UI Leadership Attributes

PRESENTED BY THE LEADERSHIP EXCELLENCE WORK GROUP
Introductions

Maria Bruno
Executive Director for Belonging and Inclusion and Assistant to the Vice President, Division of Student Life

Julie Cunningham
Senior Director of HR, Information Technology Services

Sean D. Hesler
Director of Operations, Organizational Effectiveness, University Human Resources

Isandra Martinez-Marrero
Director of Cultural Engagement and Analytics, Division of Diversity, Equity, and Inclusion

Linda Wilson
Director, People Initiatives & Engagement, Human Resources, University of Iowa Health Care

Heidi Zahner-Younts
Assistant Director, Organizational and Leadership Development, Organizational Effectiveness, University Human Resources
**University of Iowa Strategic Plan**
**Holistic Well-being and Success**

**Strategy:** Identify internal and external opportunities for cultivating emerging leaders and provide training and mentoring to expand leadership skills.

**Tactic:** Define and cultivate skills and behaviors that contribute to leadership excellence at IOWA.

**Year One:** Identify research-based leadership attributes and align to the core values of the strategic plan.

**Year Two:** Gather feedback and input on leadership attributes and develop plans for implementation. Inventory current leadership development across campus and identify gaps.

**Scope:** UI staff – across levels and positions, with consideration for opportunities to coordinate and align with faculty SPARC outcomes and student leadership initiatives where appropriate.
Timeline

Identify research-based attributes (COMPLETE)

Conduct inventory of leadership development (in progress)

Refine and confirm alignment to core values (COMPLETE)

Gather feedback and input on attributes & develop plan for implementation (in progress)

Implement leadership programs and resources (Year 3)
Guiding Principles

Aligned with the core values of the University of Iowa and UI Health Care

Applicable for all job types and families (e.g., Animal Caretaker III, Police Officer, Program Director)

Relevant regardless of department/college/division culture
LEADERSHIP ATTRIBUTES

- Culture Builder
- Agile/Adaptive
- Intentional Inclusion
- Emotional Intelligence
- Integrity
<table>
<thead>
<tr>
<th>Attributes</th>
<th>Creativity</th>
<th>Integrity</th>
<th>Excellence</th>
<th>Community</th>
<th>Inclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture Builder</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Intentional Inclusion</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Agile/Adaptive</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrity</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Attributes</td>
<td>Welcoming</td>
<td>Excellence</td>
<td>Collaboration</td>
<td>Accountability</td>
<td>Respect</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------</td>
<td>------------</td>
<td>---------------</td>
<td>----------------</td>
<td>---------</td>
</tr>
<tr>
<td>Culture Builder</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Intentional Inclusion</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agile/Adaptive</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrity</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attributes in Action

Attributes are:

- a conversation starter for coaching/mentoring/supervision.
- a set of qualities shown to foster a positive working environment and strong performance when leaders practice them.
- a priority for leaders and leadership development programs.
- expected to guide future leadership development at IOWA – to encourage individuals to express their unique strengths.

Attributes are not:

- rigid expectations trying to make all leaders alike.
- one size fits all. They may show up differently depending on individual roles and levels within the department or organization.
- only for formal leadership development (e.g., leadership programs).
Your Ideas

Other than leadership programs, where and how can the leadership attributes add value across the campus?
Our Requests

• We would ask that you:
  • Continue to share your ideas for implementation with us (sean-hesler@uiowa.edu or heidi-zahner@uiowa.edu)
  • Advocate for leadership development at all levels and share what you know about the leadership attributes