HBA Leadership Competency Framework

Enlighten → → →

1. Demonstrates integrity
- Adheres to ethical/moral principles; remains true to personal values
- Knows self; acts with authenticity, honesty, transparency, fairness
- Exemplifies credibility; actions align with words
- Models responsibility and accountability; owns successes and failures

2. Communicates effectively
- Listens with intent; actively seeks feedback and a diversity of opinions
- Brings emotional intelligence to interactions; recognizes the feelings of others
- Communicates with respect; presents with clarity, brevity, focus, impact
- Adapts communication to audience, channel, situation, purpose

3. Exhibits business and industry acumen
- Applies business skills, principles and processes; understands key business drivers
- Displays an enterprise-level understanding of the healthcare system
- Stays apprised of impact of business and industry trends, issues, tools, and technology
- Contributes to profession/industry; brings insights back to own organization as benchmarks

Empower ↓ ↓ ↓

4. Displays professional presence
- Recognizes and controls own emotions, fears, self-doubt
- Remains composed in stressful situations; "equanimity under duress"
- Demonstrates faith in own judgment and abilities
- Projects confidence and competence; calm, centered, assertive

5. Determined to achieve
- Is self-motivated; demonstrates initiative; delivers results; keeps the end in mind
- Sets goals; implements actions; measures performance; evaluates outcomes
- Perseveres in difficult situations and through setbacks; uses as an opportunity to learn
- Manages career with intention; documents professional goals and makes interests known to key stakeholders; assesses options and creates a plan

6. Makes decisions and takes risks
- Thinks critically; acts strategically; is decisive
- Able to maneuver in an environment with volatility, uncertainty, complexity and ambiguity
- Quantifies risk; takes action; owns results
- Identifies problems; advances solutions

Evolve ↑ ↑ ↑

10. Facilitates change
- Challenges the status quo/preconceived thoughts
- Identifies needs and opportunities; assesses the case for change
- Brings agility and strategic speed to the change process; nimble, flexible, resilient
- Advocates for change and helps others adapt/move forward

11. Fosters innovation
- Sees beyond the immediate; employs visioning
- Connects disparate information; exhibits out-of-the box thinking
- Demonstrates and encourages creativity
- Translates insight into ideas and shares with colleagues and stakeholders

12. Continues to learn, grow and transform
- Seeks experiences and opportunities to improve knowledge, skills and behavior; a life-long learner
- Exhibits learning agility; learns quickly and able to analyze and apply what is learned
- Pursues continuing professional development; plans legacy
- Employs a holistic approach recognizing mind/body connection; assesses work/life integration and adjusts priorities for different stages of life/career

Engage ← ← ←

7. Influences and persuades
- Affects individuals, teams, processes or decisions, with or without organizational authority
- Demonstrates political and organizational awareness/savvy; uses intuition
- Overcomes resistance; manages conflict; negotiates effectively
- Gains support and commitment from others; engages, motivates, inspires

8. Builds relationships and teams
- Is inclusive; engages diverse individuals and groups; displays cultural sensitivity
- Exhibits social intelligence; encourages and actively considers perspectives of others
- Monitors, nurtures, sustains, renews relationships; develops others
- Promotes collaboration; works with and through others to achieve goals and deliver results

9. Networks and ethically self-promotes
- Initiates, forges, maintains internal and external connections; establishes visibility within and outside own organization
- Creates and accesses own developmental network (advisors, mentors, sponsors)
- Develops and leverages personal brand; maintains updated professional profile and presence
- Leverages skills and networks to advance business and professional goals