

Ed.D. in Organizational Leadership Essential Habits/Mindsets

Program Competencies

Some thoughts regarding the essential habits/mindsets follow:

- We take the view that development of the essential habits/mindsets is an integrated and sustained process. While the essential habits/mindsets and core leadership understandings are reviewed in separate documents, they are designed to reinforce each other by overlapping and interconnecting and providing a solid framework for leadership development. Developing the habits is a lifelong journey that commences, or is advanced, at the beginning of the three-year program and extends well beyond the duration of the program. We take the view that developing the habits is:
 - a journey of continuous exploration to acquire, explore, and deepen understanding;
 - a journey of continuous awareness in which leaders grasp the benefits of the habits in their own behavior and leadership actions as well as the behavior and leadership actions of others;
 - a journey of cultivating more skillful capacity as participants connect and apply the habits within the practice of leadership; and
 - a journey of refining the ability to critically self-reflect on one's leadership behaviors and actions through the seven essential habits/mindsets.
- The three-year program is designed to connect the program competencies for the essential habits/mindsets with classroom practice and the workplace. Throughout the program, lead faculty, affiliated faculty, and guest speakers will provide activities, scenarios, strategies, and opportunities for participants to engage with the essential habits/mindsets in order to facilitate growth. As with the core leadership understandings, the program is also designed to develop and support participants through

habits/mindsets equally. In order to focus the program on essential habits and mindsets as primary or secondary. Ten of the competencies are identified as secondary. Primary competencies are identified based on current research in leadership development and opportunities for success in the current, complex environment in

- With the core leadership understandings, evidence of achievement

- While we realize that each participant's growth on the essential habits/mindsets will be different, we expect that all program participants will experience and demonstrate growth on the 10 primary competencies to a minimum of Stage 3, based upon an essential habits/mindset rubric, self-assessments, and workplace assessments completed by co-workers up, down, and at the middle of the organization implemented formatively at the end of the first and second years of the program and summatively at the end of the third year of the program.
- Course syllabi will identify the specific competencies for the essential habits/mindsets that are emphasized in each course as well as in each learning outcome in that course. There is no one-size-fits-all approach with regard to demonstrating growth. Participants are expected to provide evidence to support growth as they move through the program. The evidence of competency growth for each essential habit/mindset will build exponentially as the student moves through, and beyond, the program.
- The competencies for the essential habits/mindsets are not viewed as separate and distinct entities, but rather as an integrated whole, all important for effective leadership development and application.

It is impossible to provide a list of the surveys, inventories, and artifacts that could be used to provide evidence of competency achievement. In addition to the rubric, self-assessments, and workplace assessments indicated above, the program director and lead professor will use activities, scenarios, strategies, and opportunities to establish and maintain an ongoing picture of each participant's growth progress. We believe that continuous assessment is essential to provide each participant with feedback as well as facilitate continuous growth in the essential habits/mindsets.

<p>H2: Listening and connecting</p>	<p>lessons learned for future application D. Encourages employees to reflect on their successes and failures and identify lessons learned for future application A. Practices active listening skills; demonstrates the ability to listen to others with the intent</p>			
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	<p>feel intrinsically motivated, be inspired, and take risks that lead to improvement</p> <p>B. Uses influence positively and skillfully to initiate action, impact decisions, and obtain resources and approvals</p> <p>C. Possesses the ability to persuade and motivate others to achieve the desired outcome through influence as opposed to authority</p> <p>D. Inspires and motivates by communicating the challenges and meaning and allowing others to share the lead in achieving the goals and undertakings</p>	Courses		
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H6: Building confidence, initiative, and accountability

	D. Creates intellectual stimulation in the organization by assisting followers in questioning assumptions with the intention to generate more creative solutions to problems		
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