

Professional Staff Leadership Competencies

1. Self-Awareness and Emotional Intelligence			
<ul style="list-style-type: none"> The ability to develop and maintain a sense of presence and emotional 	Foundational Leadership	Enhanced Leadership	Strategic Leadership
<ul style="list-style-type: none"> maturity that is anchored in: an accurate awareness of one's strengths and limitations; an understanding of one's own emotions and the impact of one's behaviour on others; consistent behaviour that is congruent with personal and organizational values; appropriate management of emotions; demonstration of resilience in a range of complex and demanding situations; and, an inner confidence that one can succeed and overcome obstacles. <p>Examples: To accurately understand nonverbal signals such as body language and facial expressions. Using emotions to promote thinking and cognitive activity. Accurately perceiving the meaning behind emotion. Regulating emotions, responding appropriately and responding to the emotions of others.</p>	Core	Core	Core

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2. Develop Self and Others:

Effective leaders are self-aware and have the ability to model honesty, integrity, resilience, and confidence. They seek opportunities for personal learning and growth and expect the best from themselves while maintaining a work life balance. Effective leaders will help improve the skills and capabilities of others and foster long-term learning and development.

	Foundational Leadership	Enhanced Leadership	Strategic Leadership
<ul style="list-style-type: none"> Is aware of own assumptions, values, principles, strengths, and limitations. 	core	core	core
<ul style="list-style-type: none"> Models honesty, integrity, resilience, and confidence. 	core	core	core
<ul style="list-style-type: none"> Effectively manages their own performance and work life balance/wellness. 	core	core	core
<ul style="list-style-type: none"> Seeks opportunities and challenges for personal learning, growth, and character building, actively pursuing learning and self-development opportunities. 	core	core	core
<ul style="list-style-type: none"> Advances the body of knowledge to the broader community. 	core	core	core
<ul style="list-style-type: none"> Helps to improve the skills and capabilities of others and fosters their long-term learning and development through performance management, coaching, and mentoring leading to empowerment. 	core	core	core
<ul style="list-style-type: none"> Uses learning and development to challenge others to actualize the core values of the healthcare system and achieve higher goals. 		Required	Required
<ul style="list-style-type: none"> Expects the best from themselves and others: supports this expectation by setting high standards of excellence, clarifying roles and responsibilities, providing clear directions and priorities, monitoring achievement, providing feedback, taking action when poor performance does not improve, and 		Required	Required

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celebrating progress and achievement.			
3. Communicate and Engage Effectively			
Specific Competency	Foundational Leadership	Enhanced Leadership	Strategic Leadership
• Shows tact and diplomacy in dealing with others.	core	core	core
• Actively listens, gives and receives feedback.	core	core	core
• Uses active listening when interacting with individuals or groups, reflecting on verbal and non-verbal behaviour in order to understand and respond appropriately to the concerns of others.	core	core	core
• Keeps others informed about issues that may affect them.	core	core	core
• Presents appropriate information clearly and concisely to a variety of audiences.	core	core	core
• Encourages open exchange of information and ideas using appropriate communications media.	core	core	core

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4. Build Collaborative Relationships, Coalitions and Strategic Partnerships:			
Specific Competency	Foundational Leadership	Enhanced Leadership	Strategic Leadership
• Develops and maintains positive working relationships.	core	core	core
• Create connections, trust, and shared meaning with individuals and groups to achieve the organization's objectives and to improve the health of others.			
• Facilitates environments of collaboration and cooperation to achieve results and to achieve the vision.	core	core	core
• Navigates effectively through individuals, teams and organizations to achieve strategic results for the maximum benefit.	core	core	core
• Participates in a team approach to care, education and research within the health centres, faculty and community.	core	core	core
• Builds the organization's capability to produce and sustain results.		required	required
• Builds/encourages strategic partnerships with external agencies to support care, education and research.			required
• Promotes community involvement in order to foster long term partnerships that help achieve an integrated health care system.			required

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5. Inspire, Achieve, and Innovate:

Inspiration, achievement and innovation can only be grown when there are conditions that foster a forum for sharing the open exchange of ideas to establish a vision, to encourage innovation or quality improvement and to support others in achieving their goals.

Specific Competency	Foundational Leadership	Enhanced Leadership	Strategic Leadership
• Demonstrates a desire to provide quality, patient and family centered- care by focusing efforts on discovering the expressed and unexpressed needs of customers, patients, family and stakeholders, and meeting these needs.	core	core	core
• Integrates organizational missions, values, and reliable, valid evidence to make decisions.	core	core	core
• Support and challenges others to achieve the goals.	core	core	core
• Considers innovations by challenging the way or the status quo.	core	core	core
• Addresses barriers to the growth and implementation of innovative ideas.	core	core	core
• Creates a climate of continuous improvement and creativity aimed at systemic change.		required	required
• Employs methods to gather expertise, knowledge and skills to encourage open exchange of information, and use quality evidence to influence action across the system.		required	required
• Establishes the vision, mission, objectives and priorities for the department in alignment with the health centres and faculty.			required
• Plans and implements strategic priorities for care delivery, education and research.			required

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6. Manage Resources:

In order for clinicians to be effective in a complex system of work it requires that clinicians be aware of how resources are acquired, managed, requested, utilized and evaluated. Resources can include human, financial, and physical resources.

Specific Competency	Foundational Leadership	Enhanced Leadership	Strategic Leadership
• Monitors/evaluates ongoing use of resources in meeting established goals.	core	core	core
• Holds self-accountable for results achieved against individual performance; corrects the course as appropriate.	core	core	core
• Understands that meeting goals will require working collaboratively and sharing resources	core	core	core
• Establishes strategic goals, outcomes to achieve, and standards to measure accomplishments; develops mechanisms of accountability.		Required	Required
• Actively advocates in resource allocation decisions to meet established goals and objectives.		Required	Required
• Develops and integrates financial awareness into planning, decision making, performance assessment, and evaluation.		Required	Required
• Participates with others to define strategies for approved resource growth.		required	required
• Facilitates change in a collaborative way to meet the established goals and allow for sharing of resources.		required	required
• Advocates for and wisely manages resources, including money, people, technology, materials, space, support and time, to create and sustain conditions for quality delivery of health care.			Required
• Builds awareness of issues and outcomes as they affect the organization's and stakeholders' strategic direction.			Required
• Understands the business implications of opportunities to drive decisions when implementing business strategies			required

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7. Transform and Lead to the Future:			
Specific Competency	Foundational Leadership	Enhanced Leadership	Strategic Leadership
• Maintains work effectiveness in uncertain and new situations.	core	core	core
• Treats errors as opportunities to learn and to improve performance, care practices, the health care system.	core	core	core
• Actively contributes to change processes that improve health service delivery.	core	core	core
• Considers and incorporates into any change strategy the impact of actions/change on patients, family members, employees, colleagues and others.		required	required
• Politically astute.		required	required
• Understands the politics of their hospital (i.e. how decisions are made and who makes them)		required	required
• Seeks outside the organization for new and innovative ways to conduct research, lead learning, provide care, and transform the health care system.			required
• Leads others in change by collaboratively setting priorities, determining methods and procedures, and implementing continuous improvement strategies.			required
• Leads change processes by providing vision, a plan, motivation, skills, and resources.			required

Professional Staff Leadership Competencies

Professional Staff Leadership Course Alignment

Black = Foundational Leadership Courses, **Blue** = Enhanced Leadership courses, **Brown** = Strategic Leadership Courses

1. Self-Awareness and Emotional Intelligence	Personality Dimensions (Hospital) EQI (Hospital) Self-Awareness (SSMD)
2. Develop Self and Others:	Self-Awareness (CMA or Hospital) Teaching Tips (SSMD) Book Club: The First 90 Days (Hospital) Professionalism and ethics (CMA) The healthy physician in a healthy workplace (CMA) Conflict Resolution and Principled Negotiation (CMA) How to Get Promoted (Hospital\SSMD) Diversity, Race and Gender Relations (SSMD) Presentation Skills (SSMD) Facilitation Skills for Better Meetings (SSMD) Time Management (SSMD) Giving Effective Feedback (SSMD) Crucial Conversations (Hospital) Succession Planning (SSMD)

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	<p>Faculty Health & Well Being (SSMD)</p> <p>Leader in Transition (Hospital)</p> <p>Foundational Leadership Becoming a Competent Leader (Hospital)</p> <p>Developing Other Leaders (Hospital)</p> <p>Developing Your Delegation Skills (Hospital)</p> <p>Leader to Leader Coaching (Hospital)</p> <p>The Resilient Leader (Hospital)</p> <p>Mentoring (SSMD)</p> <p>Developing Other Leaders (Hospital)</p>
3. Communicate and Engage Effectively:	<p>Dialogue: The Language of Complex Systems (CMA)</p> <p>Crucial Conversations® (Hospital)</p> <p>Accommodating Cultural Differences (Hospital)</p> <p>Impact and Influence - Knowing your stakeholders (Hospital)</p> <p>Leader Effectiveness Training (LET)® (Hospital)</p> <p>Negotiation and Conflict Management (CMA)</p>
4. Build Collaborative Relationships, Coalitions and Strategic Partnerships:	<p>Engaging others (CMA)</p> <p>Dialogue: the language of complex systems (CMA)</p> <p>Meeting Management (Hospital)</p> <p>An Introduction to Systems Thinking (Hospital)</p>

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5. Inspire, Achieve, and Innovate:	<p>Grants and Grant Applications (Hospital)</p> <p>Project Management (Hospital)</p> <p>Building Creative and Innovative Thinking Skills (Hospital)</p> <p>Leading the patient safety process (CMA)</p> <p>Prescribing quality improvement (CMA)</p> <p>Introduction to Lean Tools (Hospital)</p> <p>Lean - Making Change Stick (Hospital)</p> <p>Getting Things Done: The art of stress free productivity (Hospital)</p> <p>Going Lean in Health Care (Hospital)</p> <p>Influencer Overview (Hospital)</p> <p>Foundational Leadership Skills - For Project Leaders, Committee Chairs and Professionals</p> <p>Influencer Training (Hospital)</p> <p>Lean Project Sponsorship (Hospital)</p>
6. Manage Resources:	<p>HR101 (Hospital)</p> <p>Interviewing Skills (Hospital)</p> <p>Management dynamics: understanding hospital performance (CMA)</p> <p>Managing people effectively (CMA)</p> <p>Keep Your Keepers by Holding a "Stay" Interview (CMA)</p>

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	<p>Goal Setting and Action Planning (Hospital)</p> <p>Management Orientation (Hospital)</p> <p>Employee Engagement (Hospital)</p> <p>Effective Decision-making (Hospital)</p> <p>Managing in the Middle (Hospital)</p> <p>Management Skills - Western CIM Program (Continuing Studies)</p> <p>Facilitative Leadership: Meetings that Work (UWO SSMD)</p> <p>Foundational Leadership Skills Program - For People Who Lead People (UWO)</p> <p>Talent management: physician leadership succession planning (CMA)</p> <p>Strategic influence: advocacy, alliances and accountability (CMA)</p> <p>Dollars and sense: finance and economics for the health care leader (CMA)</p> <p>Strategic planning: from vision to action (CMA)</p> <p>Becoming a Strategic Leader (Hospital)</p> <p>Core Management Skills (Hospital)</p>
7. Transform and Lead to the Future:	<p>Negotiation and conflict management (CMA)</p> <p>Crucial Conversations (Hospital)</p> <p>Leading change and innovation (CMA)</p> <p>Disruptive behaviour: resolving personalized conflict (CMA)</p> <p>Canadian Conference on Physician Leadership</p> <p>Canadian Certified Physician Executive Program</p> <p>An Introduction to Appreciative Inquiry for Leaders (Hospital)</p>

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	<p>Leader to Leader Coaching (Hospital)</p> <p>Managing in the Middle (Hospital)</p> <p>Leadership Challenge - Exemplary Leadership Practices (Hospital)</p> <p>The Skill of Leading (Hospital)</p> <p>Western Staff & Leaders Conference (UWO)</p>

Experiences:

Foundational: Mentor, Educational Coordinator, Program Director, and PSO Secretary

Enhanced: Mentoring Committee Chair, PSO President, MAC Sub Committee Chair, Division Chief, Site Chief, CTA President, Postgraduate Education Committee

Strategic: Chair/Chief, Chair of a Steering Committee or Quality/Patient Safety Initiative, Vice Dean, Chair of Strategic Planning

Resources:

Plotnick, A (2009), Competencies and Framework for Talent Management, Ontario Hospital Association
 Greengarten, M (2009) Business Case for Talent Management, Hay Management Group
 Collins, P, Talent Management as a Strategic Priority, presentation to Ontario Hospital Association (2009)
 Petranik, W, Talent Management: A Strategic Priority for Small Hospitals, presentation to the Ontario Hospital Association (2009)
 Smith, S, Talent Management Overview, presentation to the Ontario Hospital Association
 NHS Institute for Innovation and Improvement Academy of Royal Medical Colleges Medical Leadership Competency Framework: Enhancing Engagement in Medical Leadership
 The Health Foundation Inspiring Improvement (2011) January What's Leadership Got To do with it?
 CMA Physician Leadership Competency Framework
 Royal College of Physicians and Surgeons, CanMeds Roles

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- Chadi, Nicholas (2009) Medical Leadership: Doctors at the Helm of Change, Medical Journal of Management 12(1):52-57
- Armit, K, Clare, J (2007) Attainment of competency in management and leadership: No longer an optional extra for doctors, Clinical Governance : an International Journal Vol. 13, No.1
- Stoller, James k., Taylor, C, Taylor J C. (2008) Exploring Leadership Competencies in Established and Aspiring Physician Leaders: An Interview - based Study, Journal of General Internal Medicine 23(6): 748-54
- Stoler, James K. Developing Physician Leaders: Key Competencies and Available programs The Journal of Health Administration Education Fall 2008, 307-328
- Whitman, N, Weiss E, Bishop FM: Executive Skill for Medical Faculty. Department of Family and Preventative Medicine, University of Utah School of Medicine, 1989
- Hendricks, C. A, Robie, C, Harnisher, J V. Creation of Norms for the Purpose of Global Talent Management, International Journal of testing , 8: 334-345, 2008
- Magill, Michael K (1999) Becoming an Effective Physician Leader, Family Practice Management Vol 6. No. 5, pages 35-7
- Canadian Society of Physician Executives, Candidate Handbook, Canadian Medical Association , April 2010