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

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

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

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