



TOOL

Leadership Success Factor Definitions

PURPOSE

This tool provides definitions and explanations of critical leadership success factors.

When to Use

Use this tool to learn how to improve your success as a leader.

Who Uses

Co-leads and sponsors.

How to Use

Read the definitions of the critical leadership success factors to learn how to improve your leadership skills.

Create Focus

Strategic/Systems Thinking

Understands the connections and relationships across functions and entities for both internal and external constituencies; thinks appropriately.

Customer Orientation

Understands the needs of patients, members, and customers; aligns decisions and actions to enhance service.

Decisiveness

Makes timely and effective decisions.

Build Commitment

Communication

Sends the right messages and information to appropriate audiences; keeps people informed; adapts communication style to the needs of the audience.

Influence

Persuades others to pursue important courses of action—which they may not have been initially inclined to accept—by utilizing buy-in, persuasion, and relationship building.

Leadership During Change

Initiates and/or sponsors change efforts; aligns resources, overcomes resistance, engages, and motivates others to implement and sustain change efforts.

CONTINUED ON NEXT PAGE



TOOL

Leadership Success Factor Definitions

Partner/Collaborate

Partnership	Engages others as partners (including Health Plan, Medical Group, Labor) to identify mutual goals, develop solutions, make decisions, and achieve outcomes.
Team Focus	Works effectively in a team; is effective as a team leader as well as collaborating with others as a team member.

Deliver Results

Results Orientation	Does what is necessary to improve performance; balances the resources necessary to produce desired outcomes; tracks and monitors performance.
Confidence/initiative	Has foresight and asserts a willingness to perform in challenging situations; learns from mistakes and from feedback from others.
Reward/Recognition	Acknowledges others for their effort to reinforce and motivate desired behaviors (recognition); awards others with tangible items as a result of achievement or action (reward).

Build Talent

Cultural Competence	Considers and uses cultural dimensions in workforce planning and development, care delivery, and the formulation and enacting of business strategies.
Development of Others	Pays personal attention to the growth and development of others, provides constructive feedback, and creates development opportunities.
Personal Development	Is open to and seeks new learning opportunities; embraces and responds to feedback from others.

Foster Emotional Intelligence

Emotional Awareness	Aware of how emotions impact decisions, actions, and desired outcomes.
Emotional Management	Manages and adapts emotions in a constructive way to produce desired results.
Empathy	Senses and understands the emotions, thoughts, feelings, and perspectives of others.
Personal Integrity	Acts in accordance with personal values, principles, beliefs, thoughts, and feelings.