



FY2010 UMHS Leadership Competencies

First Line/Early Career Leaders
 Middle Level/Mid-Career Leaders
 Executive Level Leaders

| Competency Area | Skills | Success Criteria |
|---|---|--|
| <p>Philosophy – Leadership – Transformation</p> <p>Develop vision, strategies and long term goals which convey a sense of purpose and generate value for stakeholders, align relevant people behind the strategies, empower individuals to make the vision happen, despite obstacles, and act as a catalyst for change and continuous improvement.</p> | <p>Oriented Toward Achievement Sets challenging goals for oneself, plans with goals in mind, manages the plan</p> <p>Demonstrates Strategic Orientation Aligns individual performance with organizational goals</p> <p>Accountable Follows through on commitments made to others</p> <p>Creates an Ideal Experience for Customer, Staff, Business Associates Keeps in mind the impact of one’s actions on others, making adjustments as necessary</p> <p>Creates Value for Others Views others as customers and understands customer requirements.</p> <p>Champions Change Energizes stakeholders and sustains their commitment to changes in approaches, processes and strategies.</p> | <ul style="list-style-type: none"> • Considers impact of behaviors and actions on others; creates atmosphere of support; creates actionable steps from unit’s vision; delivers on time, within budget and meets standards; keeps commitments; remembers decisions and reason for decisions • All of the above and identifies barriers/obstacles and creates plan to address them; makes fact-based decisions transparent to staff; leads the development and implementation of departmental goals and strategies consistent with UMHS’ mission; finds resources to support unit goals; communicates institutional ethics to staff. • All of the above and creates actionable steps from organization’s vision; recognizes deficits in system and recommends strategies for safeguarding ethical system; creates a culture of delivery excellence; influences MHS direction, and empowers unit leaders to achieve their goals. |

Doc B: Leadership Competencies

| | | |
|--|---|---|
| <p>Process – Execution – Operations</p> <p>Apply business and administrative principles, including systems thinking and continuous process flow, in order to eliminate waste, redesign work to level and standardize work, provide visual controls, align, integrate, and execute the business processes, structures, people and technology required to execute the Health System’s vision, mission and strategies.</p> | <p>Improves Processes - Required focus for FY2010 Encourages and uses lean principles to improve the business and administration of the organization in areas of quality, safety, efficiency, service appropriateness and service delivery</p> <p>Manages Projects Plans carefully, allocates and manages resources efficiently, establishes realistic budget(s), goal(s) and timeline, communicates progress and outcomes</p> <p>Measures Performance With staff members, sets challenging goals; observes progress and provides constructive feedback and coaching that helps staff members achieve high-quality outcomes</p> <p>Ensures High-quality Products and Service Standards Links a product/or service to planned outcomes</p> <p>Demonstrates Financial Acumen Understands UMHS financial system, establishes realistic budget(s), conducts financial planning and analysis and takes corrective action to meet financial targets</p> <p>Oversees Human Resource Functions Creates an environment that allows team members to reach their full capacity</p> <p>Monitors Information Technology Maximizes operational effectiveness with the use of technology and understands the flow of information and data</p> <p>Demonstrates Organizational Awareness Develops and sustains a positive image of the organization; approaches all situations with a clear understanding of the political content and reality</p> <p>Manages Risk Evaluates carefully to ensure planned outcomes</p> <p>Manages Quality Sets, monitors and achieves standards</p> <p>Demonstrates Knowledge of Healthcare System and Environment Effectively administers UMHS policies and practices and legal and compliance requirements, consulting with content experts as appropriate</p> <p>Thinks Systemically Views systems from a broad perspective that includes seeing overall structures, patterns and cycles in systems.</p> | <ul style="list-style-type: none"> Establishes tasks and work flow and monitors outcomes to maximize quality and productivity; identifies key partnerships/customers/stakeholders and their needs; networks proactively; practices shared decision-making; demonstrates understanding of culture and politics; facilitates development of individual performance plans that support the organization and unit; provides opportunities for improvement; encourages staff to create standard work All of the above and sets standards of quality and productivity so as to best achieve goals and strategies, review outcomes, provide feedback and communicate results both up and down the organization. Recognizes key leaders and takes steps to provide important information about the operations; has a good understanding of leadership structure and methods of keeping them informed; demonstrates ability to objectively manage cultural and political challenges; develops measures to evaluate success; proactively creates a culture of continuous improvement; review structures and processes to achieve highest standards All of the above and ensures that all departments in their group have established goals, strategies and outcomes that will likely lead to the organization’s overall success; initiates partnerships that improve the success of the institution; uses culture and politics to create a positive and collaborative operation; is a role model for continuous improvement; achieves a work environment where staff are proactive in identifying needs and take steps to remove obstacles that hinder performance |
|--|---|---|

Doc B: Leadership Competencies

| | | |
|---|---|--|
| <p>Problem Solving</p> <p>Solve problems by going and seeing, thinking strategically, considering a broad range of internal and external factors, grasping complexities, applying continuous improvement tools, fostering a learning organization culture, generating new ideas which standardize best practice and using consensus to make timely and sound decisions</p> | <p>Impacts and Influences Communicates across the organization and beyond through active listening and persuasive communication</p> <p>Thinks Analytically Considers all factors, evaluates and makes decision based on preset criteria</p> <p>Practices “Go See” Seeks to understand complexities of the current work situation based on personal observation</p> <p>Thinks like an Innovator Considers new approaches and solutions not yet proven and generates novel ideas; finds connection between seemingly unrelated factors</p> <p>Builds Consensus Develops a common commitment to a shared vision and mission for the organization; sets direction and gains commitment \</p> <p>Evaluates Compares the achieved outcomes against set standards and implements improvements.</p> | <ul style="list-style-type: none"> Identifies problems, seeks input from staff in analyzing the root causes and identifying potential solutions; practices daily PDCA; seeks feedback from staff and stakeholders; experiments with improvements; is a role model for systematic problem solving (go-see, ask why five times, respect people); uses and teaches systematic trouble-shooting (What’s the problem? Who owns the problem? What is the plan?); uses lean principle tools; encourages staff to think out of the box; honors individual and collective creativity and new ideas; demonstrates an understanding of what motivates each staff member All of the above and engages leaders and staff in evaluating root cause analysis, finds new ways to solve problems, and recommends and implements collaborative solutions; sets standards that reflect best practice found in similar organizations; uses and teaches lean principle tools All of the above and evaluates problems from the institutional perspective and ensures that solutions are in concert with the UMHS mission, as well as being compatible across functional and organizational units; creates a culture that values lean principles |
|---|---|--|

Doc B: Leadership Competencies

| | | |
|---|--|--|
| <p>People and Partners</p> <p>Leverage the contributions of the Health System’s leaders, exceptional people and teams within the context of institutional and departmental goals, through respectful teamwork, engagement and empowerment. Be self-aware and regulate one’s own internal states, impulses and resources so as to maximize self-motivation, empathy for others and adeptness in interpersonal skills.</p> | <p>Builds Relationships/Fosters Respect - Required focus for FY2010 Develops and maintains collaborative and beneficial relationships with relevant stakeholders and networks within and outside the health system. Demonstrates respect for others. Takes responsibility for building understanding and mutual trust</p> <p>Develops Talent Contributes to the development of others by mentoring, clearly communicating expectations, providing constructive feedback and supporting educational opportunities</p> <p>Leads Others Effectively builds and maintains a positive, diverse and productive team; empowers people to achieve or exceed organizational goals by delegating sufficient authority, responsibility and accountability, and by providing support</p> <p>Empowers Others Inspires and provides sufficient resources and support to help people assume ownership of/responsibility for the organization’s goals; encourages creativity, innovation and risk-taking</p> <p>Manages Conflict Effectively identifies and manages differing viewpoints, sources of potential disagreement and customer/staff dissatisfaction</p> <p>Develops Cultural Competency Values the diversity of people and ideas as a strategy to improve health and foster innovation</p> <p>Creates a Healthy Workplace Protects and promotes the well-being of employees by creating a safe, clean and respectful workplace culture</p> <p>Projects Self-confidence Leads by example; self-regulates behavior and emotions</p> <p>Develops Oneself Professionally Engages in regular critical reflection on feedback and experience; seeks to further knowledge and skills in a way that benefits the institution</p> <p>Interpersonal skills The ability to form give-and-take relationships which enhance understanding and mutual respect, acknowledge the needs and feelings of others, focus on the positive aspects of conflict and values differences.</p> <p>Communicates with Impact Actively listens and effectively influences others to achieve organizational goals and outcomes.</p> | <ul style="list-style-type: none"> Hires, trains and evaluates staff; communicates appropriate information; fosters teamwork and establishes positive working relationships with multiple levels of the organization; maintains a professional and ethical approach to their interactions; encourages staff to contribute ideas and time to institutional activities; clearly communicates what is changing and what is not changing; regularly recognizes staff accomplishments; provides behavior-based feedback; matches skills and attributes to work assignments; gives assignments to help people grow; manages own stress; enforces safety regulations; creates environment where each team member is valued and works well with other team members; approaches conflict with a “mutual gains” perspective; can facilitate constructive conversation around important conversations As above and builds positive and collaborative working relationships and networks at all levels within and outside of the organization, coaches and develops direct reports, resolves conflicts constructively, develops their own professional and personal skills so as to maximize their effectiveness; clearly identifies need for change based on benchmark data; encourages staff to take new challenges; sets policies for work/life balance. As above and models collaboration in team building, relationship building, and problem solving; demonstrates emotional intelligence in their personal behavior and interactions with others, serves as a role model of respectful conduct; creates robust recognition in the institution. |
|---|--|--|