# Leadership at UMHS

**Definition**

Leadership at UMHS is the ability to achieve exceptional results by transforming the organization and developing people to create the future.

**UMHS Vision**

*Creating the Future of Health Care Through Discovery*

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### Guiding Principles

- Leaders build consensus on and communicate clear, institutionally-aligned and challenging direction.
- Leaders recruit, develop, mentor and engage teams of collaborative, talented people.
- Leaders include and respect all individuals and groups.
- Leaders encourage intelligent risk taking.
- Leaders encourage thoughtful experiments in everyday work to foster innovative and creative initiatives.
- Leaders go see to gain first-hand knowledge of their organization’s processes and problems.
- Leaders ask ‘why’ to learn more about causes of problems in order to mentor others’ problem solving.
- Leaders understand that the health and safety of our patients, faculty, staff and students are the heart of our work.
- Leaders demonstrate the highest level of integrity and ethics in all they do and say.
- Leaders understand market and industry trends, championing business initiatives and relationships to remain market competitive.

### UMHS Goals

*Create the ideal patient care experience.*

*Attain market leadership in key areas.*

*Generate margin for UMHS investment.*

*Translate knowledge into practices and policies that improve health and access to care.*

*Engage in groundbreaking discovery and innovative scientific collaboration.*

*Cultivate an interdisciplinary, continuous learning environment.*

*Promote diversity, cultural competency, and satisfaction among faculty, staff, and students.*
## University of Michigan Health System Leadership Competency Model

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| **Mission** | UMHS leaders demonstrate institutional responsibility placing UMHS goals as primary. They speak openly and with conviction about their guiding vision and values. They put those whom they serve (patients, families, staff, faculty, learners, etc.) first, leading change to promote equity and inclusion for all. | • Creates Value for the Diverse Communities We Serve  
• Creates a Shared Vision  
• Leads Innovation and Change |
| **People** | UMHS leaders recruit, select, train, develop, and manage people. They engage people to evoke excellence in all they do. They encourage people to practice healthy behaviors. Leaders build leaders. Leaders build teams with common goals and interdependence. | • Fosters and Promotes Diverse Teams  
• Collaborates and Builds Inclusive Relationships  
• Coaches and Develops Others |
| **Execution** | UMHS leaders are strong in achievement and practice what they teach. They go and see to grasp the situation or problems. They plan experiments to achieve results based on root causes. They check and adjust regularly. | • Achieves Results  
• Solves Problems  
• Aligns Culture |
| **Self** | UMHS leaders are emotionally intelligent and practice self-reflection. They are aware of their guiding values, and their biases. They assume they do not know the best course of action. They can break down a complex situation into manageable chunks. Leaders model healthy behaviors. | • Adapts  
• Acts with Courage and Confidence  
• Communicates |
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| Creates Value for the Diverse Communities We Serve | UMHS leaders foster a climate of service excellence in which people are engaged in creating the ideal patient, staff/faculty, student and/or customer experience. Leaders engage patients and families in their health care; students in their learning; and staff/faculty in their performance and development. They make themselves available, spending time in the workplace. Leaders prioritize, reducing overburden for those they lead. | • Inspires staff/faculty to solve problems which interfere with value to those they serve.  
• Solicits feedback and data from appropriate groups (patients/families/staff/faculty/students/customers).  
• Develops opportunities to improve service to patients, students, providers and other customers.  
• Manages ethical dilemmas specific to patient and population-based care situations.  
• Places the interests of patients and populations at the center of health care research, education and delivery. |
| Creates a Shared Vision | UMHS leaders inspire people through building consensus around a compelling vision and shared mission, including strategic clinical, research and educational initiatives. A hallmark of their achievements is in continually learning and innovating – and teaching faculty, staff and students – ways to do better. Leaders see standard work and experimentation as the basis of innovation and creativity. | • Creates consensus on a shared vision aligned with the organization’s mission of patient care, education and research.  
• Seeks information and data about external trends in the healthcare market, the medical education, research and clinical care arenas, and the regulatory landscape.  
• Knows and understands UMHS culture, policies and processes.  
• Optimizes UMHS’ future by using the unique and complementary abilities of all members of the organization to generate new or innovative strategies.  
• Pushes for innovation and intelligent risk-taking (carefully planned experiments) to develop breakthrough processes, products, and services to meet our goals. |
| Leads Innovation and Change | UMHS leaders catalyze change by recognizing its need, challenging the status quo, energizing stakeholders, and championing experiments to improve. Leaders are strong advocates of change even in the face of opposition, and make the compelling argument. They find practical ways to overcome barriers to change through deep knowledge of the way work is done and the root causes of problems. Leaders engage diverse teams in change activities. | • Engages teams to builds consensus on the need to change.  
• Encourages open and direct discussion.  
• Communicates urgency in accomplishing the organization’s goals.  
• Achieves commitment to a direction and goals for the future.  
• Encourages change leaders to emerge from teams and to actively participate. |
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| **Fosters and Promotes Diverse Teams** | UMHS leaders see themselves as leaders of others, pulling together diverse groups of people and engaging them in a single purpose while encouraging transparency, service to each other, respectful behavior, candid conversation and achievement. Leaders foster an environment which encourages a healthy balance of work and personal life for themselves and their team. Leaders build trusting relationships with team members through respectful and thoughtful interactions. | • Builds a diverse team based on best combination of skills, job and organizational fit.  
• Ensures roles and responsibilities for each individual on the team are clear.  
• Builds consensus with the team to a common vision and collective goals.  
• Practices team decision-making processes.  
• Maximizes the contribution of each team member’s thinking, while developing cohesiveness among team members.  
• Creates a scorecard and visual tracks of performance measures with the team. |
| **Collaborates and Builds Inclusive Relationships** | UMHS leaders generate an atmosphere of collegiality and are models of respect, helpfulness and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing professional relationships, creating internal and external networks. | • Creates the climate that encourages everyone to strive for excellence.  
• Creates a critical mass of relationships that supports goals and an inclusive vision.  
• Respects and fosters norms that govern healthy relationships in the organization.  
• Builds an atmosphere for holding each other accountable for measureable goals and action plans.  
• Takes responsibility for problems.  
• Surfaces conflict constructively, acknowledges feelings and views all sides of an issue in creating a shared vision. |
| **Coaches and Develops Others** | UMHS leaders are adept at cultivating people’s abilities. Leaders embrace their role as coach to their staff/faculty and others and have a genuine interest in helping them develop professionally and personally. Leaders give timely and constructive feedback on performance, behaviors and developmental areas building trust with those they coach. They ask questions, refrain from directing the thinking process and encourage problem solving by others. | • Mentors root cause problem solving.  
• Gives feedback in a direct and tactful manner.  
• Understands others’ strengths and weaknesses, goals and aspirations.  
• Helps others to maximize their potential.  
• Supports others in experimenting with and practicing new behaviors, thoughts, feelings to the point of mastery.  
• Develops the supportive and trusting relationship that makes change and progress possible.  
• Supports others in practicing healthy behaviors. |
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| Achieves Results       | UMHS leaders have high personal standards that drive them to constantly seek performance improvements – for themselves and for those they lead. They set measurable but challenging goals, and are able to calculate risk so that their goals are worthy but attainable. Leaders achieve exceptional improvements through the development of teams focused on a common vision and goals. They track progress to the plan, make adjustments, and show resilience at setbacks. | • Achieves goals through breakthrough, exceptional performance.  
• Identifies correct risks, issues, and opportunities in execution.  
• Inspires passion in others to achieve exceptional performance.  
• Translates broad directions and strategies into specific goals, objectives and actions.  
• Stewards resources to maximize use and minimize waste. |
| Solves Problems         | UMHS leaders identify and solve problems through a scientific root cause analysis based on first hand observation. They go see, ask why, and show respect. They use systematic problem solving models, inclusive of diverse perspectives. In appropriate situations, leaders are decisive, knowing when and how to decide in the face of uncertainty and ambiguity. | • Focuses on the interests that underline issues and uses objective standards in evaluating possible solutions.  
• Goes to the work site to observe, asks the workers and managers to increase understanding, and mentors problem solving.  
• Conducts and teaches root cause analysis.  
• Makes sound decisions in the face of uncertainty or ambiguity.  
• Implements plans as experiments. Checks and adjusts to learn.  
• Grows his/her experience in critical thinking, analysis and lean problem solving.  
• Routinely expands his/her and others’ perspectives and range of options before deciding. |
| Aligns Culture          | UMHS leaders are politically and organizationally astute. They understand internal and external forces. Leaders guide the appropriate combination of people, money, practices, policies and technology to reinforce change and the organization’s mission. | • Builds, shapes and aligns the culture to support unit and institutional goals.  
• Puts health, safety and quality foremost as values.  
• Aligns systems, practices, policies to reinforce key behaviors and strategies.  
• Mentors behavior to accomplish key performance indicators of the department/organization.  
• Sees opportunities for synergy and integration within the institution. |
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| **Adapts** | UMHS leaders are adaptable and seek to resolve multiple demands without losing their focus and energy. They strive to clear up ambiguities and uncertainties of organizational life. Leaders adapt to new challenges, adjust to fluid change, and are limber in their thinking in the face of new data or realities. Leaders demonstrate flexibility in both work and home life to address changing demands. Routinely checks and adjusts, anticipating not all plans will work. | • Adapts personal style to the needs of the audience.  
• Is resilient in the face of setbacks or challenges.  
• Manages the priorities of home and work to achieve an appropriate, healthful balance.  
• Develops new skills or knowledge, even in the face of constant or turbulent change.  
• Is open to new ideas, practices, processes, or strategies.  
• Turns crises into opportunities to improve or restructure processes.  
• Sets priorities timely to stay focused. |
| **Acts with Courage and Confidence** | UMHS leaders are focused, goal driven and excel in acting confidently and with initiative. They lead by sharing power, putting the needs of others first and helping others develop and perform as highly as possible. They seize opportunities, welcome and share challenging assignments and integrate present realities and future possibilities. | • Maintains an optimistic outlook that conveys hope.  
• Challenges the status quo, regardless of who supports it, with the goal of improvement.  
• Demonstrates personal conviction in pursuing their leadership priorities.  
• Influences and engages others.  
• Handles failure by accepting setbacks with renewed determination to more deeply understand current state, root causes and move on to the next set of experiments. |
| **Communicates** | UMHS leaders create an atmosphere in which timely and high quality information, reflecting diverse thinking, flows smoothly. Leaders encourage the open expression of ideas and opinions. Leaders are role models in delivering clear presentations, actively listening and preparing well-written documents. | • Provides information openly that people need to know to do their jobs in an engaged way.  
• Distills ideas into focused messages that inspire action from others.  
• Actively listens to understand other’s points of view and ideas, without prejudice, for insight and wisdom.  
• Asks clarifying questions.  
• Helps team members productively work through conflicts.  
• Champions the goals of the organization in clear and compelling ways. |