

Manager/Director Leadership Competency Guide



Mary Washington Healthcare supports a shared set of leadership competencies that are aligned with our Mission, Vision and Values.

This guide is designed to help you:

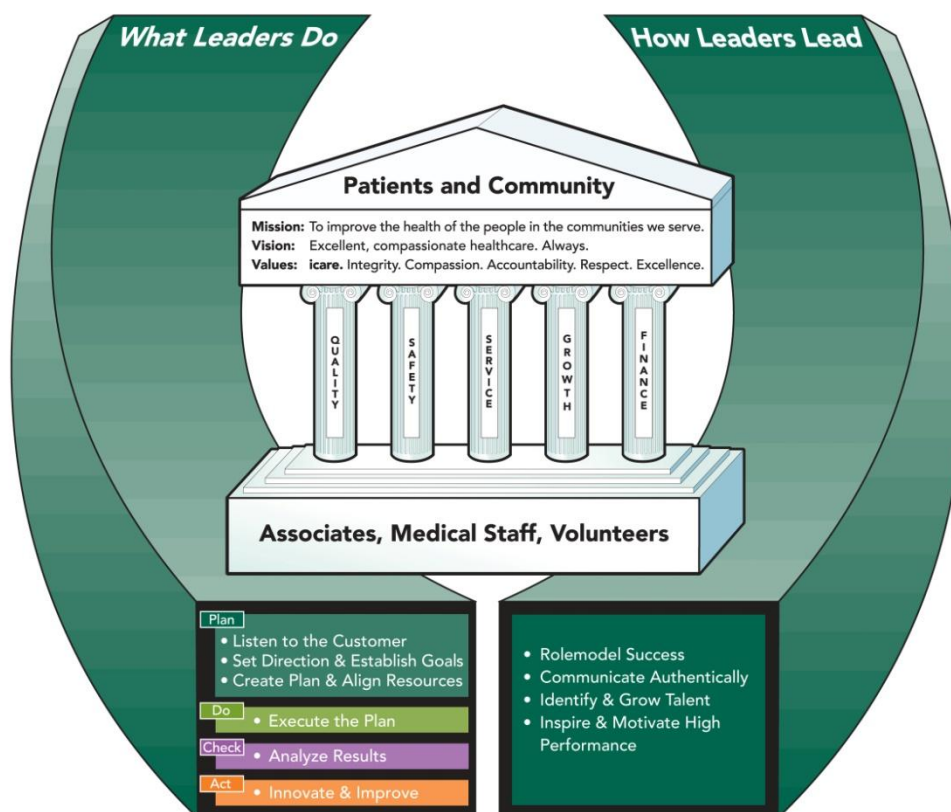
- ✓ Know what our leadership competencies are and how they are defined
- ✓ Understand how our leadership competencies impact your role and what is expected of you as a leader
- ✓ Assess your current level of competence and build an action plan for areas of strength and opportunity
- ✓ Serve as an ongoing resource and reference tool for personal and team development

1 What are competencies and why do they matter?

Competencies are the combination of **skills, knowledge, abilities and behaviors** that collectively enable someone to perform a given job or function successfully. Leadership competencies are made up of key operational and interpersonal qualities that contribute to individual, team and organization-wide excellence. In order to have real impact, leadership competencies must be aligned with organizational strategy, and be used to design, support and sustain core systems and processes that drive engagement and results.








At MWHC, this is reflected through our Leadership System:



2 MWHC's Leadership Competencies

Our Leadership System, including our 10 leadership competencies, serves as a way to consistently define what success looks like for leaders across the organization. The chart below provides high level information on each of our leadership competencies.

| | Competency | Supporting Skill Sets | Definition |
|---|--|--|--|
| PLAN  | <ul style="list-style-type: none"> LISTEN TO THE CUSTOMER | Information Gathering | Seeks out information and feedback to understand and meet customer needs. |
| | <ul style="list-style-type: none"> SET DIRECTION & ESTABLISH GOALS | Goal Setting | Sets challenging, attainable goals and provides clear direction to achieve them. |
| | <ul style="list-style-type: none"> CREATE PLAN & ALIGN RESOURCES | Planning & Organizing | Builds detailed plans to reach goals; organizes resources accordingly. |
| DO  | <ul style="list-style-type: none"> EXECUTE PLAN | Execution Problem Solving Drive for Results | Effectively guides team to accomplish tasks; tackles problems to achieve desired results. |
| CHECK  | <ul style="list-style-type: none"> ANALYZE RESULTS | Analysis Decision Making | Analyzes data and evaluates outcomes locally and systemically; makes sound decisions based on evidence. |
| ACT  | <ul style="list-style-type: none"> INNOVATE & IMPROVE | Adaptability Knowledge Sharing Empowerment | Readily adapts to change; empowers others to share information/ideas; drives continuous improvement and innovation. |
|  | <ul style="list-style-type: none"> ROLEMODEL SUCCESS | Ethics & Integrity Personal Accountability Technical Proficiency | Always acts consistent with MWHC values; exhibits a high level of personal accountability and professional proficiency. |
| | <ul style="list-style-type: none"> COMMUNICATE AUTHENTICALLY | Listening Written/ Verbal Communication Emotional Intelligence | Actively listens; communicates honestly, clearly and effectively; uses emotional intelligence to build productive relationships. |
| | <ul style="list-style-type: none"> IDENTIFY & GROW TALENT | Talent Identification Talent Development Performance Management | Selects, coaches, develops and retains high quality, diverse talent. |
| | <ul style="list-style-type: none"> INSPIRE & MOTIVATE HIGH PERFORMANCE | Collaboration Conflict Management Motivation Engagement | Energizes and inspires individuals and teams to perform at a high level; promotes collaboration and openly addresses conflict. |

3 Expectations for Managers and Directors

Managers and directors provide critical leadership, guidance and oversight for Associates and departments within our health system. Below are the specific performance objectives and behavioral expectations that indicate success at the manager and director level. You should review and become familiar with all manager/director competency information.

MGR/DIR PERFORMANCE OBJECTIVES**BEHAVIORAL EXPECTATIONS****LISTEN TO THE CUSTOMER**

- Leverages feedback from customers to make meaningful service improvements
 - ▶ Be visible and available to customers using department services
 - ▶ Ensure team is requesting and acting on customer feedback
 - ▶ Ensure all customer concerns are resolved in a timely manner
 - ▶ Take ownership for escalated customer issues and engage other departments in solution when needed
 - ▶ Review customer feedback weekly to anticipate customer needs and make ongoing service improvements to meet or exceed expectations
 - ▶ Share significant customer issues, successes and service failures with senior leadership

SET DIRECTION & ESTABLISH GOALS

- Cascades organizational goals through department and provides tie in to big picture
 - ▶ Share Tier 1 goals with team and explain ties to department
 - ▶ Get input on department goals from team before finalizing
 - ▶ Cascade SMART goals and Living the Mission to all Associates
 - ▶ Provide quarterly progress updates and ongoing reinforcement of goals to all Associates

CREATE PLAN & ALIGN RESOURCES

- Actively manages overall work plan and resource utilization for department within budget
 - ▶ Clearly define scope and core responsibilities of department and individual team members
 - ▶ Have all Associates actively participate in the planning process
 - ▶ Create a plan for key initiatives, projects, tasks with specific timelines, milestones, action steps and success measures
 - ▶ Assemble work teams to focus on specific outcomes
 - ▶ Make the best use of all available resources within budget

EXECUTE PLAN

- Determines key priorities, projects and action steps for department
- Anticipates and actively works to solve complex problems/ remove barriers to success
- Persistently pursues achievement of department threshold and stretch goals
 - ▶ Ensure all team members have specific and detailed assignments
 - ▶ Proactively manage department budget and resources
 - ▶ Empower Associates to execute tasks and resolve issues
 - ▶ Constantly monitor and review progress with team
 - ▶ Help team solve complex problems and use authority when necessary to remove roadblocks
 - ▶ Hold all team members equally accountable to meet goals
 - ▶ Maintain focus on results and minimize non-value added activities
 - ▶ Weigh pros and cons and make adjustments to plan when necessary

ANALYZE RESULTS

- Analyzes data for key drivers and makes appropriate adjustments to work plan and resources to improve system-wide performance
- Makes impactful decisions based on evidence and experience
 - ▶ Proactively and frequently review meaningful metrics and examine data for trends
 - ▶ Analyze information and deep dive to uncover root cause of issues
 - ▶ Explain data to Associates in a way they will understand and use findings to adjust processes and work flow as needed
 - ▶ Consult resources to assist with analysis in uncertain situations
 - ▶ Use data to make decisions and beneficial adjustments

INNOVATE & IMPROVE

- Actively embraces change and effectively leads others through the process
- Promotes two way communication and knowledge sharing across departments
- Conducts PDCA cycles to continuously improve service, processes and performance
 - ▶ Enthusiastically implement changes for the betterment of the health system
 - ▶ Engage Associates in the change process and ensure adoption of new systems, processes, policies and procedures
 - ▶ Debrief challenging situations with team/colleagues and discuss opportunities for improvement/lessons learned
 - ▶ Share best practices and promote organizational learning
 - ▶ Encourage Associates to come up with creative and innovative ideas that benefit the department and health system
 - ▶ Actively support team in making ongoing positive improvements

(Continued)

MGR/DIR PERFORMANCE OBJECTIVES

BEHAVIORAL EXPECTATIONS

ROLEMODEL SUCCESS

- Leads by example by embodying MWHC values and holding others accountable to do the same
 - Takes responsibility for actions of self/dept and maintains composure in challenging situations
 - Consistently demonstrates and continuously builds a high level of technical and leadership competence
- ▶ Always act in a way that other Associates should aspire to behave
 - ▶ Uphold MWHC mission, vision and values in all situations
 - ▶ Promote organizational/team success over personal achievement
 - ▶ Give credit for team success and take ownership for failure
 - ▶ Act as a partner and look for solutions rather than placing blame
 - ▶ Display managerial courage and be able to make difficult or unpopular decisions
 - ▶ Follow-up and follow through on commitments
 - ▶ Be knowledgeable in field and demonstrate competency in leadership skills and key department job tasks/interdependencies
 - ▶ Stay up to date on current industry information and health care trends

COMMUNICATE AUTHENTICALLY

- Digs beyond the surface and listens to uncover root cause/core issues
 - Filters information appropriately and communicates in the right format for the audience
 - Uses self awareness, social awareness and empathy to build mutually beneficial relationships with others
- ▶ Be open and receptive to other's opinions and perspectives
 - ▶ Pay close attention to what is and is not being said in conversations
 - ▶ Ask follow up questions and restate understanding to uncover real issues/key messages
 - ▶ Practice honest and transparent communication in and across departments
 - ▶ Communicate comfortably to all levels and present information that matters most to each audience
 - ▶ Prepare for conversations in advance and reflect on interactions to improve future communication
 - ▶ Demonstrate emotional maturity and consideration during interactions

IDENTIFY & GROW TALENT

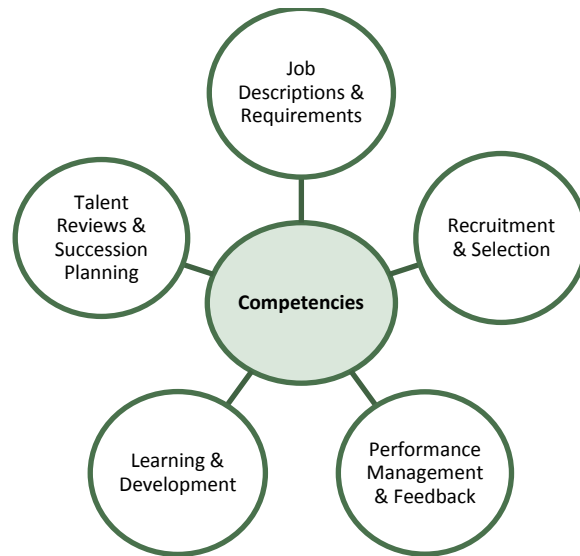
- Accurately and fairly assesses talent and maintains departmental bench strength
 - Promotes professional development through delegation, stretch assignments and targeted learning opportunities
 - Challenges Associates to reach their full potential and tackles tough performance conversations with confidence
- ▶ Follow a structured interview process and have working knowledge of applicable employment laws and hiring policies/procedures
 - ▶ Make sound hiring decisions based on skill, experience and fit that are in the best interest of health system and team
 - ▶ Spend one-on-one time with new Associates and follow a robust onboarding plan for all new hires in department
 - ▶ Create and maintain a basic succession plan for department
 - ▶ Delegate projects/activities and assign mentors/SMEs to Associates to stretch their skill level and increase their contributions
 - ▶ Identify and provide learning opportunities for all Associates
 - ▶ Follow the established performance management process and take developmental and corrective action as needed
 - ▶ Engage in coaching conversations with Associates on a regular basis and be honest and candid about their performance/potential

INSPIRE & MOTIVATE HIGH PERFORMANCE

- Breaks down silos and promotes partnership and collaboration
 - Willingly mediates and resolves conflict within and across departments
 - Gets to know unique motivators and provides meaningful rewards and recognition based on performance
 - Actively works to build engagement in department and follows up on action items to continually increase satisfaction
- ▶ Have a reputation for working collaboratively across departments and throughout the health system
 - ▶ Ensure Associates function as a cohesive team and work through issues that impact performance
 - ▶ Deescalate conflict situations and bring parties together to work towards a mutual solution
 - ▶ Create and implement a plan for department-wide reward and recognition for achieving meaningful outcomes
 - ▶ Frequently recognize Associates and engage senior leadership in providing special recognition for outstanding achievements
 - ▶ Involve Associates in regular conversations about their engagement and ways to improve satisfaction within the department
 - ▶ Take ownership for implementing improvements and consistently monitoring Associate Engagement

4 Assessing Your Level of Leadership Competency

Competencies can be assessed in many different ways. At MWHC, leadership competence is formally assessed during the recruitment, selection, performance management and talent review processes. Measures like patient satisfaction and Associate engagement can also be used as strong indicators of leadership effectiveness. Leadership competencies also provide the foundation for organization-wide learning and development programs, initiatives and opportunities.



Now that you are familiar with MWHC’s leadership system, competencies, supervisor expectations, and assessment methods, you should start to think about your current competency level in each of these areas. A **High** level of proficiency means the competency is an area of strength for you, **Medium** means you perform at an average level, and **Low** means it is an area where you struggle. For any areas where you are not as strong, you should also identify specific gaps that you would like to close to help you improve as a leader. Use the chart below to record your thoughts.

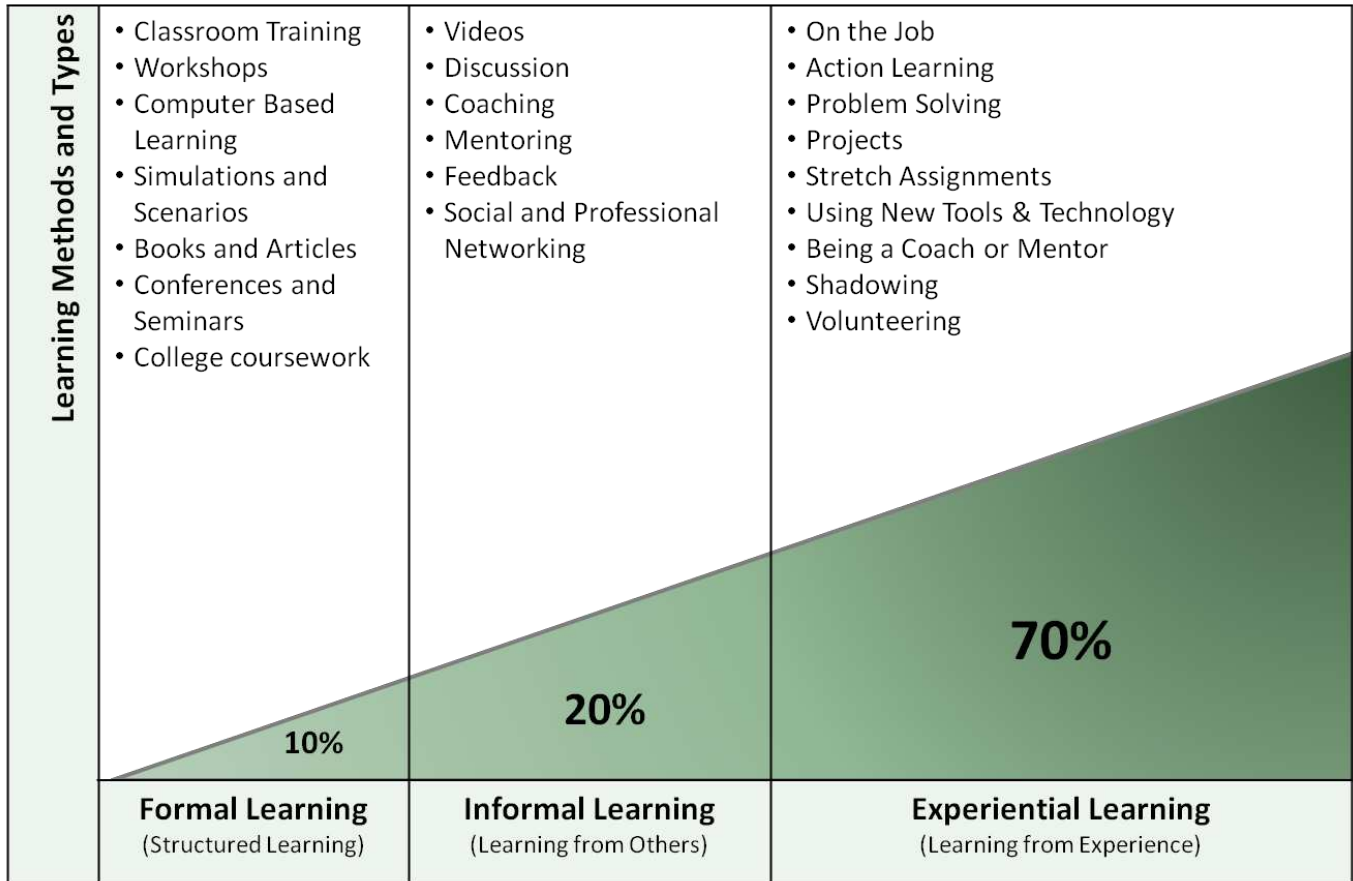
| Competency | Current Proficiency Level (High, Medium or Low) | Gaps Identified |
|-------------------------------------|---|-----------------|
| LISTEN TO THE CUSTOMER | | |
| SET DIRECTION & ESTABLISH GOALS | | |
| CREATE PLAN & ALIGN RESOURCES | | |
| EXECUTE PLAN | | |
| ANALYZE RESULTS | | |
| INNOVATE & IMPROVE | | |
| ROLEMODEL SUCCESS | | |
| COMMUNICATE AUTHENTICALLY | | |
| IDENTIFY & GROW TALENT | | |
| INSPIRE & MOTIVATE HIGH PERFORMANCE | | |

5 Development Tools and Resources

When it comes to leadership competency, all leaders have areas of strength and opportunity. There are a lot of different methods you can use to grow your leadership knowledge, skills and abilities. Most learning organizations ascribe to the 70-20-10 model of development where:

- 10% of learning happens at formal sessions
- 20% of learning happens informally through interactions with others
- 70% of learning happens on the job through people and projects

The graphic below outlines some of the most common and effective ways leaders can approach development.



Use the space below to list any specific methods, tools or resources you think would be helpful for your own personal leadership competency development:

6 Building an Action Plan

Increasing your effectiveness as a manager or director and growing your leadership competence takes work! Having a clear plan of action and taking advantage of the resources available to you is the right place to start. Based on the gaps you identified earlier, select 3-5 areas to focus on that will help you increase your leadership competence at MWHC. Create an action plan using the template below and review your progress on a quarterly basis with your leader.

| MANAGER/DIRECTOR LEADERSHIP COMPETENCY ACTION PLAN | | | |
|--|--------------|-------------------------------|-----------------------------|
| Competency/ Focus Area | Action Steps | Resources Available/Needed | Targeted Completion Date |
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |