UVIC COMPETENCY RESOURCE GUIDE
CHANGE AND TRANSFORMATION

University of Victoria

Through a culture of trust, curiosity, and flexibility, we will continuously re-imagine what we do, how we do it and why—being courageous and open to change helps us transform our communities and the world.

Competency: **NAVIGATE CONFLICT EFFECTIVELY**	I continually grow my ability to listen to others, to engage in dialogue and to advocate my own views skillfully so that decisions can benefit from diverse perspectives. I work across differences with courage, skill, and empathy to create new and better outcomes and to deepen relationships based on trust, respect, and consent.
How this competency could be demonstrated in your work	• Seeking input from others by inviting different people/groups to contribute ideas • Listening attentively for diverse viewpoints and respectfully asking questions to understand different perspectives • Inviting constructive feedback and differences of opinion to fully explore all sides of an issue • Respectfully sharing opinions, insights and perspectives when asked by others • Inviting those with less power or authority to speak first • Acknowledging those who contribute ideas and input in proposals and decisions • Providing clarity on how input will be used to make decisions
Sample coaching, reflection or interview questions	• What areas of your work might benefit from input by others? • Who could offer new perspectives that you may not have explored? • Who are the partners, collaborators or rights holders your team/unit works most closely with and how do you ensure their perspective is included? • How comfortable are you in offering your perspective? How could you increase your confidence and ability to respectfully express your opinion? • How comfortable are you in receiving differing perspectives from your own? How do you stay open and minimize defensiveness? • How can you increase your skill/confidence in giving and receiving feedback?
Sample learning opportunities	• Use Learning Central to search for courses by filtering on the topic Communications • Access UVic's Conflict Toolkit for resources to navigate conflict for positive outcomes and to practice giving and receiving feedback • Volunteer to chair a meeting, committee or working group to practice inviting diverse perspectives • Attend focus groups and feedback forums to learn different ways to invite feedback and provide input
Competency: **ENGAGE WITH CHALLENGES AND OPPORTUNITIES**	I build the skills needed to think critically and creatively about challenges and opportunities. I seek out contrasting perspectives to disrupt thinking patterns and create space for other voices when problem solving. I use inquiry, analysis and data driven approaches to create transparency and accountability for change.
How this competency could be demonstrated in your work	• Gathering information from others before making decisions (e.g. surveys, focus groups) • Accessing, analyzing and integrating data from a variety of sources (cont'd next page)

How this competency could be demonstrated in your work	• Assessing the credibility of sources • Assessing and validating the problem or issue before developing solutions • Proposing new methods, ideas or perspectives to challenge the status quo • Regularly reviewing your thinking and decision-making processes to identify how you could broaden your perspective
Sample coaching, reflection or interview questions	• What data sources could you access? • What quantitative and/or qualitative information could you use to make this decision? • What metrics or reports have been used in the past? Are they still valid? • What criteria should you use to make this decision? Where did those criteria come from? • Who could you ask for feedback and support in your decision-making process? • How do you shift your thinking to see a problem from a different perspective?
Sample learning opportunities	• Use Learning Central to search for courses related to complexity, innovation, project management or leading change • Work with a peer, supervisor or team to develop a briefing note or business case for a new • Process, product or initiative • Read/review successful applications for funding, requests for resources or business case documents

Competency: **INNOVATE COURAGEOUSLY**	I use courage and optimism to innovate and take strategic risks when existing systems no longer serve current needs. I work with others to generate a range of options and ideas, and remain patient and determined, even when efforts to create meaningful change take a long time.
How this competency could be demonstrated in your work	• Being willing to take calculated risks after evaluating ideas • Being open to learning from ideas or initiatives that might not be successful • Working with others to test and refine new processes and bring different perspectives • Asking thoughtful questions to generate new and different options • Experimenting with new ideas before implementing them • Persevering with your goals after setbacks and delays • Being willing to not have all the answers (being vulnerable and modelling vulnerability for others)
Sample coaching, reflection or interview questions	• When do you feel most creative and how can you incorporate that in your role? • What is one innovation you would like to make in your work right now? • What support do you need to be more innovative? From your supervisor? from your peers? • How do you generate new ideas when you are stuck on a problem? • How do you remain positive when new ideas don't work out the way you wanted them to? • Who can support you when your optimism waivers?
Sample learning opportunities	• Use Learning Central to search for courses related to innovation, creativity or change • Take courses or simply practice creative activities such as art, theatre, music or building things to strengthen your creative confidence • Implement a reflection practice to celebrate learning from failed approaches (either on your own or with your team)