

ASK YOURSELF: *Do I drive results? If I see an initiative being derailed, can I bring that to light and step in to help get it back on track?*

3. Informal Power. This term connotes working with and through others to accomplish goals. Successful healthcare strategists are able to develop mutually supportive relationships. They find ways to learn how and when to use their power to solve problems and propel their organization forward. Some might call this having political savvy, but it is much more than that. Informal power means you are seen as the go-to person who knows how to get things done through persuasion and consensus, rather than through force or authority.

ASK YOURSELF: *Do I have informal power? Am I frequently sought out by others for my opinions? Do I also pay back or support others in my network?*

Assess and Enhance Your Competencies!

As much as we might like to think that we're "all that and a bag of chips," the successful healthcare strategist also possesses the desire to continuously learn and the courage to take on projects that might be outside his or her comfort zone.

We encourage you to find ways to assess your attributes and skills. Psychometric tools, such as the Myers-Briggs Type Indicator, 360-degree reviews, and mentor programs, are a means to measure your aptitude and find out how you are seen by others. Sign up for formal training programs. Consider hiring an executive coach. Take on new challenges and different roles. Whether you are your organization's chief strategy officer, marketing manager, analyst, or you hold some other strategy title today, you have the opportunity now and in the coming years to make your mark on the healthcare industry.

To learn more about what it takes to become a transformational leader, visit shsmid.org/bridgingworlds.

Editor's note: This year, SHSMD will offer an assessment tool for healthcare strategists based on the skills and attributes identified in *Bridging Worlds*.

Heather Prasad

Director, Strategic Planning
 Thomas Jefferson University and Hospitals
 Philadelphia, PA
 Phone: (215) 503-7393
heather.prasad@jefferson.edu

Adriane Willig

Principal
 Witt/Kieffer
 Oak Brook, IL
 Phone: (630) 575-6199
awillig@wittkieffer.com

Putting a Competency Model into Action

A Case Study

SHSMD's *Bridging Worlds* report provides valuable resources to help assess your own strengths and weaknesses. For healthcare leaders, it can also be utilized in performance management to identify the competency needs of team members.

The strategy team at Thomas Jefferson University and Hospitals in Philadelphia, Pennsylvania, recently used *Bridging Worlds* as a reference to build its competency model.

The process of constructing a framework for staff assessment and improvement was initiated during a time of tremendous change and challenges, which included integration as the hospital, university, and physician group came together, followed by subsequent mergers. As the healthcare environment rapidly

evolved around them, it became imperative to discern how the team could remain relevant and provide value to the organization.

By melding the health system's leadership development program with *Bridging Worlds* attributes, the team created a new competency model, from which several lessons have been learned. (See Exhibit 1.)

When developing a competency model for your organization:




- Review team job descriptions.
- Use attributes and skills from *Bridging Worlds*.
- Describe competencies based on job level.
- Create multipronged

action plans with SMART goals (defined as specific, measurable, achievable, realistic, and time-bound).

- Integrate professional development plans into existing performance management architecture.

Exhibit 1

Thomas Jefferson University and Hospitals Competency Model

		
Transforms	Engages	Executes
<p>Demonstrates Adaptability</p> <p>Innovative Thinking</p> <p>Strategic Orientation</p>	<p>Communicates Effectively</p> <p>Builds Trust</p> <p>Motivates & Influences Partners & Networks</p> <p>Develops People</p>	<p>Leads Change</p> <p>Applies Business Acumen</p> <p>Analyzes Needs & Proposes Solutions</p> <p>Manages Projects</p>