

WVU Medicine Leadership Competencies

LEADING SELF Leadership Effectiveness	LEADING OTHERS Collaboration & Communication	LEADING THE ORGANIZATION Alignment & Execution
Emotional Intelligence Leadership Capacity Continuous Learning	Leadership Courage Team Development Developing & Coaching Influencing & Empowering	Business Knowledge Critical Thinking/Problem Solving Patient/Customer Experience Strategic Thinking Leading Change & Culture

LEADING SELF: Leadership Effectiveness

1. Emotional Intelligence

- Identifies and manages one’s own emotions by self-assessing, monitoring and self-correcting to effectively act and react with others. Controls and filters emotions in a constructive way to express thoughts clearly and directly. Inspires others through self-awareness. Involves the ability to accurately perceive and positively influence the emotions of others to successfully build and manage relationships.

2. Leadership Capacity

- Models high standards of integrity and honesty by accepting and creating a culture of personal accountability. Champions the values in the WVU Standards of Behavior and of a high performing leader. Builds trust inside and outside lines of authority. Develops networks and collaborates across boundaries to build strategic relationships and achieve common goals.
- Forward thinking and intellectually agile. Open to change and unexpected obstacles. Thinks and acts strategically and creates organizational alignment. Solves problems and make improvements that require collaboration across internal or external boundaries. Comfortable with complexity and ambiguity- practices critical, creative and reflective thinking. Bias for action. Relentless about getting things done-hallmark is effective execution. From Kouzes and Posner: “they unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.”

3. Continuous Learning

- Pursues self-development opportunities to acquire new knowledge and skills. Masters new technical and organization concepts and information. Recognizes own strengths and weaknesses and builds on strengths and addresses weaknesses. Seeks feedback from others and is receptive to new ideas and perspectives.

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LEADING OTHERS: Collaboration and Communication

1. Leadership Courage

- Establishes a clear line of sight for others to understand and contribute to organizational goals. Formulates strategy and executes in a collaborative fashion across boundary lines and engages others in the vision and purpose. Holds self and others accountable for measurable high-quality and safety outcomes and absorbs the impact and implications of decisions. Makes well-informed, effective decisions even where information is limited and ambiguity exists. Questions conventional approaches and encourages new innovations. Promotes transparency in decision making and absorbs the impact and implications of those decisions.

2. Team Development

- Establishes focus, inspires and fosters team commitment, pride and trust. Motivates and empowers team members to accomplish group goals through a compelling vision, role clarification and problem solving. Uses a group approach to identify problems and develop solutions. Handles conflict and encourages win-win resolution whenever possible.

3. Developing & Coaching

- Develops the ability of others to perform and contribute by providing ongoing feedback and opportunities to learn through formal and informal methods. Strengthens others.

4. Influencing & Empowering

- Motivates and persuades. Understands organizational reality and acts accordingly. Builds unity and inspires others to 'do the right thing' at all times. Negotiates and resolves conflict. Gives others latitude to make decisions based on their level and area of responsibility and level of knowledge and skills. Encourages groups to resolve problems on their own; avoids prescribing a solution.

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LEADING THE ORGANIZATION: ALIGNMENT AND EXECUTION

1. Business Knowledge

- Understands the organization’s mission, functions and organizational strategies. Actively uses available organizational knowledge to effectively guide decisions, plan strategically and execute initiatives. Identifies emerging economic/social trends, policies, ad laws that impact organization. Understands the organization’s financial and budgeting processes. Capitalizes on opportunities and manages risks.

2. Critical Thinking/Problem Solving

- Thinks in a way that is reasonable, reflective, responsible and skillful and is focused on understanding logical connections between ideas. Detects consistencies and patterned mistakes, and identifies the relevance and importance of ideas. Acquires knowledge, challenges consensus to enhance work processes and improve creative ideas. Analyzes risk, assesses situations quickly and accurately.
- Solves problems systematically by anticipating or recognizing a problem and its root cause. Analyzes patterns and component parts to recognize gaps to generate solutions considering the costs/benefits, consequences and impact.

3. Patient/Customer Experience

- Commits to patient centered care and customer focused service. Implements new processes for understanding the patient and customer experience and translates experiences into improved practices. Understands the needs of different customer segments and moves beyond “one size fits all.” Continually investigates opportunities to improve quality and satisfaction outcomes.

4. Strategic Thinking

- Translates strategic priorities into operational reality, aligns communication, accountabilities, resources, processes and measurement to ensure execution yields measurable and sustainable results. Applies systems thinking and process improvement for maximum impact.
- Continuously looks for and applies both innovative and proven solutions to improve work processes and systems centered around our patients and customers.

5. Leading Change & Culture

- Drives the implementation and acceptance of change, including innovative solutions and alternative approaches. Motivates others to adapt to change and is an active change agent for all constituencies. Sensitive to cultural climate and recognizes difference between the enacted and espoused values demonstrated. Influences direction. Committed to continuous improvement. Understands and anticipates patient/customer and employee needs.