| SELF | Simply put, knowing and leading yourself [whether you are an individual contributor, frontline leader, director, or executive] is key to becoming as effective as possible at leading and working with others. It takes intentional effort to assess your natural abilities and development opportunities; determine how to maximize your strengths and compensate for your weaknesses; and recognize your own values, biases, and perspectives. ~ *Center for Creative Leadership (CCL)* |
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| **Effective Contributor (SUCCESSFUL/SKILLED)** | Effectively and efficiently demonstrates the competency. Exhibits self-awareness and takes action to resolve interpersonal or customer service issues with compassion/humility. Shares and asks for information and feedback in a timely and respectful manner with a growth mindset. Continuously focuses on opportunities for improvement, bringing solutions to solve problems and increase safety and efficiencies. Deals with others in a straight forward and honest manner. |

| | **TEAM MEMBER** |
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| **SELF: Accountability** | - Holds self and others accountable to meet commitments <br><br> - Participates in professional organizations that advance one's career development <br><br> - Maintains competency through nationally recognized certification <br><br> - Participates in life-long learning <br><br> - Brings solutions to problems <br><br> - Admits and fixes errors, ensuring prevention of repeated mistakes <br><br> - Accepts constructive feedback with a learning mindset <br><br> - Asks for clarity when unsure of how to proceed <br><br> - Is a promise-keeper |

| | **FRONT-LINE LEADER** |
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| **SELF: Accountability, Emotional Intelligence, and Adaptability** | - Actively seeks new ways to grow and be challenged using both formal and informal development channels <br><br> - Seeks coaching and mentorship from others in career planning and development <br><br> - Solicits feedback from trusted sources about strengths and opportunities then integrates them into their routines <br><br> - Provides both appreciative and constructive advice with the underlying motivation of development <br><br> - Rebounds from setbacks and adversity when faced with difficult situations <br><br> - Demonstrates curiosity and an interest in understanding others' viewpoints |
| | **DIRECTOR** |
| | - Uses a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses <br><br> - Recognizes the role of beliefs, values and influences in one's own method of decision-making; recognizes and mitigates blind spots <br><br> - Secures and deploys resources effectively and efficiently; is flexible and adaptable <br><br> - Operates effectively, even when things are not certain or the way forward is not clear |
| | **EXECUTIVE** |
| | - Clearly communicate goals to their leadership teams and foster alignment & focus; are able to guide the cascade of organizational goals to the front line <br><br> - Are willing to change their approach to reach goals <br><br> - Speak using words that help people clearly understand their vision; avoid vague references in communications <br><br> - Exhibit an open, relaxed posture and emotional self-control <br><br> - Demonstrate empathy, appreciation, and genuine curiosity for others' thoughts <br><br> - Frequently ask for advice from those with diverse perspectives; receive and apply feedback with a growth mindset |

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| **PEOPLE** | Each job role and the unique individual delivering it, is essential to achieving our mission with none able to succeed alone.  Therefore, interpersonal or people competencies are essential to building trusting relationships, providing and receiving growth-focused feedback, fostering an exceptional patient/family/ colleague/community experience, building a culture of belonging, and collaborating toward continuous improvement. |
| **Effective Contributor (SKILLED)** | Effectively and efficiently demonstrates the competency.   Exhibits self-awareness and takes action to resolve interpersonal or customer service issues with compassion/humility. Shares and asks for information and feedback in a timely and respectful manner with a growth mindset.  Continuously focuses on opportunities for improvement, bringing solutions to solve problems and increase safety and efficiencies. Deals with others in a straight forward and honest manner. |

**TEAM MEMBER**

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| PEOPLE: Collaboration | - Builds partnerships and works collaboratively with others to meet shared objectives. <br><br> - Encourages and actively listens to others' perspectives and ideas <br><br> - Supports team through technical and functional changes <br><br> - Develops and fosters relationships across the care continuum <br><br> - Engages and manages conflicts and disagreements in a contructive manner <br><br> - Practices transparency and truth telling <br><br> - Identifies and understands diverse communication styles <br><br> - Communicates with clarity and integrity to build trust with all patients, families, and team members |

**FRONT-LINE LEADER**

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| PEOPLE:  Coaching & Development, Diversity & Inclusion, Collaboration | - Actions are consistent with words <br><br> - Actively seek out learning opportunities, whether through workshops, online courses, or industry conferences <br><br> - Pursue advanced certifications or specialized training in areas relevant to their role, such as critical care or leadership in healthcare <br><br> - Share their learning experiences and knowledge with their team, encouraging others to pursue similar opportunities <br><br> - Actively seek mentorship or coaching to enhance leadership skills and implement lessons learned in day-to-day leadership <br><br> - Maintain composure and adaptability during period of change or adversity <br><br> - Demonstrate a resilient attitude, inspiring team members to persevere in the face of difficulties <br><br> - Actively engage with the team, especially during times of challenge, providing support and encouragement <br><br> - Provide appreciative and constructive feedback to team members on a regular basis, emphasizing specific behaviors and their impact <br><br> - Models how to give feedback by focusing on improvement rather than blame |

**DIRECTOR**

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| | - Prioritizes feedback, coaching, and recognizing others to build capabilities <br><br> - Aligns team member interests and career aspirations with organizational goals/objectives <br><br> - Forms team with the appropriate mix of backgrounds, skills, and perspectives to achieve shared goals <br><br> - Establishes and routinely promotes a shared definition of success <br><br> - Encourages open dialogue and collaboration <br><br> - When faced with challenges, explores innovative solutions and encourages team members to contribute ideas; manages expectations and provides regular updates <br><br> - Acts as a bridge between different parts of the organization to leverage collective resources <br><br> - Adapts their communication style based on the emotional needs of the team, promoting a positive and supportive work environment <br><br> - Engages in constructive dialogue and conflict resolution, addressing conflicts with a focus on finding common ground and maintaining positive relationships <br><br> - Keeps confidences and follows through on commitments |

**EXECUTIVE**

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| | - Implements and actively participates in employee recognition programs to achnowledge the hard work and dedication of their staff <br><br> - Regularly express gratitude for the contributions of individuals and teams, fostering a positive and engaged work environment <br><br> - Actively listen to the concerns and ideas of team members; follow-up on actions taken to address their concerns and apply their ideas for improvement <br><br> - Clearly communicates a compelling vision for the division or service line that aligns with the broader mission of the organization <br><br> - Integrates the organizational mission and values into the decision-making process. <br><br> - Demonstrates the desired behaviors and values, serving as a role model for others <br><br> - Uses effective communication skills to convey ideas, gain support, and persuade others <br><br> - Adapts communication style to resonate with different audiences, whether it's presenting to the board, leading a team meeting, or interacting with frontline staff |

| BUSINESS | Business competencies serve as a framework for organizing and evaluating the diverse set of skills & capabilities that contribute to overall business success. |
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| **Effective Contributor (SKILLED)** | Effectively and efficiently demonstrates the competency. Exhibits self-awareness and takes action to resolve interpersonal or customer service issues with compassion/humility. Shares and asks for information and feedback in a timely and respectful manner with a growth mindset. Continuously focuses on opportunities for improvement, bringing solutions to solve problems and increase safety and efficiencies. Deals with others in a straight forward and honest manner. |

**TEAM MEMBER**

| BUSINESS: Continuous Improvement | - Identifies inefficiencies in a specific workflow or process and offers suggestions for improvements that save time and/or resources<br><br>- Seeks learning opportunities to stay updated on or improve their skill set then applies knowledge to improve their work<br><br>- Often asks for feedback from peers, supervisors, and others with whom they work for ways they can improve<br><br>- Is open to constructive feedback and view it as a valuable tool for personal and professional growth<br><br>- Recognizes collaboration is essential to continuous improvement and engage with those inside and outside their department to add ideas, share best practices, and participation in cross-functional solutions<br><br>- Consistently maintains a high work ethic, reviewing their performance to ensure they meet or exceed all quality standards |
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**FRONT-LINE LEADER**

| BUSINESS: Action-Oriented, Business Acumen, Continuous Improvement | - Actively participates in patient and team member rounds, demonstrating a deep understanding of clinical issues, treatment plans, and team member engagement.<br>- Articulates clear expectations for each team member regarding their role, responsibilities, and performance standards<br><br>- Collaboratively sets specific, measurable, and achievable development goals with each team member that are aligned with broader team and organizational initiatives for a sense of purpose and direction<br><br>- Establishes regular check-ins, provides growth-focused constructive feedback, highlighting achievements and areas for improvement<br><br>- Allocates staff, budget, and other resources effectively ensuring the team has the necessary tools and support to accomplish tasks and provide an exceptional patient/customer experience<br><br>- In the face of changing priorities or unexpected challenges, adapts plans & strategies while communicating changes transparently and guiding the team through transitions<br><br>- Encourages and facilitates continuous education for team members, knowing the importance of staying current with medical advancements and job role best practices<br><br>- Knowing various departments and job roles contribute to the overall patient experience, they collaborate with support services to ensure a seamless and positive experience for patients |
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**DIRECTOR**

| | - Actively seeks input from vested constituents to make timely and sound decisions<br><br>- Skillfully analyzes key financial data to measure performance, identify trends, and inform operational strategies<br><br>- Understands the factors (i.e., staffing, volumn/revenue, reimbursements, patient throughput, etc.) within respective department/function that influence the organization's margin<br><br>- Proactively seeks opportunities to improve existing processes<br><br>- Skillfully breaks down complex processes into easy-to-understand and repeatable steps<br><br>- Documents standard operating procedures to improve team member confidence and consistent outcomes |
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**EXECUTIVE**

| | - Develops and communicates a comprehensive long-term strategy that aligns with the organization's mission and vision.<br><br>- Regularly conducts a comprehensive analysis of the current healthcare ecosystem, adapting healthcare delivery models to respond to changing patient needs, emerging medical technologies, and shifts in healthcare policy.<br><br>- Facilitates collaboration between departments and teams to encourage the exchange of ideas. Understands innovation often arises from diverse perspectives and interdisciplinary collaboration and is intentional about recognizing excellence in these practices.<br><br>- Establishes a culture of continuous improvement in patient care, encouraging all healthcare professionals to seek innovative ways to enhance the patient experience and overall satisfaction.<br><br>- Allocates resources, including funding, staff, and technology, based on strategic priorities to enhance patient care, improve overall health outcomes, and support an exceptional team member experience.<br><br>- Ensures individual team members understand how their work alligns with broader organizational objectives.<br><br>- Promotes a culture of inclusivity and diversity by soliciting and valuing different perspectives and backgrounds. |
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