# Michigan Expectations Model

## A Professional and Leadership Development Guide for Success

We consider the skills, principles and behaviors identified in the Michigan Expectations Model to be essential for the success of all faculty and staff. **The behavior expectations set forth in this Model are cumulative along levels of leadership such that the expectations for those Leading the Organization also include the expectations for Member of a Team, Leading a Team and Leading Multiple Teams.**

## Our Mission:

The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

## Guiding Principles:

We are guided by the principles of excellence, stewardship and partnership. We place a high priority on creating an environment that enables faculty and staff to do their best work and values the contributions of all employees in making the University of Michigan a top public university. We strive to achieve exceptional results.

At the University of Michigan, we serve and work with a variety of diverse individuals and groups, which may include staff, faculty, learners, families, payers, vendors, agencies, research participants and more. Each faculty and staff member is expected to apply the skills, principles and behaviors of the Michigan Expectations Model and demonstrate personal leadership and responsibility. Given the diverse nature of our work at the University of Michigan, the Michigan Expectations Model is a framework that can be adapted for the unique needs of any unit, department or school. An individual's development path will vary depending on their current state of acquired skills, experience and breadth of responsibility.



| Domains | Definition | Expectations |
|---------|------------|--------------|
| **Mission** | We demonstrate institutional responsibility placing U-M goals as primary. We speak openly and with conviction about our guiding vision and values. We put those whom we serve (staff, faculty, learners, families, etc.) first, leading change to promote equity and inclusion for all. | • Create value for the diverse communities we serve<br>• Create a shared vision<br>• Lead innovation and change |
| **People** | We engage people to evoke excellence in all we do. We encourage people to practice healthy behaviors. Our leaders build leaders. Our leaders build teams with common goals and interdependencies. Some leaders recruit, select, train, develop and manage people. | • Foster and promote diverse teams<br>• Collaborate and build inclusive relationships<br>• Coach and develop others |
| **Self** | We strive to be emotionally intelligent. We practice self-reflection. We are aware of our guiding values and our biases. We assume we do not know the best course of action. We can break down a complex situation into manageable chunks. We model healthy behaviors. | • Adapt<br>• Act with courage and confidence<br>• Communicate |
| **Execution** | We are strong in achievement and practice what we teach. We ask questions to understand the situation or problem. We plan experiments to achieve results based on root causes. We check our work and adjust regularly. The "how" is as important as the "what" and "why". | • Achieve results<br>• Solve problems<br>• Build positive culture |

Black, Simon A. "Qualities of Effective Leadership in Higher Education" Open Journal of Leadership, 2015, 4, pp54-66.

Shahmandi, Elham, et al "Competencies, Roles and Effective Academic Leadership in World Class University" International Journal of Business Administration, Vol. 2, No. 1, February 2011.

| MISSION |
| --- |
| We demonstrate institutional responsibility placing U-M goals as primary. We speak openly and with conviction about our guiding vision and values. We put those whom we serve (staff, faculty, learners, families, etc.) first, leading change to promote equity and inclusion for all. |

| | Member of a Team | Leading a Team | Leading Multiple Teams | Leading the Organization |
| --- | --- | --- | --- | --- |
| **Create value for the diverse communities we serve**<br>We foster a climate of service excellence, engaging staff, faculty and students. | • Contribute to a climate where all stakeholders* and those we serve feel respected, valued, heard and included<br>• Follow policies, systems and processes to deliver service<br>• Strive to identify and meet stakeholder needs<br>• Demonstrate continuous improvement in cross-cultural competencies<br>• Demonstrate acceptance of varying cultural norms<br>• Accurately describe DEI concepts | • Focus team on creating value for those internal and external stakeholders* and those we serve<br>• Leverage policies, systems and processes consistently to deliver service and maximum value for those we serve<br>• Create a climate where all stakeholders feel valued, heard and included | • Consistently lead the organization in meeting the organization's expectations for exemplary customer service<br>• Focus efforts on fulfilling customer expectations by seeking insight into customer needs and developing solutions that provide value for the customer<br>• Conduct group activities (e.g., focus groups, listening sessions and town halls) to actively gather, synthesize and effectively communicate feedback from multiple perspectives; set up systems for feedback from others with diverse perspectives | • Focus organizational efforts on responding to current and strategic customer needs<br>• Inspire, engage and communicate the importance of our multiple missions and how they impact one another |
| **Create a shared vision**<br>We build consensus around a shared vision. | • Articulate the mission and structure of the organization<br>• Effectively set and achieve challenging goals<br>• Work with others to ensure alignment of individual goals with unit/department priorities<br>• Demonstrate awareness of goals and initiatives of local (e.g., unit or department-level) and UM DEI plan and values | • Translate goals into processes and metrics that achieve them<br>• Encourage and support individuals in aligning goals with organization priorities | • Represent the organization/unit to the community<br>• Articulate clear, compelling vision of changes that are required<br>• Develop and communicate a shared understanding of the why behind goals and priorities of the team<br>• Build commitment to a clear direction with prioritized goals for the future<br>• Engage in storytelling about DEI with students, faculty, staff and broader community to illustrate benefits to the institution; prioritize resources to address DEI issues and achieve DEI goals | • Develop and communicate the shared vision, mission, strategies and goals of U-M in an emotionally compelling, logical, clear narrative or story<br>• Ensure that operations are aligned with the unit and the institutional objectives<br>• Lead others through vision and strategy<br>• Act with regard to formal boundaries to broadly impact the institution's overall success |
| **Lead innovation and change**<br>We catalyze change by recognizing its need, challenging the status quo, energizing stakeholders* and those we serve and championing experiments to improve. | • Engage in dialogue with others to seek understanding<br>• Understand the need for change, the "why" of change and actively support it<br>• Identify opportunities for innovation<br>• Take initiative<br>• Manage risk with critical thinking | • Perceive potential obstacles in delivering on the mission and develop alternatives<br>• Manage conflicts that are critical to achieving the mission of the organization<br>• Encourage innovation and intelligent risk-taking<br>• Understand need for change, translate for team and own implementation plan<br>• Understand the way work is done and provide input and feedback to changes | • Champion an unpopular action if it's in the best interests of the organization/unit<br>• Engage team to build a shared understanding of the need to change<br>• Seek input for greater understanding to improve service, processes and systems<br>• Manage conflicts that are critical to achieving the mission of the organization<br>• Incorporate innovative practices into the workplace to enhance effectiveness and efficiency by engaging diverse teams in change activities | • Conduct strategic planning for the institution; effectively implement institutional change<br>• Drive complex change through the institution with a broad understanding of cultural context, resistance and success factors<br>• Articulate a compelling change vision for the institution<br>• Turn external trends, economic pressures, internal capabilities and their dilemmas into vision and strategy |

*Stakeholder – a person with an interest or concern in your work and/or business

Note: A leader's development path will vary depending on their current state of acquired skills, experience and breadth of responsibility; any individual may need skills spanning their multiple roles.

# Michigan Expectations Model

We engage people to evoke excellence in all we do. We encourage people to practice healthy behaviors. Our leaders build leaders. Our leaders build teams with common goals and interdependencies. Some leaders recruit, select, train, develop and manage people.

| | **Member of a Team** | **Leading a Team** | **Leading Multiple Teams** | **Leading the Organization** |
|---|---|---|---|---|
| **Foster and promote diverse teams**<br>We build trusting relationships with team members through respectful and thoughtful interactions and demonstrate intercultural responsiveness. | • Participate in opportunities for team decision making<br>• Respectfully share personal point of view<br>• Effectively provide respectful feedback about one's own experiences<br>• Invite diverse points of view<br>• Demonstrate kindness, compassion and empathy toward others<br>• Demonstrate increased comfort with conflict inherent to DEI<br>• Actively support and engage with local and UM DEI initiatives<br>• Demonstrate continuous learning of historical context related to social dynamics and change | • Facilitate team decision making<br>• Maximize the contribution of each team member's talents and thinking<br>• Develop a diverse team based on the best combination of skills, job and organizational fit<br>• Incorporate inclusive practices during the job posting process, using language to describe our Michigan expectations and Lifelong Learning expectations<br>• Inform new employees about U-M's commitment to diversity, equity and inclusion<br>• Identify and work to address cultural conflict<br>• Describe conceptual frameworks that explain differences in social identities | • Promote the recruitment and selection of high caliber people of diverse cultures, backgrounds and experiences from both inside and outside of the organization/unit<br>• Create challenging roles, responsibilities and development assignments that leverage and grow the talents of others; conduct succession planning<br>• Create teams across units and make effective use of team resources<br>• Build a system of talent management to ensure a pipeline of viable leaders and professionals within the mission<br>• Foster an environment which encourages a healthy balance of work and personal life for themselves and their team<br>• Promote inclusive practices during the job posting, interviewing and hiring processes, using language to describe our Michigan expectations and Lifelong Learning expectations<br>• Mentor new employees about U-M's commitment to diversity, equity and inclusion | • Identify the strategic talent needs of the organization/unit and develop strategies to accomplish them<br>• Build a leadership team to achieve the specific mission and goals<br>• Promote a diverse workforce |
| **Collaborate and build inclusive relationships**<br>We generate an atmosphere of collegiality and are models of respect, helpfulness, inclusivity and cooperation, creating internal and external networks. | • Maintain positive relationships and manage differences constructively<br>• Address conflict and seek to resolve<br>• Hold oneself accountable for measurable goals and action plans<br>• Promote inclusive and welcoming behaviors<br>• Actively seek and value feedback from others with different perspectives<br>• Demonstrate restraint with regard to harmful behaviors and stereotyping<br>• Demonstrate openness to work relationships with individuals with different identities<br>• Demonstrate respect for diverse social, cultural and religious holidays and practices.<br>• Value cultural practices different from one's own<br>• Assist others to resolve conflicts and repair harm<br>• Demonstrate sensitivity with regard to individuals for whom English is a second language<br>• Intentionally build relationships with individuals with different identities | • Actively engage multiple perspectives, welcome feedback and adjust accordingly<br>• Hold people accountable for measurable goals and action plans<br>• Take and share responsibility as appropriate<br>• Develop supportive and trusting relationships that make change and progress possible<br>• Serve on unit committees, regional or national organization committees and/or working groups<br>• Seek and equitably value diverse perspectives and contributions<br>• Address harmful behaviors and stereotyping | • Network with others outside of the organization/unit<br>• Surface conflict, self-interest, territoriality, unchecked ambition, mistrust and subversion quickly and constructively<br>• Lead others in demonstrating respect for diverse identities, religious holidays and cultural practices; model inclusive communication and behaviors; foster use of shared DEI vocabulary<br>• Generate an atmosphere of collegiality and model respect, helpfulness and cooperation | • Role model cultural norms of respect, helpfulness, inclusivity and cooperation<br>• Build networks across the university |

Note: A leader's development path will vary depending on their current state of acquired skills, experience and breadth of responsibility; any individual may need skills spanning their multiple roles.

## PEOPLE    *(continued)*

We engage people to evoke excellence in all we do. We encourage people to practice healthy behaviors. Our leaders build leaders. Our leaders build teams with common goals and interdependencies. Some leaders recruit, select, train, develop and manage people.

| | Member of a Team | Leading a Team | Leading Multiple Teams | Leading the Organization |
|---|---|---|---|---|
| **Coach and develop others**<br>We are adept at cultivating people's abilities and have a genuine interest in helping them develop professionally and personally. | • Give and receive positive and constructive feedback in a direct and tactful manner<br>• Develop own strengths, goals and aspirations<br>• Address and develop an action plan to address own weaknesses/challenges<br>• Contribute expertise and knowledge to support an environment of lifelong learning<br>• Engage in professional development opportunities | • Give and receive frequent positive and constructive feedback in a direct and tactful manner<br>• Develop others' strengths, goals and aspirations<br>• Address others' weaknesses<br>• Successfully on-board, train and develop people new to the organization<br>• Elicit excellence in others<br>• Seek mentors to deepen DEI knowledge | • Delegate decisions that challenge others and encourage others to exercise discretion and judgment<br>• Develop and leverage the talents of others effectively<br>• Use multiple coaching strategies that utilize the unique styles of others<br>• Sponsor and mentor high potential and high performing individuals to ensure a viable pipeline of talent<br>• Routinely and proactively provide professional and personal growth opportunities for staff<br>• Encourage colleagues to attend DEI related events; seek knowledge of the role and responsibilities of U-M leaders in addressing DEI issues<br>• Effectively model and coach others to learn from and repair relationships damaged by harmful behaviors | • Lead the organization to foster growth and development of organizational members<br>• Create a work environment of empowerment, self-direction and continuous learning<br>• Maintain and foster an institutional view of talent management, supporting and promoting the professional development of future leaders by creating and encouraging cross-functional work and collaboration |

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## SELF

We strive to be emotionally intelligent. We practice self-reflection. We are aware of our guiding values and our biases. We assume we do not know the best course of action. We can break down a complex situation into manageable chunks. We model healthy behaviors.

| | Member of a Team | Leading a Team | Leading Multiple Teams | Leading the Organization |
|---|---|---|---|---|
| **Adapt**<br>We are self-aware; we seek to resolve multiple demands, adapt to new challenges, adjust to fluid change and are limber in our thinking in the face of new data or realities. | • Demonstrate self-awareness, including one's own culture, practices and individual identities<br>• Demonstrate awareness of one's own cultural practices<br>• Demonstrate basic understanding of one's own identities<br>• Develop new skills, knowledge and competencies to professionally grow<br>• Practice reflection and observation to increase self-awareness<br>• Reflect on one's own behaviors and impact on others<br>• Effectively adapt own behaviors with sensitivity to differences in social identities and culture<br>• Set personal stretch goals and outline key processes for goal achievement<br>• Demonstrate awareness of conflicts arising from differences in identity and viewpoints<br>• Demonstrate a willingness to continuously increase DEI knowledge and cross-cultural awareness<br>• Demonstrate understanding of one's own privilege, biases and identities<br>• Demonstrate strategies for mitigating one's own biases and privilege<br>• Deliberately incorporate feedback into behaviors<br>• Regularly participate in DEI-related professional development opportunities<br>• Seek education about one's own identities, biases and cultural practices | • Set time-bound priorities, taking into consideration risks and mitigations, to stay focused on meeting goals.<br>• Approach unexpected change as an opportunity to improve or restructure processes<br>• Ensure others set stretch goals and outline key processes for goal achievement<br>• Effectively adapt own behaviors with sensitivity to differences in social identities including your identity as a leader | • Demonstrate capability to work and lead in multidisciplinary environments, teams and groups<br>• Challenge the status quo, regardless of who champions it, with the goal of improvement<br>• Strive to clear up ambiguities and uncertainties associated with organizational life<br>• Demonstrate understanding of one's responsibility to the organization as part of a leadership role | • Is recognized and called upon as an expert on U-M issues<br>• Build links between the institution and the larger community (local, state, national and international) |
| **Act with courage and confidence**<br>We seize opportunities, welcome and share challenging assignments and integrate present realities and future possibilities. | • Exhibit a confident and positive attitude<br>• Demonstrate resilience by addressing setbacks or challenges with determination<br>• Take responsibility for what is needed in order to be successful personally and professionally<br>• Respectfully speak up to ensure university values and policies are protected<br>• Respectfully speak up to challenge harmful and stereotyping behaviors (e.g., bystander intervention) | • View setbacks and challenges as opportunities<br>• Support others in addressing setbacks or challenges<br>• Seek assistance from and encourage others to use, available university resources as needed<br>• Confront harmful behaviors of oppression, microaggression or harassment and seek to repair harm. | • Demonstrate personal courage and conviction in pursuing their leadership priorities<br>• Is open to new ideas, practices, processes, or strategies<br>• Lead by sharing power, putting the needs of others first and helping others develop and perform as highly as possible<br>• Seize opportunities, welcome and share challenging assignments and integrate present realities and future possibilities<br>• Present to other units, other universities, professional organizations and conferences | • Maintain an optimistic outlook that conveys hope<br>• Actively develop a positive and symbolic image of self and role as a leader in the organization |

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| | Member of a Team | Leading a Team | Leading Multiple Teams | Leading the Organization |
|---|---|---|---|---|
| **Communicate**<br>We encourage the open expression of ideas and opinions and serve as role models in actively listening. | <ul><li>Be curious: ask questions, listen inclusively to understand</li><li>Accurately listen for multiple perspectives</li><li>Seek diverse feedback</li><li>Deliver messages in clear and concise ways</li><li>Welcome feedback and admit mistakes</li><li>Demonstrate kindness and empathy toward others</li><li>Ask questions to clarify and seek understanding</li><li>Handle conflict in an inclusive and emotionally intelligent manner</li><li>Demonstrate restraint in making generalizations</li></ul> | <ul><li>Distill ideas into focused messages that inspire others to action</li><li>Assist others to resolve conflicts and strengthen relationships</li></ul> | <ul><li>Effectively communicate with those with differing opinions and differing levels of understanding</li><li>Frame concepts and ideas into focused messages that inspire action in others</li><li>Thoughtfully construct messages to have the maximum impact on others</li><li>Synthesize and effectively communicate feedback from multiple perspectives in all reports and presentations</li></ul> | <ul><li>Communicate mission, vision, values and goals of U-M</li><li>Convey personal purpose in leading</li></ul> |

# Michigan Expectations Model

| **EXECUTION** | | | |
|---|---|---|---|
| We are strong in achievement and practice what we teach. We ask questions to understand the situation or problem. We plan experiments to achieve results based on root causes. We check our work and adjust regularly. The "how" is as important as the "what" and "why". | | | |

| | **Member of a Team** | **Leading a Team** | **Leading Multiple Teams** | **Leading the Organization** |
|---|---|---|---|---|
| **Achieve results** We have high personal standards and achieve exceptional improvements through the development of diverse teams focused on a common vision and goals. | • Articulate the workflow process<br>• Seek to continuously improve work standards<br>• Inspire passion in others to achieve excellence in everyday tasks<br>• Monitor and track work/activities to ensure quality and timeliness<br>• Steward resources (time, people, money, technology) to maximize use and minimize waste· | • Demonstrate accountability for team goals and outcomes<br>• Assist others in tracking goals<br>• Hold self and others accountable for improvement with regard to DEI metrics<br>• Demonstrate accountability for local and UM DEI initiatives; influence others to act in alignment with law and U-M policies regarding DEI; track unit DEI metrics for your team | • Actively empower talent to support the achievement of the mission<br>• Translate broad directions and strategies into priorities, goals and operating standards<br>• Assess internal and external influences and plan for their impact on the organization/unit<br>• Model continuous improvement and taking risks to learn; prioritize resources to address DEI issues; facilitate discussions for the learning of others | • Organize and provide the resources necessary to effectively implement large scale change<br>• Establish the right mix of people, investments, technology and processes together to hard wire successful accomplishment of goals<br>• Demonstrate fiscal responsibility and stewardship in planning and allocating resources<br>• Influence, advise and confer with senior and/or executive officers |
| **Solve problems** We identify and solve problems through analysis based on first hand observation. | • Participate in problem solving and decision making by identifying the root cause of the problem<br>• Identify waste and inefficiencies in current processes/systems/production/service<br>• Seek diverse viewpoints on an issue before making decisions<br>• Welcome feedback to improve processes/ systems/production/service | • Guide others in problem solving and decision making<br>• Utilize process improvement techniques, principles and processes to improve performance<br>• Consult stakeholders and those we serve when decisions impact others<br>• Observe work processes to better understand opportunities for improvement | • Consider the political environment when solving problems and implementing change<br>• Expand perspectives and explore the range of options before making decisions<br>• Seek out and consider a variety of inputs when making decisions<br>• Facilitate difficult conversations with others to resolve conflicts and repair harm<br>• Know when and how to decide in the face of uncertainty and ambiguity | • Reduce ambiguity in the face of uncertainty by making clear decisions that move the organization forward<br>• Support and promote diverse perspectives when solving problems and making decisions |
| **Build positive culture** We are politically and organizationally astute, understanding internal and external forces that affect the organization. | • Demonstrate U-M values consistently in making decisions<br>• Maintain healthy relationships with all stakeholders and those we serve<br>• Articulate the dynamics between civil rights and civil liberties | • Coach behavior to accomplish organizational goals and maintain healthy relationships<br>• Foster a positive environment that promotes employee engagement<br>• Create team norms that develop healthy organizational relationships in teams<br>• Actively seek to identify appropriate policies and resources designed to protect the university environment when bias-related or similar negative events occur.<br>• Integrate teams, departments and functions as part of workflow | • Articulate the values and ethics of the organization/unit and profession and demonstrate behaviors in alignment with these<br>• Seek ways to understand how work flows and integrate teams, departments and functions<br>• Create norms that develop healthy organizational relationships<br>• Influence others to accomplish the mission in ways consistent with the values of the organization | • Build and shape a positive culture in support of the institution's mission<br>• Set organizational policies<br>• Set policies that promote an inclusive workplace·<br>• Articulate causes of societal conflicts and systemic oppression |

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# Michigan Expectations Model

**Our roles and responsibilities**

This chart describes "the types of work we do"; the expectations define "how we do our work".

| | Member of a Team | Leading a Team | Leading Multiple Teams | Leading the Organization |
|---|---|---|---|---|
| | Delivers services to your stakeholders, often in partnership with others. | Coordinates the efforts of others in the delivery of services and mission-related activities to stakeholders | Manages the direct implementation of strategies that support organizational goals and mission-aligned activities | Sets organizational direction and has responsibility for management and stewardship of the organization |
| Strategy | • Execute individual goals and objectives<br>• Organizational awareness (culture)<br>• Know the mission and business of the university | • Implement strategy<br>• Ensure alignment with organizational culture | • Align unit strategies to departmental strategy<br>• Set unit goals aligned with organizational strategy<br>• Leverage metrics to make decisions | • Vision, mission, values and overall strategy setting<br>• Reputation and brand leadership<br>• External industry/market understanding and strategy adaptation |
| Communication | • Keep stakeholders informed<br>• Verbal and written skills | • Management change<br>• Hold crucial conversations | • Unit communication plan and execution<br>• Communication strategy linking unit to organization<br>• Public speaking | • Organizational communication<br>• Internal and external relationship building (cross-campus, leadership, donors, government, peers, etc.) |
| Services (Internal & External) | • Communicate needs of those served<br>• Ensure the needs of those served are met | • Deliver services and other mission-related activities | • Develop activity measurement and quality | • Set service expectations |
| Finance | • Responsible steward of resources | • Manage expenses | • Budget oversight and management<br>• Financial planning and accountability | • Prioritize financial resources |
| Human Resources | • Team player and sometimes team coordinator<br>• Communicate and collaborate with stakeholders | • Implement executive HR processes<br>• Lead teams<br>• Assist in prioritization of work<br>• May hire, manage and develop talent | • Resource deployment and allocation<br>• Succession planning | • Organizational talent planning and execution |
| Operations | • Maintain expertise in work/job<br>• Align work with unit priorities<br>• Organize work<br>• Get results | • Knowledgeable of work functions<br>• Manage projects/programs<br>• Execute operational priorities and plans<br>• Manage meetings<br>• Understand procurement processes | • Planning, prioritization and execution<br>• Constituent engagement via committees | • Infrastructure optimization |
| Continuous Improvement | • Individual work process improvement<br>• Be resilient | • Continuously review and update processes<br>• Engage in quality management | • Prioritize continuous improvement initiatives | • Establish priorities and supporting resources |
| Compliance | • Comply with organizational standards | • Understand policies and procedures<br>• Possess compliance and legal acumen | • Regulatory awareness and compliance enforcement | • Governance awareness and policy setting<br>• Compliance enforcement |
| Workplace Culture | • Demonstrate organizational values<br>• Be inclusive and equitable<br>• Life-long learner | • Integrate DEI values into staff meetings<br>• Align unit activities with DEI values<br>• Practice DEI behaviors | • Set goals aligned with institutional culture initiatives<br>• Allocate resources to support culture initiatives | • Set vision for desired culture<br>• Adjust policies as needed to support desired culture |

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