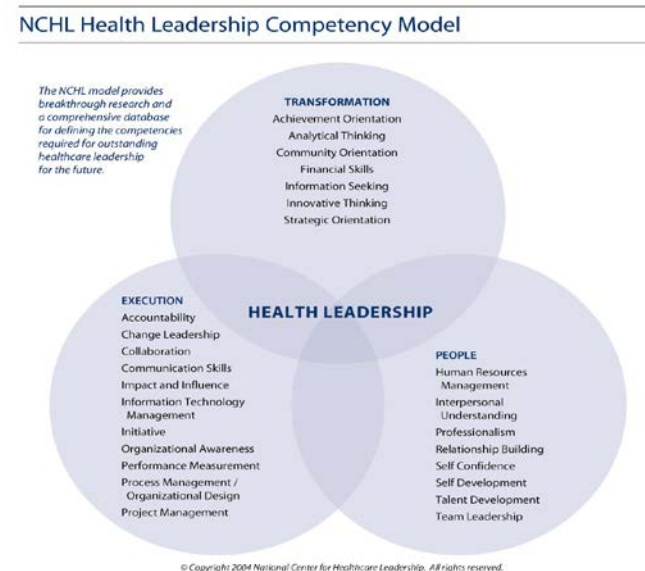# Health Care Leadership Competencies

Master of Health Care Administration Program
Des Moines University

In 2004, the National Center for Healthcare Leadership (NCHL) published a validated set of competencies required for exceptional performance in managing health organizations across selected provider sectors, across disciplines of administration, nursing and medicine and across career levels (NCHL, 2006). Research conducted to support the development of these competencies included both quantitative and qualitative methods.

What is a competency? Any characteristic of a person that differentiates outstanding from typical performance in a give job, role, organization or culture. Competencies typically address knowledge, skills, behaviors, attitudes, values, and other characteristics (NCHL, 2006).
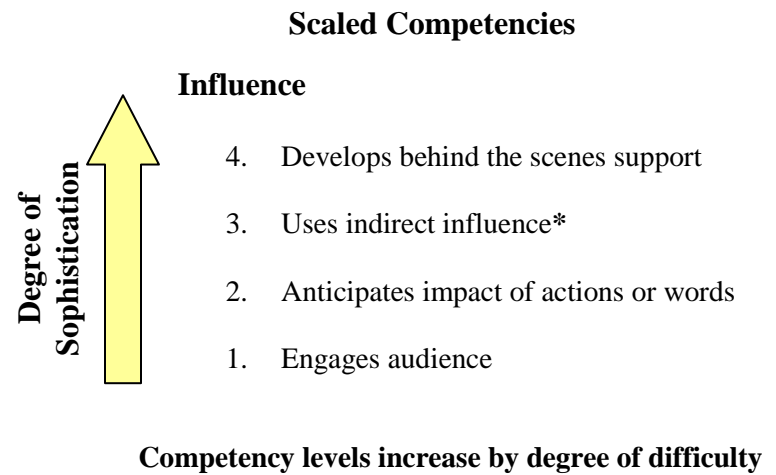
The Master of Health Care Administration (MHA) program at Des Moines University is adopting NCHL's Healthcare Leadership Competency Model (Version 2.1). The MHA program strives to provide students development opportunities in all three of the domains and within all 26 competencies (see model below). The three domains include:

1. **Transformation**. Visioning, energizing, and stimulating a change process that coalesces communities, patients, and professionals around new models of healthcare and wellness.

2. **Execution.** Translating vision and strategy into optimal organizational performance.

3. **People.** Creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. Also includes the leader's responsibility to understand his or her impact on others and to improve his or her capabilities, as well as the capabilities of others.

NCHL Health Leadership Competency Model

The NCHL model provides breakthrough research and a comprehensive database for defining the competencies required for outstanding healthcare leadership for the future.

TRANSFORMATION
Achievement Orientation
Analytical Thinking
Community Orientation
Financial Skills
Information Seeking
Innovative Thinking
Strategic Orientation

EXECUTION
Accountability
Change Leadership
Collaboration
Communication Skills
Impact and Influence
Information Technology Management
Initiative
Organizational Awareness
Performance Measurement
Process Management / Organizational Design
Project Management

HEALTH LEADERSHIP

PEOPLE
Human Resources Management
Interpersonal Understanding
Professionalism
Relationship Building
Self Confidence
Self Development
Talent Development
Team Leadership

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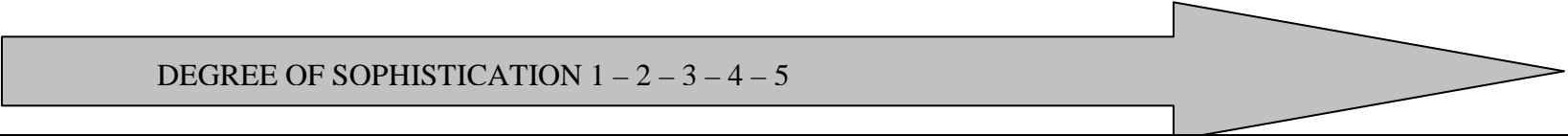
How & when to use? MHA students should use this model for the purposes of self-assessment throughout their participation in the Program. For each of the competencies provided below, there is a general definition follwed by an ascending number of levels that describe the difficulty, complexity, or sophistication of demonstration. Some competencies are considered "cumulative" and relfect that the higher levels are composed of several linked instances of the lower levels. The competency levels are based on the intensity or completeness of the action of the leader, including: the complexity of taking multiple things into account (e.g., people, data, concepts, or causes); time horizon; and size of impact. Overall, the NCHL's model uses the following scale to determine competency level (see right-hand column). The goal of the MHA program, in combination with five or more years of service, is to support student achieve at the "3. Uses indirect influence" level.

Each of the 26 competencies and appropriate scale follow in alphabetical order. Reference to the three domains is provided to the left.

Scaled Competencies

Influence

Degree of Sophistication

4. Develops behind the scenes support

3. Uses indirect influence*****

2. Anticipates impact of actions or words

1. Engages audience

Competency levels increase by degree of difficulty

*Goal of MHA program.

		DEGREE OF SOPHISTICATION 1 – 2 – 3 – 4 – 5					
Domain	**Criteria**						
E	**L1. Accountability** The ability to hold people accountable to standards of performance or ensure compliance using the power of one's position or force of personality appropriately and effectively, with the long-term good of the organization in mind.	**L1.1 Communicates Requirements and Expectations** Gives basic directions; Makes needs and requirements reasonably clear; Ensures understanding of tasks in order to free self for more valuable or longer-range considerations	**L1.2 Sets Limits** Establishes high but achievable performance, quality, and resource utilization standards; Firmly says no to unreasonable requests; Sets limits for others' behavior and actions; Limits others' options to force them to make desired resources available	**L1.3 Demands High Performance** Imposes new, different, or higher standards of performance with little input from others; Insists on compliance with own orders or requests; Monitors performance against clear standards; Ensures promised results are achieved; Demands high performance, quality, and resources; Issues clear warnings about consequences for non-performances; Shares results with stakeholders	**L1.4 Confronts Performance Problems** Openly and directly confronts individual and team performance shortfalls and problems; Holds people accountable for performance; Ensures timely resolution to performance deficiencies; Appropriately dismisses people for cause	**L1.5 Creates Culture of Accountability** Creates a culture of strong accountability throughout the organization; Holds others accountable for demanding high performance and enforcing consequences of non-performance and taking action; Accepts responsibility for results of own work and that delegated to others	
T	**L2. Achievement Orientation** A concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (results orientation); outperforming others (competitiveness); challenging goals, or something that has not been done previously	**L2.1 Wants to Do Job Well** Tries to do the job well or right; Expresses a desire to do better; Expresses frustration at waste or inefficiency; Delivers expected results in line with job requirements	**L2.2 Creates Own Measure of Excellence** Sets standard of personal expectation for excellence in both the quality and quantity of work; Tracks and measures outcomes against a standard of excellence-one that is higher and more precise-not imposed by others; Focuses on new or more precise	**L2.3 Improves Performance** Makes specific changes in the system or in own work methods to improve performance; Does something better, faster, at lower cost, more efficiently	**L2.4 Sets and Works to Meet Challenging Goals** Establishes – "stretch goals" for self and others that are realistic and possible to reach; Strives to achieve a unique standard (e.g. "No on had ever done it before."); Compares specific measure of baseline performance compared with better performance at a later	**L2.5 Makes Cost-Benefit Analyses** Makes decisions, sets priorities, or chooses goals on the basis of calculated inputs and outputs (e.g., makes explicit considerations of potential profit and risks or return on investment); Analyzes entrepreneurial opportunities in relation to risks; return on investment, and the scope and magnitude	**L2.6 Takes Calculated Entrepreneurial Risks** Commits significant resources and/or time in the face of uncertain results when significantly increased or dramatic benefits could be the outcome (e.g., improved performance, a challenging goal)

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	(innovation).		ways of meeting goals set by others		point in time (e.g., "When I took over, efficiency was 20%; now it is up to 85%.")	of the investments	
T	**L3. Analytical Thinking** The ability to understand a situation, issue, or problem by breaking it into smaller pieces or trading its implications in a step-by-step way. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of difference features or aspects; setting priorities on a rational basis; and identifying time sequences, casual relationships, or if then relationships.	**L3.1 Breaks Down Problems** Breaks problems into simple lists of tasks or activities without assigning values; Lists items with no particular order or set of priorities	**L3.2 Identifies Basic Relationships** Identifies the cause-and-effect relationship between two aspects of a situation; Separates situations into two parts; pro and con; Sorts out a list of tasks in order of importance	**L3.3 Recognizes Multiple Relationships** Makes multiple causal links; several potential causes of events, several consequences of actions, or multiple-part chain of events (A leads to B leads to C leads to D); Analyzes relationships among several parts of a problem or situation (e.g., anticipates obstacles and thinks ahead about next steps, in detail, with multiple steps)	**L3.4 Develops Complex Plans or Analyses** Identifies multiple elements of a problem and breaks down each of those elements in detail, showing causal relationships between them; Peels back multiple layers of a problem; Uses several analytical techniques to identify potential solutions and weigh the value of each		
E	**L4. Change Leadership** The ability to energize stakeholders and sustain their commitment to changes in approaches, process, and strategies.	**L4.1 Identifies Areas of Change** Publicly defines one or more specific areas where change is needed; Identifies what needs to change; but may not completely describe the path to change	**L4.2 Expresses Vision for Change** Defines an explicit vision for change (i.e., what should be different and how); Modifies or redefines a previous vision in specific terms; Outlines strategies for change	**L4.3 Ensures Change Message is Heard** Deliver the message or vision for change to everyone affected; Repeats message wherever possible; Posts change messages (e.g., banners, plaques, or other physical and public reminders); Provides opportunities for others to engage in change initiatives	**L4.4 Challenges Status Quo** Publicly challenges the status quo by comparing it to an ideal or a vision of change; Creates a realistic sense of crisis or a disequilibrium in order to prepare the ground for change; Energizes others for change	**L4.5 Reinforces Change Vision Dramatically** Takes a dramatic action (other than giving a speech) to reinforce or enforce the change effort; Personally exemplifies or embodies the desired change through strong, symbolic actions that are consistent with the change	**L4.6 Provides Calm During the Storm of Change** Maintains an eye on the strategic goals and values during the chaos of change; Provides focused, unswerving leadership to advance change initiatives; Exemplifies quiet confidence in the progress and benefits of change; Provides direction for overcoming adversity and resistance to change; Defines the vision for the next wave of change

E	**L5. Collaboration** The ability to work cooperatively with others, to be part of a team, to work together, as opposed to working separately or competitively. Collaboration applies when a person is a member of a group of people functioning as a team, but not the leader.	**L5.1 Conducts work in a cooperative manner** Supports team decisions; Does his or her share of the work; Keeps other team members informed and up-to-date about what is happening in the group; Shares all relevant or useful information	**L5.2 Expresses Positive Attitudes and Expectations of Team or Team Members** Expresses positive attitudes and expectations of others in terms of their abilities, expected contributions, etc.; Speaks of team members in positive terms, either to the team member directly or to a third party; Develops effective working interactions with teammates	**L5.3 Solicits Input** Genuinely values others' input and expertise; Actively seeks the input of others to increase the quality of solutions developed; Displays willingness to learn from others, including subordinates and peers; Solicits ideas and opinions to help from specific decisions or plans, Works to create common mindset	**L5.4 Encourages Others** Publicly credits others who have performed well; Encourages others; Empowers others	**L5.5 Builds Team Commitment** Acts to promote good working relationships regardless of personal likes or dislikes; Breaks down barriers across groups; Builds good morale or cooperation within the team, including creating symbols of group identity or other actions to build cohesiveness; Encourages or facilitates a beneficial resolution to conflict; Creates conditions for high-performance teams	
E	**L6. Communication Skills** The ability to speak and write in a clear, logical, and grammatical manner in formal and informal situations to prepare cogent business presentations, and to facilitate group.	**L6.1 Generally Accepted English Grammar** Uses subject-verb agreement and parallel structure; Uses rules of punctuation and sentence and paragraph construction; Uses concise thematic construction	**L6.2 Prepares Effective Written Business Cases or Presentations** Uses accurate and complete presentation of facts; Uses logical presentation of arguments pro and con; Develops well-reasoned recommendations; Prepares concise executive summary	**L6.3 Makes Persuasive Oral Presentations** Uses clear and understandable voice that is free of extraneous phrases (i.e. "uhm" and "you know"); Uses effective audiovisual media (presentation software, exhibits, etc.); Stays on the topic; Engages in non-defensive Q&A; Stays within time allotment	**L6.4 Facilitates Group Interactions** Uses varied communication management techniques, brainstorming, consensus building, group problem solving, and conflict resolution; Demonstrates good meeting management techniques (e.g., agenda development, time management)		
T	**L7. Community Orientation** The ability to align one's own and the organization's priorities with the needs and values of the community,	**L7.1 Responds Appropriately to Community Needs** Follows through, when asked, on inquiries, requests, complaints; Keeps stakeholders up-	**L7.2 Maintains Clear Communication** Maintains clear communication with community leaders and constituents regarding mutual expectations;	**L7.3 Takes Personal Responsibility for Initiating Collaborative Planning** Corrects problems promptly and non-	**L7.4 Participates with and Understands the Community** Sponsors activities, takes action, and conducts data gathering	**L7.5 Provides Services to the Community** Takes deliberate action to support the local and regional community's health values and needs;	**L7.6 Advocates for the Broader Health Environment** Engages in meaningful actions at the national level to

	including its cultural and ethnocentric values and to move health forward in line with population-based wellness needs and national health agenda.	to-date about progress of projects or other events that impact them	Monitors community satisfaction and potential health needs; Regularly distribute helpful information to key stakeholders; Gives friendly, cheerful service	defensively; Takes personal responsibility for correcting service problems; Initiates collaborative planning; Mobilizes resources to meet community health needs and challenges	to understand the health needs of the local and regional communities; Gets involved in the community for the purposes of increasing wellness and presenting a good image of the organization; Is routinely involved in community health programs; Interventions, and services	Initiates or develops a new service or array of services to address the specific needs of the population and how it wants to receive health, recognizing ethnic and cultural differences; Works with other regional health organizations and constituencies to create a comprehensive and integrated health system to promote long-term wellness and serve community needs; Advocates for community health needs and priorities	move recognized priorities forward; Partners across health constituencies to create a coordinated and dynamic health system on a national basis that meets long-term health and wellness needs' Understands needs of health stakeholders nationally and pushes their agenda forward
T	**L8. Financial Skills** The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.	**L8.1 Explains the Organization's Financial Metrics and Reports** Uses financial metrics to drive and track the organization's success' Explains income statement, balance sheet, cash flow; Explains indicators of financial health, especially profitability, and accounting entries through general ledger to revenue	**L8.2 Manages Budgets and Assets** Develops budgets; Demonstrates expense and revenue management (unit or department); Manages budget variances, including revisions and corrective actions; Explains expense sources and management alternatives with implications; Understands sources of revenue including sensitivity analyses; Demonstrates capital budgeting and asset management	**L8.3 Understands Impact of Reimbursement Models** Assess reimbursement and payment system alternatives; Explains connections between models and behavior of providers and payers; Develops Incentives; Considers impact of reimbursement and payment systems when assessing management alternatives	**L8.4 Evaluates Financial Analyses and Investments** Analyzes rate of return, net present value, cash flow analyses, and risk-return trade-offs and cost-benefit analyses; Analyzes population, disease, utilization data; Understands basics of insurance rating and actuarial risk	**L8.5 Develops Long-term Financial Plans** Develops long-term plans for funding growth and development (e.g., new services, clinical programs, community outreach); Develops long-term capital spending for building renovation and expansion; Develops funding sources and their financial implications	
P	**L9. Human Resources Management** The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, optimize the	**L9.1 Is Familiar with Basic Employment Processes and Law** Demonstrates basic knowledge of employment management principles, policies, and law in relation to hiring, promotion, or dismissal; Applies human resources	**L9.2 Uses Alternative Compensation and Benefit Programs** Conducts job analysis, evaluation, and grading; Uses compensation surveys' Understands compensation structures, including: market pricing, pay delivery models and their implications, benefits	**L9.3 Aligns Human Resource Functions with Strategy** Aligns human resource functions to achieve organizational strategic outcomes; Understands the importance of aligning recruitment and selection, job design and work systems, learning and			

	performance of the world force, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.	policies and procedures; Applies equal opportunity and federal contract compliance (EEOC/OFCCP), the disabilities act (ADA), fair labor standards (FLSA) and employee income, security, and refinement regulations (ERISA); Demonstrates an understanding of union/labor principles and practices (e.g., contracting, negotiations, grievance process, mediation)	and their role in total compensation, and union wage and hour contract provisions; Uses compensation, benefit, and incentive programs to optimize performance of diverse employee stakeholders; Conducts performance assessments	development, reward and recognition, and succession planning		
E	**L10. Impact and influence** The ability to **presuade, convince, influence, or impress others (individuals or groups)** in order to get them to go along with or to support one's opinion or position. The "key" is understanding others, since *Impact and influence* is based on the desire to have a specific impact or effect on others where the person has a specific type of impression to make, or a course of action that he or she wants others to adopt.	**L10.1 Expresses Logical intention but takes no action** Intends to have a specific effect or impact; communicates intentions; Expresses concern with reputation, status, appearance, etc. but does not take any specific actions.	**L10.2 Takes a Single Action to Persuade** Uses direct persuasion in a discussion or presentation; appeals to reasons, data, others' self-interest; uses concrete examples, visual aids, demonstrations, etc. Makes no apparent attempt to adapt presentation to the interest and level of the audience.	**L10.3 Takes multiple action to persuade** Takes two or more step to persuade without trying to adapt specifically to level or interest of an audience; includes careful preparation of data for presentation; makes two or more different arguments or points in a presentation or a discussion; uses multiple points of view and delivery alternatives.	**L10.4 Calculates impact of actions or words** Analyzes the needs, interests, and expectations of key stakeholders; anticipates the effect of an action or other detail on people's image of the speaker; prepares for others' reaction; tailors message to interests and needs of audience; aligns persuasion actions for targeted effects or impact; takes a well-thought-out dramatic or unusual action in order to have a specific impact	**L10.5 Uses indirect influence** Uses chains of indirect influence: "Get A to show B so B will tell C such and such": takes two or more steps to influence, with each step adapted to the specific audience; enlists endorsements of others (e.g. experts or other third parties) to influence	**L10.6 Uses complex influence strategies** Assembles coalitions; builds "behind-the-scenes" support for ideas; Uses an in-depth understanding of the interactions within a group to move toward a specific position (e.g. may give or withhold information among individuals to have specific effects)
T	**L11. Information Seeking** An underlying curiosity and desire to know more about things, people, or issues, including the desire for knowledge and staying current with health, organizational, industry, and professional friends	**L11.1 Consults Available Resources** Asks direct questions of the people who are knowledgeable about the situation, such as people who are directly involved; Uses readily available information, or consults other resources	**L11.2 Investigates Beyond Route Questions** Conducts preliminary investigations regarding a problem or situation beyond routine questions; Finds those closest to the problem and investigates further, such as asking,	**L11.3 Delves Deeper** Asks a series of probing questions to get at the root of a situation, a problem or a potential opportunity below the surface issues presented; Calls on others who are not personally involved, to get their perspective, background	**L11.4 Conducts Research to Maintain Knowledge** Makes a systematic effort over a limited period of time to obtain needed data or feedback; Conducts in-depth investigation	**L11.5 Is Recognized as a User of Best Practices** Establishes ongoing systems or habits to get information; for example, walks around, holds regular informal meetings, or scans publications that feature	

	and developments. It includes pressing for exact information; resolving discrepancies by asking a series of questions; and scanning for potential opportunities or information that may be of future use, as well as staying current and seeking best practices for adoption.		"What happened?"	information, experience, etc.; does not stop with the first answer; finds out why something happened; Seeks comprehensive information, including expecting complexity	from unusual sources; Commissions others to conduct formal research (e.g., market, financial, competitive) through newspapers, magazines, computer search systems, or other resources regarding practices in health and other industries for the purpose of keeping current; Seeks expert perspective and knowledge	best practices; Enlists individuals to do regular, ongoing information gathering; Adopts the best practices from other industries
E	**L12. Information Technology Management** The ability to see the potential in and understand the use of administrative and clinical technology and decision-support tools in process and performance improvement. Actively sponsors their utilization and the continuous upgrading of information management capabilities.	**L12.1 Recognizes the Potential of Information Systems in Process and Patient Service Improvement** Is familiar with current technology for patient tracking (especially registration, billing and record management(, financial automation and reporting, and reimbursement management, is open to automation of paper-based processes	**L12.2 Actively Promotes Information Systems Implementation** Understands PC and network technologies and uses this knowledge to advocate integrated systems that collect, track and share information across local-and wide-area networks; Understands how information technology tools simplify, streamline and improve care, including the ability to make a cogent case for using these tools to clinical and administrative audiences; Personally uses and supports investment in databases, Web-based tools, and information systems	**L12.3 Champions Decision Support Systems Implementation** Provides staff and clinicians with state-of-the-art tools (such as handheld devices, note pad computers, etc) to access information, record data (including patient data) and make decisions; Supports use of Web-based diagnostic capabilities; Provides patients with access to their health information on-line, including scheduling and seeing laboratory and test data; Develops and resources a long-term (i.e., five years) information systems plan that includes Intranet and Internet capabilities	**L12.4 Seeks and Challenges the Organization to Use Leading-Edge and Developing Information Technology** Stays up to date on the latest developments in information technology; Identifies new opportunities to use latest information technology in the organization. These uses fundamentally alter the way the organization operates or promotes wellness; Partners with the latest thinkers and developers to identify and implement breakthrough systems	
E	**L13. Initiative** Identifying a problem, obstacle, or opportunity and taking action in light of this identification to address current or	**L13.1 Reacts to Short-Term Opportunities or Problems;** Recognizes and reacts to present opportunities; Reacts to present	**L13.2 Is Decisive in Time-Sensitive Situations** Acts quickly and decisively in a crisis or other time-sensitive situations; Acts with a sense of urgency w hen	**L13.3 Looks Ahead to Take Action Short-Term** Anticipates short-term opportunities, obstacles, and problems; Takes action to create an opportunity, prevent	**L13.4 Takes Action on Longer-term Opportunities** Anticipates longer-term opportunities, problems, and obstacles; Proactively takes action to create an opportunity	**L13.5 Acts Over a Year Ahead** Scans for environmental inflection points to anticipate changes, future opportunities, and potential crises that others may not see;

	future problems or opportunities. Initiative should be seen in the context of proactively doing things and not simply thinking about future actions. The time frame of this scale moves from addressing current situations to acting on future opportunities or problems.	problems, including overcoming obstacles	the norm is to wait, study the situation, and hope the problem will resolve itself	problems, or avoid future crisis, looking ahead within a three-month time frame	or avoid future crisis, looking ahead 4-12 months	Anticipates and takes action to create an opportunity or avoid future crisis looking over a year ahead	
T	**L14. Innovative Thinking** The ability to apply complex concepts, develop creative solutions, or adapt previous solutions in new ways for breakthrough thinking in the field	**L14.1 Applies Basic Rules** Applies simple rules, common sense, evidence, and past experiences to identify problems; Recognizes when a current situation is exactly the same as a past situation	**L14.2 Recognizes Patterns Based on Life Experience** When looking at information, sees patterns, trends, or missing pieces/linkages; Notices when a current situation is similar or dissimilar to a past situation, and identifies the similarities and/or differences	**L14.3 applies "tried and True" Concepts or Trends** Uses knowledge of theory and different past trends or occurrences to look at current situations; Applies and modifies concepts or methods appropriately	**L14.4 Clarifies Complex Ideas or Situations** Makes complex ideas or situations clear, simple, and/or understandable (e.g., re-framing the problem, use of analogy); Assembles ideas, issues, and observations into a clear and useful explanation; Restates existing observations or knowledge in a simpler fashion; Takes intricate data and puts it into lay terms, "boils down" information	**L14.5 Creates New Concepts or Breakthrough Thinking** Creates new concepts that are not obvious to others and not learned from previous education to explain situations or resolve problems; Looks at things in new ways that yield new or innovative approaches- breakthrough thinking; Shifts the paradigm; starts a new line of thought	
P	**L15. Interpersonal Understanding** The ability to understand other people as wells as to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others. It measures increasing complexity and depth of	**L15.1 Recognizes Emotions and Concerns of Others** Recognizes emotion by reading body language, facial expression, and/or tone of voice; Attends to thoughts and concerns (Spoken and unspoken) displayed by others	**L15.2 Interprets Emotions and Verbal Content** Understands both emotion (by reading body language, facial expression, and/or tone of voice) and the content of what the person is saying; Accurately interprets emotion and	**L15.3 Commits to Understanding Others** Takes time to get to know people beyond superficial or job-related information; Genuinely seeks to understand people as individuals and their points of view; Uses insights gained	**L15.4 Displays Sensitivity to Cultural, Ethnic, and Social Issues** Is sensitive to the cultural, ethnic, and social backgrounds of individuals and groups; Understands their differences with any e ye toward accommodating or appreciating them;	**L15.5 Actively Increases Diversity and Multi cultural Approaches** Uses own insights and perceptions to create greater diversity and multiculturalism; Uses understanding to shape future care scenarios to respond more positively	

	understanding of others and includes cross-cultural sensitivity.		content of what others say; Recognizes when the emotion and content do not appear to be in sync	from the knowledge of others to know "where they are coming from" or why they act in certain ways	Displays an in-depth understanding of the ongoing reasons for a person's behavior responses	to different community and demographic groups
E	**L16. Organizational Awareness** The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.	**L16.1 Uses Formal Structure** Uses the formal structure or hierarchy of an organization to get things done; Understands chain of command, positional power, rules and regulations, policies and procedures, etc.	**L16.2 Applies Understanding of Informal Structure** Uses the informal structure of an organization when the formal structure does not work as well as desired; Recognizes key actors, decision influencers, etc.; Applies this knowledge when formal structure does not work as well as desired	**L16.3 Adapts Actions to Climate and Culture** Recognizes norms and values of an organization including the unspoken guidelines about what people are and are not comfortable doing, and what is and is not possible at certain times or by people in certain positions; Adopts the "language and feel" of the organization; Uses formats and terminology that reflect the environment	**L16.4 Considers Priorities and Values of Multiple Constituencies** Takes time to become familiar with the expectations, priorities, and values of healths many stakeholders (e.g., physicians, nurses, patients, staff, professionals, families, community leaders); Uses this understanding to build coalitions and consensus around the organization's vision, priorities, and national health and wellness agendas; Recognizes and/or uses ongoing power and political relationships within the constituencies (alliances, rivalries) with a clear sense of organizational impact	**L16.5 Uses Insights of Stakeholders' Underlying Actions and Issues** Addresses the deeper reasons for organization, industry, and stakeholder actions, such as the underlying cultural, ethnic, economic, and demographic history and traditions; Uses these insights to gain long-term support for the creation of local, regional, and national integrated health systems that achieve national agenda for health and wellness	
E	**L17. Performance Measurement** The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance, commitment to and employment of evidence-based techniques.	**L17.1 Monitors Indicators of Performance** Uses knowledge of customers, markets, and financial and management accounting to track organization performance and financial results; Implements basic patient tracking (e.g., registration, invoicing, third-party payer) and operational	**L17.2 Monitors Indicators of Performance** Tracks financial, customer, quality, and employee performance measures; Uses patient and constituent satisfaction scores, as well as demographic and epidemiological statistics to set organizational priorities, plans, and	**L17.3 Uses Evidence-based Approaches to Support Community Wellness** Monitors community wellness; Measures organization success by tracking community wellness and performance against national criteria and priorities; Uses advanced warning measures to			

		(e.g. numbers of procedures, equipment usage) measurement systems; Reports results in an accurate, timely manner that clearly shows organization performance	investments; Gathers both quantitative and qualitative information on customer perceptions, market position, and financial viability; Tracks high-incidence procedures and conditions; Establishes procedures based on evidence; Ensures medical professionals undergo quality reviews; Uses measurement systems to determine "early warning" as well as "rear window" indicators	enable the movement of people, community needs; Ensures timeliness, effectiveness, and efficiency of services; Advocates for treatment and other care decisions that are evidenced based and patient/customer centered		
E	**L18. Process management and Organizational Design** The ability to analyze and design or improve an organizational process, including incorporating the principles of quality management as well as customer satisfaction.	**L18.1 Conducts Process Flow Analyses** Uses process mapping and analysis software; Maps process steps; Identifies key decision points; Determines staffing requirements (numbers, costs and essential knowledge, skills and other attributes), cost implications, and service implications	**L18.2 Benchmarks Good Processes and Practices** Conducts bench marking and best practices research and interpretation to improve both clinical and non-clinical organizational practices; Understands customer service and satisfaction drivers; Understands continuum of care across different delivery sites (e.g., outpatient, acute care, specialty clinic); Defines roles and responsibilities of different caregivers and other providers; Defines roles and responsibilities of administrators and departments; Understands legal, accrediting, and regulatory requirements; Understands clinical research requirements and practices; Knows patient and information	**L18.3 Evaluates Organization Structure and Design** Assesses organizing structures (functional, departmental, service line, etc.) and their advantages and disadvantages; Understands basic differences in provider structures (i.e., practice site, teaching hospital, community hospital, clinic, sub-acute provider); Uses organization structure to design and improve performance	**L18.4 Understand the Basics of Organization Governance** Understands governance practices, including board relations, committee structure, and fiduciary, ethics, and clinical review responsibilities; Defines role and responsibilities of foundations and other auxiliary organizations; Uses key governing and regulatory organizations such as state, county, and city governments; Uses organization governance to enhance quality, customer satisfaction, and performance		

			confidentiality requirements; Determines costs and revenue implications			
P	**L19. Professionalism** The demonstration of ethics, sound professional practices, social accountability, and community stewardship. The desire to act in a way that is consistent with one's values and what one says is important.	**L19.1 Acts Openly and Honestly** Acts consistently and according to organization's expressed core values; Deals with staff, public, and government in an open and truthful manner; Expresses what he or she believes even when the message may not be welcome; Shares information, insights, or comments when it would be easier to refrain from doing so	**L19.2 Promotes Organizational Integrity** Ensures that organization adheres to honesty and fair dealing with all constituencies, including employees and community stakeholders; Promotes the development of professional roles/values that are compatible with the improvement of health and wellness; Serves all equally and upholds trustworthiness	**L19.3 Maintains Social Accountability** Develops and implements systems for tracking and sustaining commitments to the community and customers; Acknowledges issues and contributing factors; Publicly admits to mistakes; Establishes approaches to handling issues and mistakes with openness, honesty, and fairness	**L19.4 Promotes Community Stewardship** Develops professional roles/values compatible with improving population and individual health; Commits to addressing the health and wellness needs of the total population, including adapting new approaches that address diverse cultural attitudes about health; Ensures organizational stewardship and accountability for honesty and fair dealing with all constituents	
E	**L20. Project Management** The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of an enterprise-wide system (patient tracking, SAP), or development of a new service line	**L20.1 Prepares a Detailed Project Plan** Uses project management software; Establishes phases and steps with realistic timeliness; Identifies required knowledge, skills, and abilities of team and vendors' Selects team; Identifies selection and contracting process and criteria and selects vendor; Identifies performance requirements; measurement systems, and tracking and reporting processes; Establishes budget	**L20.2 Manages Projects Effectively** Tracks performance against plan and budget; Holds vendors accountable; Holds team members accountable; Reports project outcomes; Adjusts plan and re-projects; Ensures delivery within prescribed time frames and budget	**L20.3 Provides Project Oversight and Sponsorship** Identifies project performance requirements, including financing and ROI; Defines project requirements; Selects manager; Provides project plan and major decision review and oversight; Acquires resources; Manages major obstacles; Provides project performance reporting review and problem solving		
P	**L21. Relationship Building** The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with	**L21.1 Develops or Sustains Informal Contacts** Makes or sustains informal contacts with others that extend beyond	**L21.2 Builds Friendly Rapport with Associates** Maintains friendly relations and rapport with work contacts;	**L21.3 Sustains Formal Contacts** Organizes parties, outings, or special gatherings designed to improve or strengthen relationships with others;	**L21.4 Establishes Important Relationships with Key Leaders** Works to meet key people in the health industry, the	**L21.5 Sustains Strong Personal Networks** Builds personal relationships with colleagues such that one	

	similar goals and that support similar interests.	formal work relationships; Is approachable and able to engage in "small talk" and informal conversations	Attends events with associates and other business contacts that provide informal mingling and contact such as business meals, sporting events, and other outings; Finds things that one has in common with associates and uses them to build friendly relations	Creates forums for conducting business; Participates in a broad range of relationships with others who have the potential to become strong business allies	community, and other constituencies; identifies the "movers and shakers" – today and the future – and establishes good working relationships with them	can ask and readily receive favors and requests; Maintains contacts with others in the field for mutual assistance; Can call on others for support and, if needed, personal testimonials and references; Is recognized as "one of the"
P	**L22. Self-Confidence** A belief in one's own capability to accomplish a task and select an effective approach to a task or problem. This includes confidence in one's ability as expressed in increasingly challenging circumstances and confidence in one's decisions or opinions.	**L22.1 Acts Confidently within Job or Role** Works without needing direct supervision; Appears confident in person; Presents self well	**L22.2 Acts Confidently at the Limits or Slightly Beyond the Limits of Job or Role** Makes decisions without asking others; Makes decisions even when others disagree; Acts outside formal role or authority; Acts in uncertain circumstances	**L22.3 States Confidence in Own Ability** Describes self as an expert, someone who makes things happen, a prime mover, or a source of authority; Sees self as among the top performers in an organization; Explicitly states confidence in own judgment or abilities; Communicates self-assuredness to take on new roles, responsibilities, and challenges	**L22.4 Takes on Challenges** Seeks challenging assignments and is excited by a challenge; Looks for and gets new responsibilities; Speaks up when he or she disagrees with management or others in power; but disagrees politely, stating own view clearly and confidently – even a conflict	**L22.5 Chooses Extremely Challenging Situations** Willingly takes on extremely challenging (i.e., those that are personally risky) assignments; Confronts management or others with power directly; Can be blunt and bold when necessary	
P	**L23. Self-Development** The ability to have an accurate view of one's own strengths and development needs, including the impact that one has on others. A willingness to address needs through reflective, self-directed learning, and by trying new approaches.	**L23.1 Seeks Feedback** Routinely seeks feedback from others, including those who are likely to be critical; Appreciates the need to learn and grow	**L23.2 Improves Own Performance** Regularly reflects on own performance including events that were successful and those that were less so; Learns from less successful events, missteps, and challenges; Sets annual improvement goals; Is open to coaching	**L23.3 Considers the Impact One has on Others** Is aware of what behaviors and styles get the best results and matches styles to the situation; Reflects on the impact one has on others prior to making decisions or taking actions; Modifies behaviors in response to informal cues as well as formal feedback and integrates the results into personal development efforts and goals; Tries out new leadership techniques	**L23.4 Pursues Long-term Personal Development** Independently analyzes future developmental needs, factoring in accurate self-assessment, feedback from others, personal career goals, and organization direction; Proactively pursues multi-year personal development, including willingness to tackle fundamental behavior change (e.g. from pacesetter to consensus builder)		

				and adopts those with positive impact			
T	**L24. Strategic Orientation** The ability to consider the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.	**L24.1 Conducts Environmental Scanning** Performs analyses that identify the competitive/market, governmental and regulatory, public opinion, scientific, and technological forces that currently and will shape the organization; Identifies the strengths and challenges of the organization vis-á-vis the forces today and into the future; Identifies the required social and economic position of the organization in light of the environmental scan	**L24.2 Develops Strategy to Address Environmental Forces** Positions the organization in light of the environmental forces over the next three to five years; Develops strategic goals and plans for the organization that take advantage of its strengths; addresses its shortcomings, builds on opportunities, and attempts to minimize environmental threats; Aligns organizational units and investment strategy (financial, people, technology, materials) to achieve strategy	**L24.3 Aligns Organization to Address Long-term Environment** Understands the forces that are shaping health over the next 5 to 10 years (market, social, cultural, economic, and political); Aligns strategy, structure, or people with the long-term environment; Develops a long-term organizational strategy (including competitive, financial, structural, and people elements) to position the organization for success over the next 10 years	**L24.4 Shapes Industry Strategy** Develops a perspective on long-term health and wellness trends and developments that is respected by colleagues and leading policy makers; Helps to shape industry competitive positioning through policy making forums and industry-specific strategic groups		
P	**L25. Talent Development** The drive to build the breadth and depth of the organization's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.	**L25.1 Expresses Positive Expectations of Others** Makes positive comments regarding others' developmental future, particularly those whom others might see as not having high potential; Believes others want to, and/or can learn to, improve their performance	**L25.2 Gives Short-Term, Task-Oriented Instruction** Gives detailed instructions and/or on-the-job-demonstrations; Provides specific helpful suggestions	**L25.3 Provides Constructive Feedback and Support** Gives directions or demonstrations with reasons or rationale as a training strategy; Provides practical support or assistance to make an assignment easier for the others; Volunteers additional resources, tools, information, and expert advice; Supports learning and professional growth of others; Asks questions, gives tests, or uses other methods to verify that others have understood explanation or directions; Gives feedback in balanced,	**L25.4 Supports Ongoing Development** Uses surveys, assessment tools, and personal engagement to develop a comprehensive understanding of talent strengths and needs in the organization; Actively supports/resource investments to close talent gaps; is a vocal supporter of growing talent and capability; Demonstrates commitment to developing talent by investing resources; Provides opportunities for more responsibility and "stretch assignments"	**L25.5 Acts as a Developer of Talent** Recognizes that developing people in the organization is a key priority and accountability; Knows who the organization's "rising stars" are and gives them mentoring; Participates in formal development and training, occasionally serving as a trainer; Ensures that succession plans are robust and current; Serves as a coach for successors to own and other key top positions	**L25.6 Develops health Industry Talent** Contributes personal time and energy to mentoring and improving healthcare talent industry-wide; Develops a vision of top leadership requirements and works with industry colleagues to implement a vision; Serves as a coach/trainer for industry leadership development programs

P	L26. Team Leadership. Sees oneself as a leader of others, From forming a team that possesses balanced capabilities to setting its mission, values, and norms, as well as to holding the team members accountable individually and as a group for results.	L26.1 Manages Team Meetings Well Conducts efficient and effective meetings; States meeting agendas and objectives; Controls time and pace; Makes assignments	L26.2 Keeps People Informed Provides essential information for decision making and fulfillment of responsibilities individually and collectively; Lets people affected by the team know what is happening and the status of decisions; Explains the reasons behind a decision promptly and candidly	L26.3 Promotes Team Effectiveness Creates the conditions that enable the team to perform as its best (e.g., setting clear direction, providing appropriate structure, getting the right people); Determines team membership (including selection and dismissal), team assignments, performance management, and team development actions in a manner that promotes team morale and productivity; Obtains input from others to promote the effectiveness of the group or process; Builds team spirit for purposes of promoting the effectiveness of the group or process	L26.4 Obtains Resources/Takes Care of the Team Obtains needed personnel, resources, and information to meet team goals; Holds team members accountable for their contributions to team success, including bringing team resources to their assistance; Protects the group and its reputation vis-á-vis the larger organization or the community at large; Provides or secures needed support and development for both the individuals and the team as a group	L26.5 Demonstrates Leadership Establishes norms for team behavior; Personally models the norms; Takes appropriate action when members violate the norms; Works with team members to gain their personal commitment and energy to the team mission, goals, and norms; Uses own positional power, trust, respect of others, and relationships to remove or smooth over obstacles that the team meets; Coaches and develops team members to top performance	L26.6 Is a Role Model for Leadership Is recognized throughout the health industry as a example of outstanding leadership; Provides guidance and perspectives on leading others to peers and colleagues outside the organization; Takes an active r ole in spreading leadership approaches across the industry; Is recognized by the industry as a leader whose leadership approaches are considered best practice; is often sought out for perspective and guidance in the field

Reference:

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