

Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
 - 1 in the picture
2. Visit the chat window
 - 2 in the picture
3. Check your name- update if incorrect
 - 3 in the picture
 - We are using these names to track attendance

BlueJeans Participant Screen

1. Camera mute, Audio Mute, Share your screen and Leave meeting
2. People roster, Chat, Apps and Settings
3. People roster detail

Who's talking

Hide menu

View People

BlueJeans

Bev's Meeting ID: 3105551234

Start Rec

Anne is talking

1

2

3

EVERYONE WHO'S TALKING

Bev (me)

Anne

Board room

Daniel

Drop from meeting

Call Details

Connection: BlueJeans app

Mute All Unmute All

bluejeans.com/6786088830

Hide Video Thumbnails

Switch Video and Content Frames

Your self view, with quality bar and mic status

Send Meeting link to others

Click to see only who's talking (also shown by blue mic highlight)

Click pencil to change your name. Mute/unmute your camera or microphone.

Note: only moderators (marked by a star next to the name) can also mute & unmute other participants

Click name to see call details and connection stats. Moderator has ability to drop them from meeting

Moderators only can Mute & Unmute All participants at once

Copy meeting link, & share with others

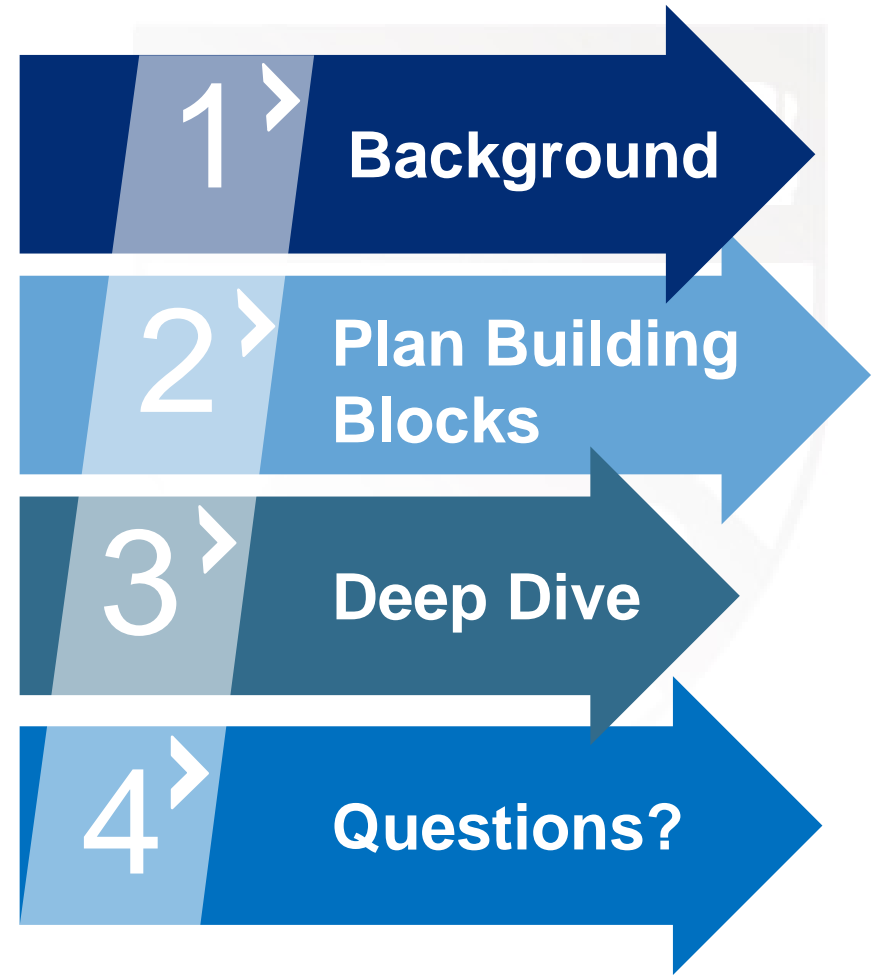


Penn Medicine



Leading Others:

Learn how your collaboration, insight and feedback can help employees achieve FY21 goals and beyond.



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

The Business Case for Employee Development



Competition for Top Talent

Lack of career development opportunities is the #1 reason for leaving



Diversity, Equity and Inclusion

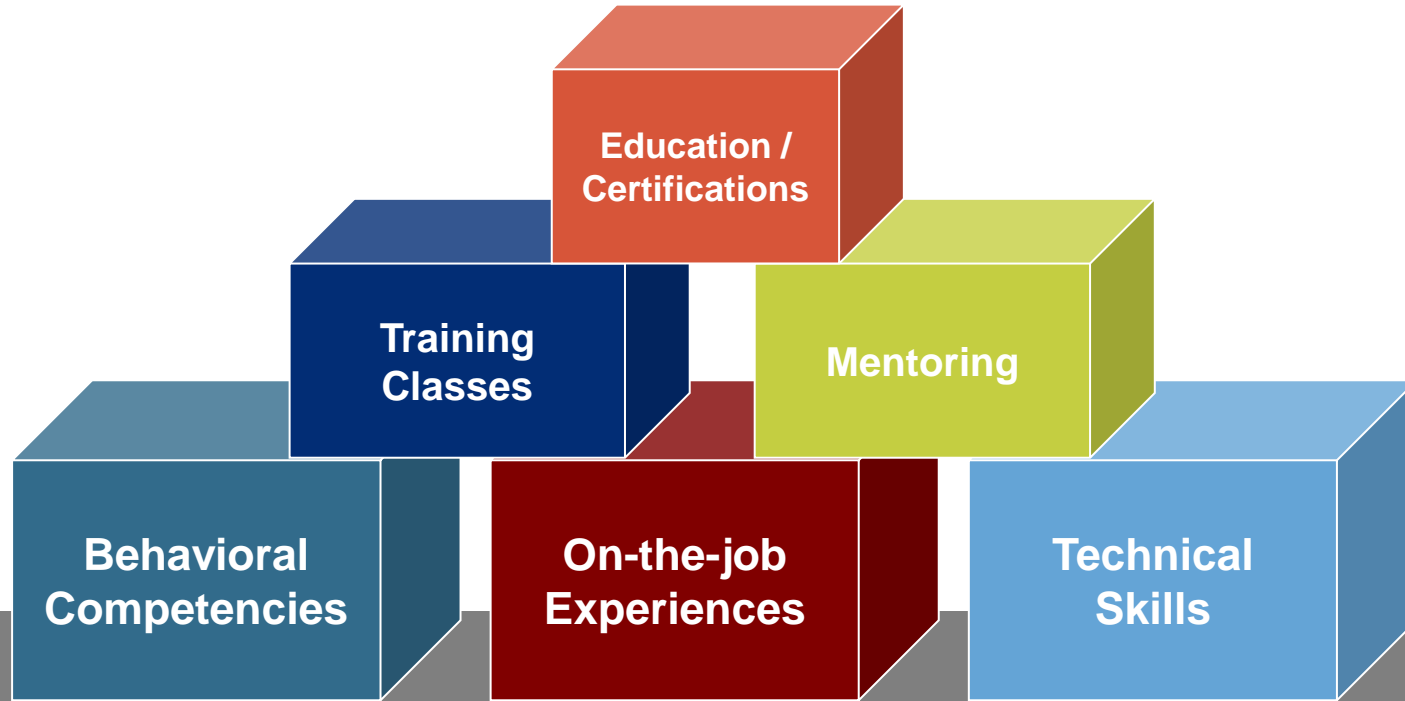
Cross-training and upskilling current employees encourages DEIJ initiatives



Skills Shortages

75% of HR professionals say there is a shortage of skilled candidates

Growth Plans Lead to Meaningful Employee Development



Career and Performance Goals

Behavioral Competencies: *How the Work Gets Done*

Behavioral Competencies

My Development Plan

Step 1: Enter your manager's full name.

Step 2: Select a competency you would like to develop. You can pick one competency per plan.

Reminder: Validate selections with your manager. **Note:** Hovering over a competency will show definitions.

Level 1

- Ensures Accountability
- Communicates Effectively
- Critical Thinking and Problem Solving

- Patient/Customer Focus
- Collaborates

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

Level 2

- Manages Conflict
- Manages Ambiguity
- Interpersonal Savvy

- Tech Savvy
- Being Resilient

Level 3

- Persuades
- Courage

- Builds Network
- Decision Quality

Level 4

- Drives Engagement
- Plans and Aligns
- Builds Effective Teams

- Optimizes Work Processes
- Directs Work
- Business and Financial Acumen

Level 5

- Organizational Savvy

- Drives Vision and Purpose

Previous

Continue to Step 3

My Development Plan

Competency Chosen: Patient/Customer Focus

Step 1: Enter your manager's full name.

Step 2: Select a competency you would like to develop. You can pick one competency per plan. [View Competencies](#)

Step 3: Tell us about your development goals.

Step 4: How would you assess yourself?

Step 5: Choose development activities and action steps.

Reminder: Select at least two on-the-job development activities and one formal training with feedback from others.

Activity Type

- On-the-Job Development
- Formal Training
- PMA Tools
- Create My Own Activity

On-the-Job Development Ideas

Spend time with your clients or patients. Identify areas where a simple change ...

Spend time with your clients or patients. Identify areas where a simple change might improve their overall experience. Document your observations, suggestions and present them to your manager.

Feedback Source

My Manager

Timeframe for Completion

90 days

*Please enter a specific date if possible

Describe your action steps

1. I will be intentional when spending time with my patients.
2. I will look for areas we could improve the patient experience.
3. Once I identify an area that could be improved, I will build a plan with suggestions for improvements
4. I will present my plan to my manager and ask for feedback

Previous

Add a New Activity

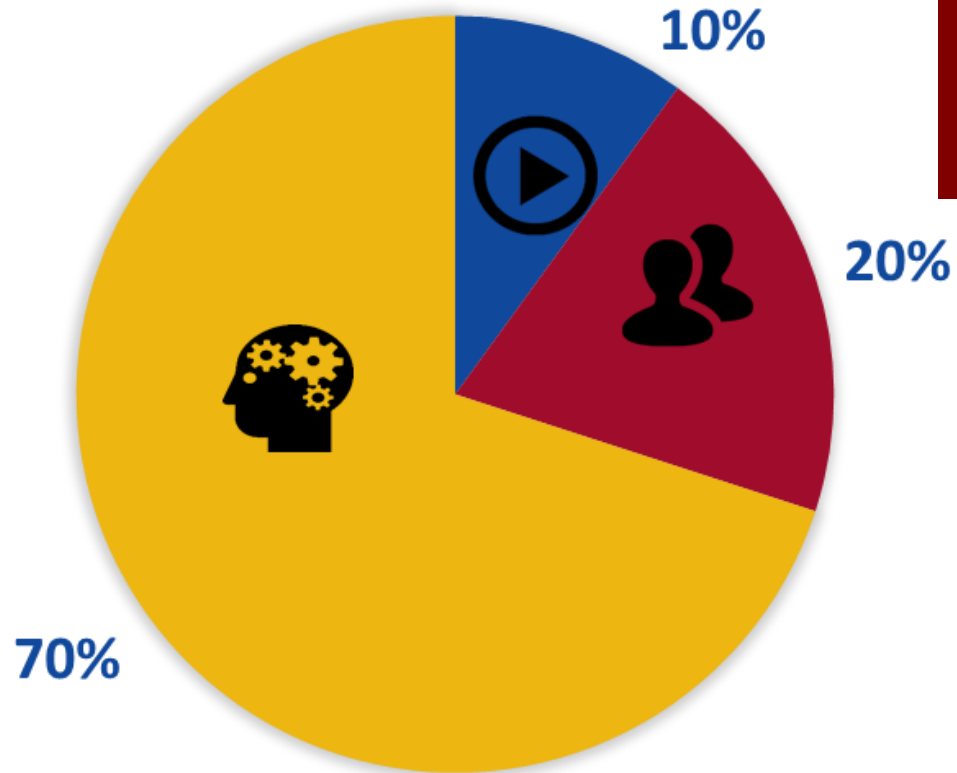
Submit My Plan

On-the-job Experiences: “Real World” Growth Opportunities

70% On the Job

20% Feedback

10% Courses



**On-the-job
Experiences**

On-the-job Experiences: “Real World” Growth Opportunities

On-the-job
Experiences

Stretch Assignment:

A project or task
given to employees
which is ***beyond
their current
knowledge or
skills level***

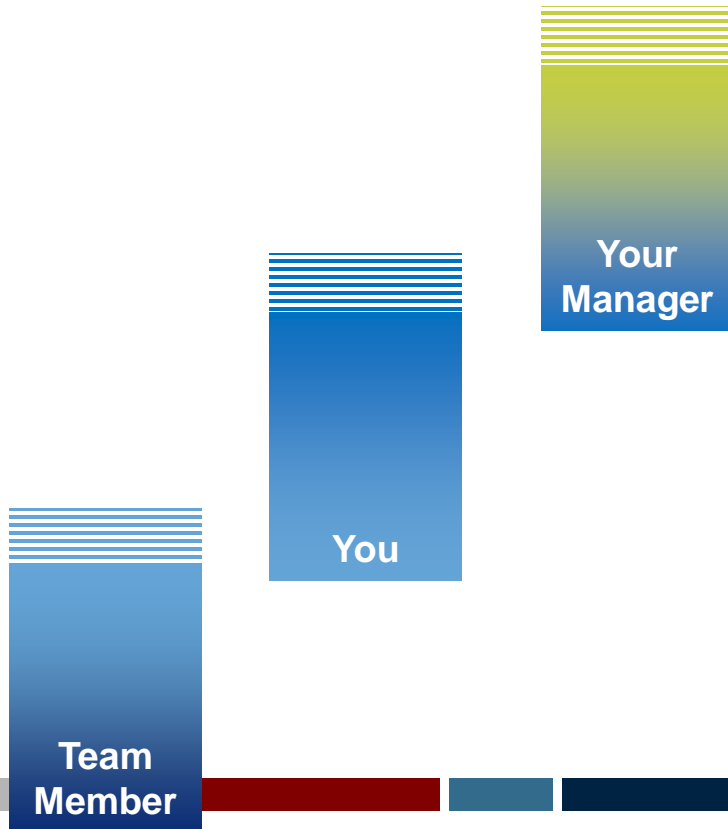
Real-World Opportunities To Learn and Grow

Low-Cost Development

Leadership Tryout

On-the-job Experiences: “Real World” Growth Opportunities

Day-to-Day



Variable Assignments

- Serve on a Committee
- Help Onboard a New Employee
- Develop Training Materials
- Lead a Team Huddle
- Manage an Intern
- Organize an Event
- Present to Senior Leadership

**On-the-job
Experiences**



Technical Skills: *What Work Gets Done*

Feedback



Technical Skills



[“I want to promote a more feedback rich environment within my team”](#)



[Giving Feedback](#)

[Giving Real Time Feedback](#)

[Giving Performance Feedback](#)

[Giving Feedback for Development](#)

[Giving Feedback Manager Huddle Sheet](#)

[Soliciting Feedback](#)

[Receiving Feedback](#)



[Managing at Penn Medicine](#)

[Focus on Performance Management](#)

[Tools and Resources for Building a Feedback Rich Environment](#)



[Creating a Feedback Rich Environment](#)

Technical Skills: *What Work Gets Done*

Feedback

**Job
Shadowing**



**Technical
Skills**

Technical Skills: *What Work Gets Done*

Feedback

**Job
Shadowing**

Inservice



**Technical
Skills**

Technical Skills: *What Work Gets Done*

Feedback

Technical Skills

Job Shadowing



Inservice

Coaching

Training Classes: LinkedIn Learning, Knowledge Link, Department

Training Classes

LinkedIn Learning interface showing a list of courses:

- Developing a Learning Mindset**
LinkedIn Learning · By: Gary Bolles · Feb 2018
228,280 learners
- Being Confident on Camera**
LinkedIn Learning · By: CreatorUp · Feb 2020
15,508 learners
- Top 5 Speed Reading Tips (2014)**
LinkedIn Learning · By: Paul Nowak · Nov 2014
53,981 learners
- 15 Secrets Successful People Know about Time Management (getAbstract Summary)**
LinkedIn Learning · By: getAbstract · Nov 2019
249,401 learners
- Gamification of Learning**
LinkedIn Learning · By: Karl Kapp · Oct 2014

Knowledge Link Learning interface showing a My Learning Plan:

My Learning Plan – Scroll to View

Keyword: Select All All Assignment Types

▼ DUE LATER

- 10/28/2021 | REQUIRED [START COURSE >](#)
AME: Infection Prevention - UPHS
Part of Infection Prevention (AME) - UPHS
- 10/28/2021 | REQUIRED [START COURSE >](#)
Protecting Patient Information (HIPAA)
Part of Protecting Patient Privacy (HIPAA) Curriculum
- 10/30/2021 | REQUIRED [START COURSE >](#)
Health System Safety Essentials
Part of Health System Safety Essentials - UPHS

My Curricula
Due Later (4)

Learning History
[View All](#)

No history records were added in last 30 days.

Find Learning
 [Go](#)
[Browse all courses >](#)

Please see Penn Medicine's LinkedIn Learning FAQs [here](#).
LinkedIn Learning is free to all Penn Medicine employees.


Mentoring: Learning from Leaders

75% of executives credit their mentors for helping them reach their current position

Penn Medicine Academy • Sparking Potential

TOOLS FOR REALIZING YOUR DREAM CAREER

Identifying a Mentor for Career Growth and Development



This tool is designed for all employees.

The following tips and techniques will help you find a mentor and be a great mentee.

Use this tool to help you identify a mentor to assist with your career growth.

Working with a mentor can be an extremely valuable experience for anyone who wants to grow in their career. The purpose of a mentor is to provide guidance to someone who is exploring a new career path, starting out in a new field or simply aspiring to be successful in their current position.

What is a Mentor?

A mentor is an experienced and knowledgeable person who nurtures the development of a less experienced person. A mentor can provide career guidance and motivation, help identify areas of opportunity, uncover strengths, teach, serve as a sounding board and broaden an individual's network. You may already know someone who can serve as a mentor based upon your past interactions, or you may be considering someone you've not officially interacted with yet. Mentoring can be a long-term or time-defined relationship that focuses on career and personal development.

Identifying a mentor

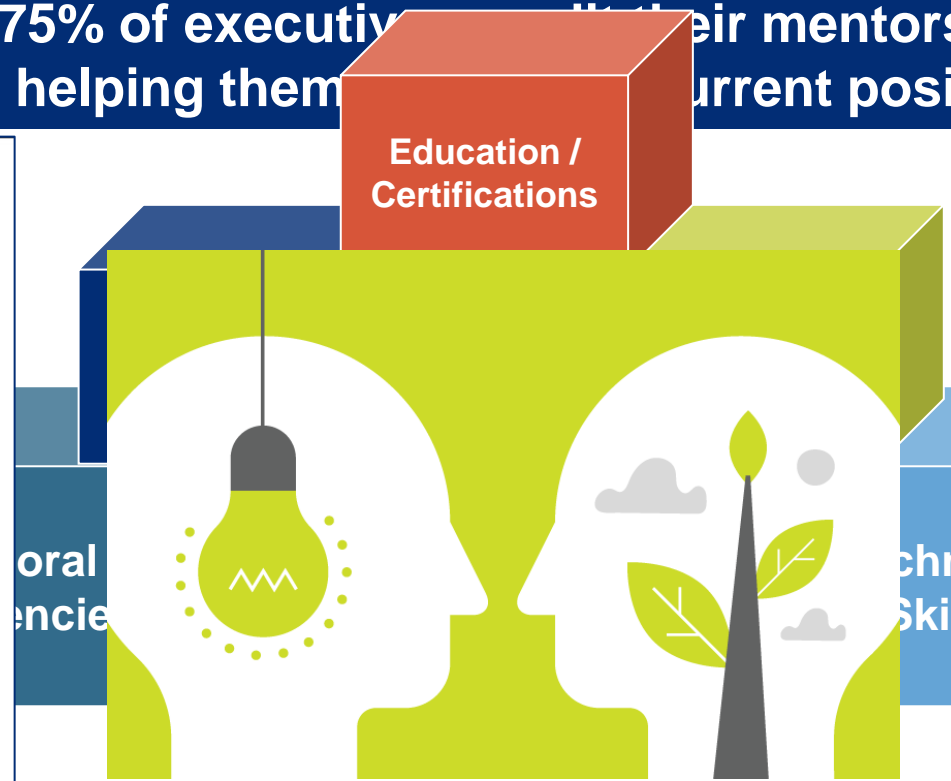
Selecting the right mentor is crucial. Start by identifying what you would like to gain from the relationship based upon developmental objectives.

Next, consider what you are looking for in a mentor relationship such as:

- Skill building as a leader or strategist
- Sounding board for career decisions
- Practical advice for workplace issues
- Avenue for additional feedback and growth
- Connector to other people in your field

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Identifying a Mentor for Career Growth and Development | 1



Considerations for Mentor Matching:

- What is your employee looking for from a mentor?
- What kind of mentor do you think your employee would learn from?
- Should the mentor be within the same chain of command?




Education / Certifications: Formal Education

Penn Medicine Academy • Sparking Potential

TOOLS FOR REALIZING YOUR DREAM CAREER

Undergraduate and Graduate Programs: Selecting the Best Fit



This tool is designed for all employees.

The following tips and techniques will help you select the degree program that is best suited to you.

Use this tool when considering returning to school to achieve your undergraduate or graduate degree.

Adding an undergraduate or graduate degree to your resume can be a great way to advance your career. We are fortunate to work for an organization that supports the pursuit of lifelong learning and self-development. Returning to school as an adult learner is a big commitment in terms of the time, effort and cost, even with Penn Medicine's tuition assistance benefit. It is important to recognize that there are many paths to advancing your career and to take the time to make informed decisions when making investments in your future.

Consider these questions to take charge of your professional development:

- What impact will achieving a degree have on my career?*
- Is there another way to achieve my career goal?*
- How much time do I have to invest in going back to school at this time?*
- What is the best degree and program for me based on what I want to learn and how I learn best?*
- Could I qualify for a more competitive program that would position me better for advancement?*

Consider your purpose for going back to school

- What has initiated the thought to pursue your degree? What goals are you hoping to achieve?
- Do you need a degree for career advancement or is a degree a nice to have? Is your goal to advance in your career? Do you think you will be more likely to advance your career if you had a degree?
- It is important to speak with your manager about your expectations and the career opportunity this will lead to. Earning a degree may be one way to advance your career, but it is not necessarily the only option. Review [Leading Self: Dream Careers Realized](#) for other ideas on how to develop your career.
- Depending on the role, you may also need a certain number of years of experience in addition to a degree. Familiarize yourself with the minimum requirements for positions of interest through the [Penn Medicine career site](#).

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Undergraduate and Graduate Programs: Selecting the Best Fit | 1

Formal
Education



Technical
Skills

Considerations for Formal Education:

- Why is your employee looking to further his/her education?
- Will this program be beneficial to his/her career path?
- Does your employee have specific expectations about what the education will provide?



What if...

- ▶ My employee does not want to grow?
- ▶ My employee doesn't like a stretch assignment?
- ▶ My employee wants me to be his/her mentor?
- ▶ My employee intends to pursue a degree that will not provide advancement in the field?

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:
 - [Creating a Feedback Rich Environment](#)
 - [Building a Development Plan](#)
 - Job Aids:
 - [Giving Feedback](#)
 - [Giving Development Feedback](#)
 - Classes:
 - [Managing at Penn Medicine](#)
 - [Using Behavioral Competencies for Development Planning and Interviewing](#)
 - Tools:
 - [Creating Strengths-Based Teams](#)

Articles

- ▶ [Creating a Continuous Learning Environment | Deloitte US](#)
- ▶ [The enterprise guide to closing the skills gap | IBM](#)
- ▶ [Employee Development Plans: 4 Winning Steps - BambooHR Blog](#)

LinkedIn Learning

- ▶ [Turning Weaknesses Into Strengths](#)
- ▶ [Leading and Managing the Whole Self](#)
- ▶ [A Strengths Based Approach to Managing your Team](#)

