

2023 Public Description of Work for Action Collaborative on Preventing Sexual Harassment in Higher Education

Argonne National Laboratory

Development of a Leadership Competency Model that Integrates into All Elements of the Talent Lifecycle

Relevant Rubric Area(s):

1. Prevention: Leadership Education and Skill Development
2. Prevention: Embedding the Values of Diversity, Inclusion, and Respect into Recruitment, Hiring, Admissions, Retention, Promotion, and Advancement

Description of Work

Purpose and Goals:

As Argonne continues to advance our world-class community of talent, the need for enhanced leadership development and accountability has been identified through employee feedback. A Laboratory-wide Diversity, Equity, Inclusion, and Accessibility (DEIA) Assessment, conducted in 2022, highlighted opportunities for leadership competencies as a foundation for robust, talent-focused activities that will allow leaders to build continuity of DEIA application in the areas of finding, developing, and retaining talent across all Laboratory functions. Argonne's Leadership Competencies represent strategic knowledge, skills, and abilities that current and future leaders must cultivate and develop to drive mission success.

Approach and Current Status:

The engagement of Argonne's leaders has been critical across the development of the Leadership Competencies. Through individual interviews and small group workshops, Argonne's Leadership Team selected five areas of focus around which specific skills and behaviors frame the competencies critical to the Laboratory's success. Using industry-leading research as a starting point, Argonne's leaders identified the most relevant and impactful skills necessary for the Laboratory to achieve mission impact.

These competencies, which are data-driven and tailored to meet Argonne's culture and specific needs include:

1. Support Mission Impact Through Strategic Agility
2. Build and Develop Diverse, Effective Teams
3. Collaborate Through Clear Communication
4. Instill Trust
5. Ensure Accountability

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To measure the success and effectiveness of the Leadership Competencies, it is important to define what the competencies look like in action. We expect our leaders to demonstrate the following behaviors that support each competency:

- 1. Support Mission Impact Through Strategic Agility:** Our leaders see the big picture, even in times of uncertainty, to find the best path to advance Argonne's mission and deliver greater impact to secure America's energy future and deliver economic growth. They do this by:
 - Creating/communicating strategies showing clear connection between vision and action;
 - Formulating clear strategy and mapping the timely steps that accelerate the Lab's mission;
 - Remaining calm and composed, even when things are uncertain;
 - Adapting quickly to changing conditions;
 - Dealing constructively with problems that do not have clear solutions or outcomes.

- 2. Build and Develop Diverse, Effective Teams:** Our leaders engage, value, recognize, and reward employees. They do this by:
 - Developing Argonne's talent development as a Laboratory imperative;
 - Aligning employee career development goals with Laboratory goals and mission;
 - Defining success in terms of the whole team, sharing wins, and rewarding team efforts;
 - Fostering open dialogue, diverse perspectives, and collaboration among the team;
 - Establishing common objectives and rallying team members to achieve them.

- 3. Collaborate Through Clear Communication:** Our leaders build relationships through inclusive communications that articulate shared objectives. They do this by:
 - Facilitating open dialogue with partners both inside and outside the Laboratory;
 - Encouraging the open expression of diverse ideas and opinions;
 - Providing timely and helpful information to others across the Laboratory;
 - Advocating for their teams while demonstrating fairness to other perspectives;
 - Actively listening and checking for understanding.

- 4. Instill Trust:** Our leaders gain the confidence and trust of others through honesty, integrity, and authenticity. They do this by:
 - Honoring commitments and keeping confidences;
 - Being direct and truthful;
 - Demonstrating consistency between words and actions;
 - Gaining the confidence and trust of others readily;
 - Personifying Argonne's Core Values of Impact, Respect, Integrity, Safety, and Teamwork.

- 5. Ensure Accountability:** Our leaders hold themselves and others accountable to meet commitments. They do this by:
 - Acting with a clear sense of ownership;
 - Taking personal responsibility for decisions, actions, and failures;
 - Assuming both the support and responsibility for the outcomes of others;

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- Working with team members to establish explicit performance standards, monitor work, and measure results;
- Providing balanced and comprehensive feedback to drive performance.

Implementation and Opportunities:

Argonne recognizes talent as a strategic imperative, particularly in the areas of Finding Talent, Developing Talent, and Retaining Talent as critical to Argonne's mission. Each of these areas provides integration opportunities for the Laboratory's Leadership Competencies.



In the area of Finding Talent, we will integrate the Leadership Competencies into consistent behavioral interviewing practices and clearly define them in job description skills and expectations for leadership roles.

The Leadership Competencies provide a foundation for talent development activities. As part of the efforts to implement the competencies, Argonne will link the specific competencies and behaviors to training programs, coaching opportunities, 360 assessments, and mentorship activities. Connecting these programs and resources to the leadership competencies will allow employees to grow and develop against a consistent, measurable set of skills and expectations. The competencies will also provide a framework for ongoing succession planning practices by providing specific skills that can be assessed for areas of strength and opportunities for development to grow Argonne's leadership pipeline. Over time, the progress and success of these competencies will be indicated through the evaluation of development activities on career growth.

Throughout 2023, Argonne's leaders will work together to determine the best, most impactful ways that the competencies can be implemented into our talent practices. This work will influence a detailed implementation plan over the coming years to fully embed the competencies into Argonne's culture.

Point of Contact Name: Jeremy Boldt, Manager, Learning and Organization Development and Kristene (Tina) Henne, Argonne Action Collaborative Steering Committee

Email Address for Point of Contact: jboldt@anl.gov and khenne@anl.gov