>DIVERSE AND INCLUSIVE From a position of cultural humility, we welcome diverse identities, perspectives and behaviours.</p>			
<p>COLLABORATIVE Valuing others, we build and maintain relationships and partnerships for improved outcomes.</p>			
<p>CARING Empathic and self-aware, we see the best in and want the best for others.</p>			

Future Planning

SUMMARY OF GOALS	DEVELOPMENT ACTIVITIES	SUCCESS MEASURES
<p>I will focus my development activities on the following (2-3) goals:</p>	<p>I will work towards these development goals by:</p>	<p>I will know that I have achieved these goals when:</p>

MEETING TRACKER	DISCUSSION NOTES
Check-in Date:	
Check-in Date:	
Check-in Date:	
Check-in Date:	

DIRECT REPORT SIGNATURE: _____

MANAGER SIGNATURE: _____