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?

A link to the slides will be emailed at the end of the week
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.

<table>
<thead>
<tr>
<th>Task</th>
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<tbody>
<tr>
<td>1. Wrap tourniquet</td>
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<td>2. Locate vein</td>
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<tr>
<td>3. Pick up syringe</td>
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<td>4. Place needle above vein</td>
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<td>5. Angle syringe at 45 degrees</td>
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<td>6. Insert needle</td>
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</table>
1. Providing excellent service and support to our patients, customers and team

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

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

4. Managing people and processes

5. Driving strategy and organizational change across the system
While the competency model may look like a ladder – that isn’t the intention.
Penn Medicine Behavioral Competency Model

You don’t need to “pass” every competency to move onto the next level.

Career satisfaction and impact can be found at every level in the competency model.
Rubrics allow you to assess the degree of proficiency for each behavioral competency.

**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.

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

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.

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

- 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
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”.

**Collaborates:** Building partnerships and working collaboratively with others to meet shared objectives.

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| • Overlooks opportunities to work collaboratively with others  
  • Values own interests above others  
  • Shuts down lines of communication across groups  
  • Prefers to work alone and be accountable for individual contributions | • Works collaboratively with others across the organization to achieve shared objectives  
  • Represents own interests while being fair to others and their areas  
  • Partners with others to get the work done  
  • Gains support of others | • Models collaboration across the organization  
  • Facilitates an open dialogue with a wide variety of contributors and stakeholders  
  • Balances own interests with others  
  • Promotes high visibility of shared contributions to goals |
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
Tips for using behavioral competencies: Development Planning

- 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

**Feedback Rich Environment:**
- Positive feedback
- Constructive feedback

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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.
## 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**