

MGH Leadership Academy Competency Model

People Management

Competencies

Effectively screen, interview, reference check, and select staff to fill available positions

Hire individuals with the appropriate skills and talents for the appropriate job

Write a job description

Effectively and fairly evaluate the performance of staff and provide feedback

Inspire individuals to achieve their fullest potential

Assist staff to increase their knowledge, skills and abilities related to their jobs/careers

Describe the process of career planning

Create and maintain a work environment that supports diversity

Utilize the corrective action policy when appropriate

Describe their own personality type and those of their staff

Improve and maintain the morale of their staff

Establish ways to recognize the good effort and performance of their staff

Maintain pay equity within the unit

Understand and apply MGH Human Resources Policies and Procedures

Delegate effectively

Build a team

Use PeopleSoft manager self-service tools

Manage stress and conflict

Process Management

Competencies

Describe work as a Process

Flow chart a process

Identify and collect appropriate measures, and interpret and use data to describe a process and measure outcomes

Use benchmark data to evaluate a process

Conduct root cause analysis

Set measurable and attainable goals to improve a process

Use a variety of statistical tools to interpret data

Analyze capacity, constraints and demand

Set and maintain service, quality, safety and productivity standards

Understand methodologies for improving a process (e.g. Plan Do, Check Act)

Optimize staffing and scheduling

Optimize supply, space and other resources



Communication Management

Competencies

Identify what information they need to know

Identify how and where to get the information they need to know

Identify what information they need to communicate to others

Form an effective message

Determine the audience and assess their needs

Choose the proper communication tool

Deliver information to others in an appropriate format

Tailor a message for diverse audiences

Ensure that information is interpreted correctly

Describe the organization's communication culture

Create opportunities to receive feedback

Listen with their full attention

Receive constructive/negative information

Demonstrate the fundamentals of public speaking, business writing, e-mail etiquette

Read non-verbal cues

Demonstrate skill in use and application of information systems

Financial Management

Competencies

Describe health care economics, key health care cost drivers, and hospital and physician reimbursement as they affect MGH

Interpret and monitor budget performance using available tools – PeopleSoft, Document Direct, TSI, SRC, Excel

Interpret their cost center financial performance using variance analysis, financial fundamentals and commonly used ratios and accounting rules

Interpret and use financial fundamentals, commonly used ratios and common accounting rules

Prepare a business plan including paybacks and rates of return

Perform a cost benefit analysis/return on investment analysis

Prepare a realistic operating budget including forecasting, volume, revenue and expenses

Prepare a request for proposal and analyze contract proposals

Effectively utilize the purchasing and accounts payable processes

Effectively manage multiple funding sources using PeopleSoft and other tools

Manage contract compliance

Describe the function and role of the Development Office in fundraising activities

Describe the differences and commonalities of the GH/MGPO operating budget processes

Describe MGH accounting rules re: travel and entertainment expenses, gifts, petty cash use, and other business expenses

Leadership

Competencies

Align people around a common purpose to effectively complete the right work

Set clear expectations

Maintain and project a positive, “can do” attitude

Mentor others

Build support among key constituencies

Develop a strategy

Describe the hospital's mission, short and long-term goals

Articulate a vision

Empower others

Demonstrate the characteristics of honesty, fairness, trustworthiness, patience, consistency, optimism, respectfulness, and excellence

Effectively run a meeting

Create opportunities for innovation

Effectively use a decision-making process that takes into account the impact of the decision on others and considers their input before a final decision is made

Seek assistance and support

Demonstrate the qualities of emotional intelligence (accurately perceive their own and others' emotions, understand the signals that emotions send about relationships, manage their own and others' emotions).