Penn Medicine

the
3
minute
coach

Leading self:

Using the Penn Competency Model to do your best

1 › What is a behavioral competency?

2 › The Penn Medicine Competency Model

3 › Strategies

4 › Questions?

Behavioral competencies refer to "how" an employee does their job

Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Patient/Customer Focus

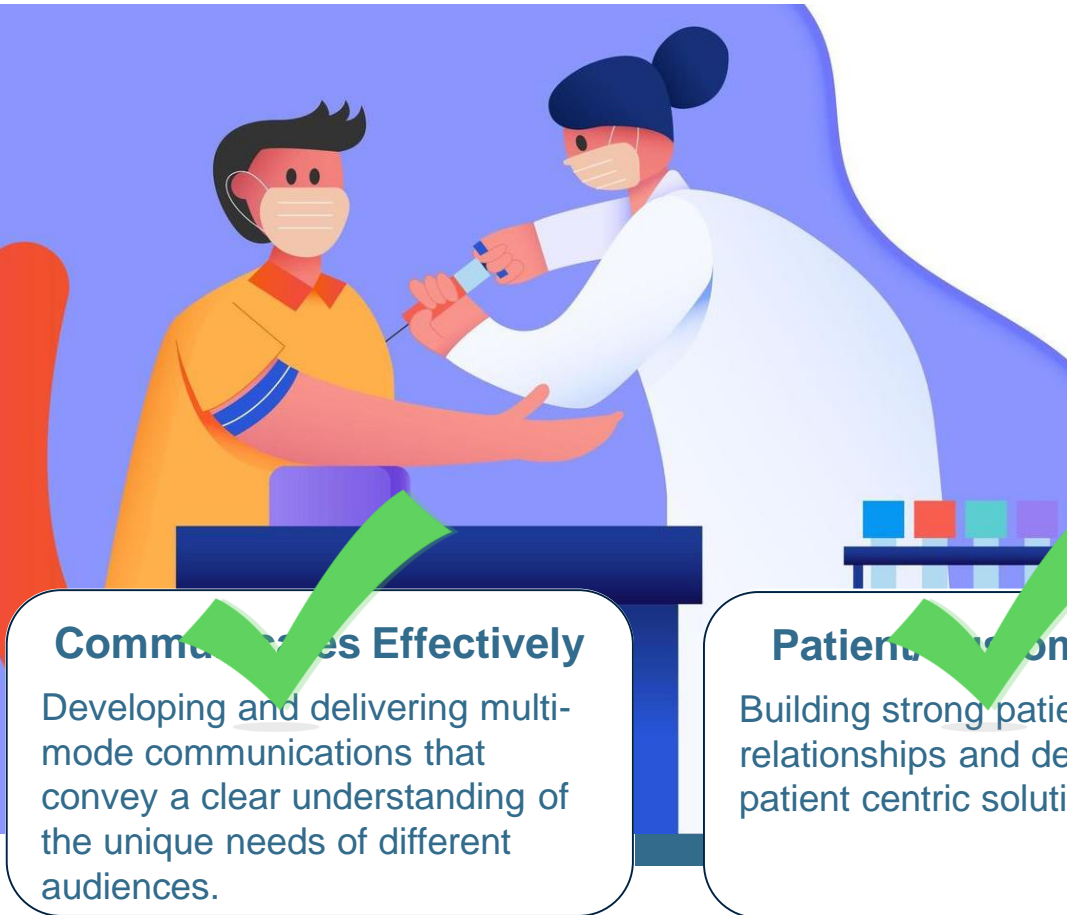Building strong patient / customer relationships and delivering patient centric solutions.

Ensures Accountability

Holding self and others accountable to meet commitments.

Behavioral competencies can take someone who is very good at their job and make them great

Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
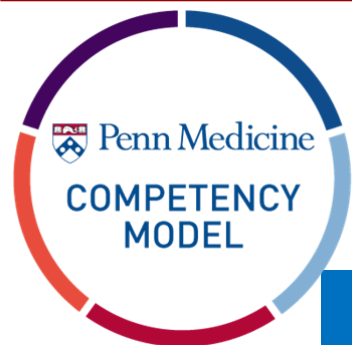
Patient / Customer Focus

Building strong patient / customer relationships and delivering patient centric solutions.

Task

1. Wrap tourniquet

2. Locate vein

3. Pick up syringe

4. Place needle above vein

5. Angle syringe at 45 degrees

6. Insert needle

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Penn Medicine Behavioral Competency Model

Penn Medicine COMPETENCY MODEL

5

- **Organizational Savvy**
Maneuvering comfortably through complex policy, process and people-related organizational dynamics.
- **Drives Vision and Purpose**
Painting a compelling picture of the vision and strategy that motivates others to action.
- **Strategic Mindset**
Seeing ahead to future possibilities and translating them into breakthrough strategies

4

- **Drives Engagement**
Creating a climate where people are motivated to do their best to help the organization achieve its objectives.
- **Optimizes Work Processes**
Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.
- **Develops Talent**
Developing people to meet both their career goals and the organization's goals.
- **Plans and Aligns**
Planning and prioritizing work to meet commitments aligned with organizational goals
- **Directs Work**
Providing direction, delegation, and removing obstacles to get work done
- **Attracts Top Talent**
Attracting and selecting the best talent to meet current and future business needs.
- **Builds Effective Teams**
Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.
- **Manages Innovation and Change**
Creating and implementing new and better ways for the team, department, entity and/or organization to be successful
- **Business and Financial Acumen**
Applying knowledge of business, the marketplace, and key financial indicators to make good business decisions and advance the organization's goals

3

- **Persuades**
Using compelling arguments to gain support and commitment of others.
- **Builds Networks**
Effectively building formal and informal relationship networks inside and outside the organization.
- **Balances Stakeholders**
Anticipating and balancing the needs of multiple stakeholders.
- **Courage**
Stepping up to address difficult issues, saying what needs to be said.
- **Decision Quality**
Making good and timely decisions that keep the organization moving forward.

2

- **Manages Conflict**
Handling conflict situations effectively with a minimum of noise.
- **Tech Savvy**
Anticipating and adopting innovations in business-building digital and technology applications.
- **Self-Development**
Actively seeking new ways to grow and be challenged using both formal and informal development channels.
- **Manages Ambiguity**
Operating effectively, even when things are not certain or the way forward is not clear.
- **Being Resilient**
Rebounding from setbacks and adversity when facing difficult situations.
- **Nimble Learning**
Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.
- **Interpersonal Savvy**
Relating openly and comfortably with diverse groups of people.

1

COMPASSIONATE
- **Instills Trust**
Gaining the confidence and trust of others through honesty, integrity and authenticity.
- **Values Differences**
Recognizing the value that different perspectives and cultures bring to an organization.

PRESENT
- **Patient/Customer Focus**
Building strong patient/customer relationships and delivering patient centric solutions.

EMPOWERED
- **Critical Thinking and Problem Solving**
Using thought, knowledge, logic and methods to solve problems with effective solutions.

COLLABORATIVE
- **Collaborates**
Building partnerships and working collaboratively with others to meet shared objectives.
- **Communicates Effectively**
Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

ACCOUNTABLE
- **Ensures Accountability**
Holding self and others accountable to meet commitments.
- **Demonstrates Self-Awareness**
Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

Penn Medicine Behavioral Competency Model

5 Driving strategy and organizational change across the system

4 Managing people and processes

3 Effectively navigating across the system and using expertise to influence positive outcomes

2 Demonstrating a focus on continual learning and ability to employ advanced teaming skills

1 Providing excellent service and support to our patients, customers and team

While the competency model may look like a ladder – that isn't the intention.

COMPETENCY MODEL

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5

4

3

2 Career satisfaction and impact can be found at every level in the competency model

1 You don't need to "pass" every competency to move onto the next level

7

Rubric (noun): refers to both the definition of the competency and the associated scale

Patient/Customer Focus: Building strong patient/customer relationships and delivering patient centric solutions.

Needs Development	Skilled	Talented
• Is unaware of patient/customer expectations • Acts on incomplete or inaccurate understanding of patient/customer needs • Conducts work activities from an internal, operational standpoint • Does not establish and maintain effective patient/customer relationships • Doesn't adhere to or understand the Penn Medicine Experience Standards	• Gains insight into patient/customer needs • Identifies opportunities that benefit patients/customers • Builds and delivers solutions that meet patient/customer needs • Establishes and maintains effective relationships with patients/customers and gains their trust and respect • Adheres to the Penn Medicine Experience Standards	• Anticipates patient/customer needs and provides services that are beyond their expectations • Uses patient/customer insights to drive and guide the development of new offerings and services • Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key patients/customers • Is a role model for the Penn Medicine Experience Standards

Competencies are measurable, observable, developable and contribute to on-the job success.

All competencies are developable

Developmental difficulty is influenced by factors such as personality, genetics and skill complexity

- Directs Work
- Ensures Accountability
- Communicates Effectively
- Decision Quality
- Collaborates

- Plans & Aligns
- Patient / Customer Focus
- Tech Savvy
- Instills Trust

- Drives Engagement
- Optimizes Work Processes
- Attracts Top Talent
- Business & Financial Acumen
- Demonstrates Self-Awareness
- Nimble Learning
- Being Resilient
- Self-Development
- Critical Thinking & Problem Solving

- Courage
- Develops Talent
- Drives Vision & Purpose
- Organizational Savvy
- Persuades
- Values Differences
- Interpersonal Savvy

- Manages Conflict
- Builds Networks
- Strategic Mindset
- Manages Ambiguity
- Manages Innovation & Change
- Builds Effective Teams

Easy → **Challenging**

The more difficult the competency is to develop, the longer it will take

Tips for using behavioral competencies: *Self-Evaluations*

- There is always room for growth and development. No one is expected to be "talented" in all competencies.
- Select 3-5 that you excel at and mark those as "talented".
- Pick at least one that you want to develop over the course of the year and mark as "needs development".

Tips for using behavioral competencies: *Development Planning*

70%: These set the developmental challenge. Real-life important job demands trigger the motivation to learn.
- A more challenging job
- A developmental task while in current job

20%: These fuel continuous improvement. Without frequent repeated feedback and coaching, change doesn't take place.
- Role models, coaches, mentors
- Feedback

10%: These provide the raw material of learning to do something different. Without some new to-dos, nothing meaningful can occur.
- Courses and readings
- Personal Learning

10%

20%

70%

Tips for using behavioral competencies: *Development Planning*
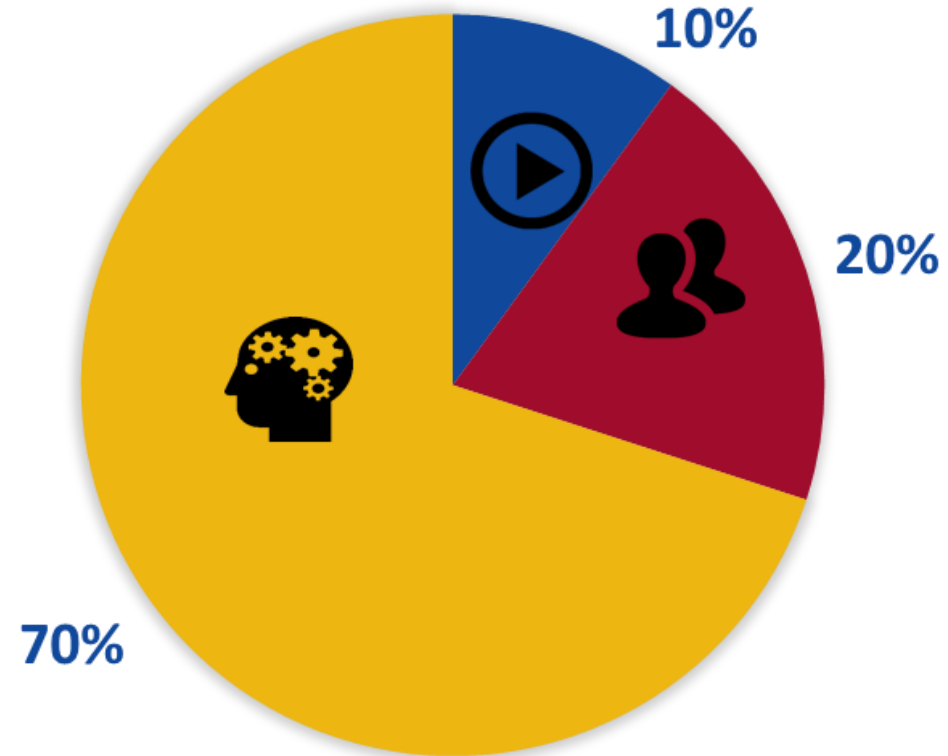
Penn Medicine — TALENT DEVELOPMENT

Tools for Managers ▾   Tools for Individual Contributors   Penn Medicine Competency Model   Team   PMA Sites ▾   Leadership Pathways ▾   ✎ EDIT LINKS

Hello, Debra L Rosenbaum

When presented with an area of opportunity, it is important to remember that competencies can be deliberately developed over time. Being intentional about your plan to build competencies can help you become even stronger in your role and prepare you for what lies ahead.

| **Get Started** | My Plans | My Team's Plans |

Helpful Guide

This tool has been built to guide you through your developmental journey, suggesting learning opportunities and resource that will help you develop the competencies to be even more successful.

Watch *Creating a Development Plan* to learn how get started.

Steps for Building a Development Plan

1. Complete the Behavioral Competency self-assessment to understand your areas of strengths and opportunities for growth.
2. Work with your manager to identify a competency you would like to develop. Focus on one competency at a time but you may develop multiple development plans.
3. Use the interactive development planning tool to set your SMART (**S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound) developmental goals and track your progress.
4. Select development opportunities that include a combination of:
   - **On-the-job development:** Experiential learning/special assignments and projects
   - **Feedback from others:** Input from managers, peers and others you work with. Discuss with your manager to identify feedback source.
   - **Formal training:** Online LinkedIn learning courses and classroom-based training programs
   - **Useful PMA tools:** Tools and resources on the PMA website organized by competency

Pie chart: 10% Formal Training, 20% Feedback From Other People, 70% On-the-Job/Real World Experiences

Additional Resources

Explore tools and resources available to help with your development planning.
PMA Talent Development Website

Browser tools for individuals.
Talent Development Tools for Individuals
Developing the Competencies (pdf)

Access Knowledge Link to view a comprehensive development program for each competency.
Knowledge Link Catalog

- **On the job assignment ideas**
- Reading materials
- LinkedIn online learning
- PMA courses, micro-learnings & tools
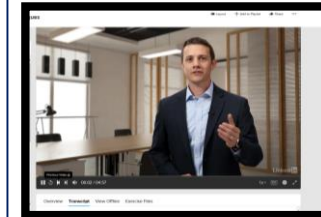
Tips for using behavioral competencies: *Feedback*

Microlearnings:
[Creating a Feedback Rich Environment](#)
[Using Competencies During Performance Reviews](#)

Job Aids:
[Giving Feedback](#)
[Soliciting Feedback](#)
[Receiving Feedback](#)

Penn Medicine Academy • Building an Agile

TOOLS TO BUILD A FEEDBACK

Giving Feedback

This tool is designed for employees.

The follow... provide s... effectiv... those you work with.

At Penn Medicine we strive to build a feedback rich environment, where ongoing, real time, performance and developmental feedback is provided from managers to employees and teams, as well as by employees to their peers and leaders. Feedback is an essential two-way communication tool that helps everyone to thrive and be successful.

Trust is a key element of your ability to give and receive feedback. You should provide feedback with the intent to build the relationship and help someone else be successful.
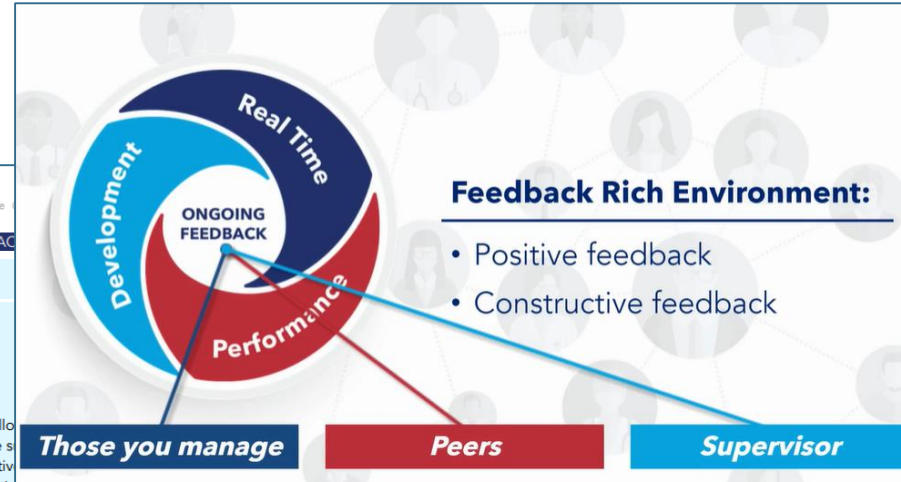
As an employee, you have a variety of opportunities to provide feedback to those you work with.

Feedback opportunities:
• Share real time feedback immediately or shortly after an observation
• Offer feedback after making multiple and consistent observations over time
• Provide feedback when you see an opportunity for continuous improvement

Having made an observation, you can use feedback to:
• Offer positive feedback to recognize and reinforce actions or behaviors you value and want to continue.
• Provide constructive feedback to identify actions or behaviors that could help your colleague be even more effective and offer suggestions for improvement.

Real Time

Development

ONGOING FEEDBACK

Performance

Feedback Rich Environment:
• Positive feedback
• Constructive feedback

Those you manage | **Peers** | **Supervisor**

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Questions? Comments?

Penn Medicine Resources

- **PennCOBALT** a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.

- **Lead Strong** Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.

- **WELLfocused** a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being

- Penn Medicine Academy:

  - Microlearnings:
    - Using Competencies During Performance Reviews

  - Penn Medicine Competency Assessment

  - FYI For Your Improvement Competency Development Guide

Articles

- Important Leadership Skills for Workplace Success (The Balanced Careers)

- Skills vs. Competencies – What's the difference and why should you care? (Hays)

- The Secret to Building Resilience (HBR)

LinkedIn Learning

- Leading Yourself

- Being an Effective Team Member

- Developing Self Awareness

- Developing Critical Thinking Skills for Better Judgement and Decision Making

- Interpersonal Communication Skills