

Children's Management Competencies

Get Results

- Set clear goals
- Prioritize the work
- Align resources
- Measure progress
- Achieve success

Build a Strong Team

- Build your team
- Delegate and empower
- Provide feedback
- Celebrate success
- Teach and guide

Management competencies outline the behaviors required for success as a people manager.

They provide the foundation for everything we do to recruit, develop and retain the talent that makes Children's Healthcare of Atlanta a best place to work.

Be Clear and Compelling

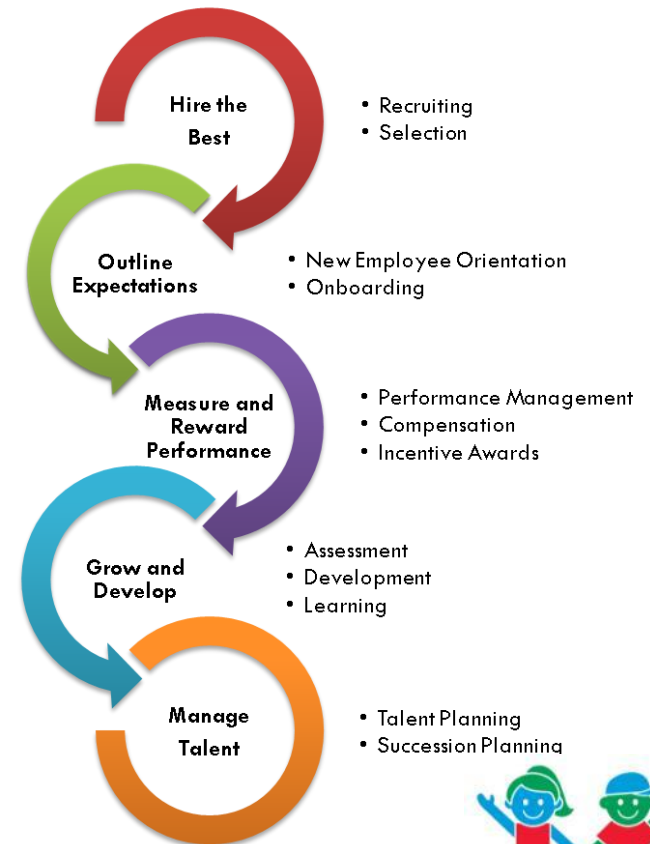
- Know your audience
- Manage the message
- Make your case
- Be credible
- Move the conversation forward

Be a Leader

- Think and act broadly
- Motivate and inspire
- Display personal courage
- Continue to learn and grow
- Maintain composure

Grow Relationships

- Know your customer
- Build relationships
- Leverage partnerships
- Work across departments
- Treat others with respect



Get Results

Set clear goals

- Define results to be achieved and how success is measured
- Develop action plans with clear milestones and deliverables
- Ensure goals are understood and hold people accountable

Prioritize the work

- Assess the importance and urgency of work
- Focus energy on the most important objectives
- Reorder priorities when necessary to adapt to changing situations

Align resources

- Know and leverage people's strengths
- Assign staff based on their skills and abilities
- Create practices and processes that drive accountability

Measure progress

- Monitor progress on action plans
- Move quickly to remove obstacles to success
- Use metrics to forecast and redirect effort as necessary

Achieve success

- Ensure goals are achieved on time
- Measure success at goal completion
- Take accountability for both success and failure

Build a Strong Team

Build your team

- Know what skills and experience your team needs
- Recruit and hire the best people
- Engage and motivate your team

Delegate and empower

- Trust your team to manage tasks/projects independently
- Provide guidance and support as needed
- Allow freedom to try new and different ways of doing things

Provide feedback

- Give timely, specific feedback when you observe behavior
- Discuss strengths and opportunities to improve
- Help your team identify actions to improve performance

Celebrate success

- Use available tools and resources to recognize your team
- Show timely appreciation for good work
- Pause to celebrate small wins along the way

Teach and guide

- Share your knowledge, experience and lessons learned
- Allow room to fail and use mistakes as an opportunity to teach
- Set "stretch" goals for your team

Be Clear and Compelling

Know your audience

- Know your key stakeholders
- Involve the right people in the conversation
- Prepare materials at the appropriate level

Manage the message

- Identify the best way to communicate (e.g., face to face, phone, email)
- Adapt the amount and type of information shared to your audience
- Keep the message simple, well-organized and easy to follow

Make your case

- Explain the why behind what you're asking to provide context
- Balance talking and listening to encourage dialogue
- Read your audience and flex your style accordingly

Be credible

- Know what you're talking about
- Project confidence and commitment
- Command attention across multiple audiences

Move the conversation forward

- Identify and communicate next steps
- Follow up on unanswered questions or requested information
- Keep stakeholders informed

Be a Leader

Think broadly

- Think with a perspective broader than your department
- Consider the impact of your decisions on others
- Accept and support system decisions publicly and privately

Motivate others

- Role model the behavior you expect as an example for others
- Connect to others with your passion and vision
- Relate work to the Values to keep people engaged

Display personal courage

- Have a point of view on controversial issues
- Make the right decision even when it's unpopular
- Address unproductive conflict quickly and decisively

Continue to learn and grow

- Seek out opportunities to develop new skills
- Ask for, and act on, feedback
- Learn from personal mistakes and move on

Maintain composure

- Carry yourself with confidence
- Remain calm and composed under pressure
- Lead by example

Grow Relationships

Know your customer

- Identify whose support is important for the success of your business
- Spend time with customers to understand their needs
- Ensure the customer's perspective is present in all decisions

Build relationships

- Invest time to build relationships before you need them
- Win others' trust by speaking honestly and acting with integrity
- Be willing to give help, as well as receive it

Leverage partnerships

- Know when to ask for help and when to offer it
- Use partners as a sounding board to seek input and feedback
- Borrow others' influence to promote your ideas and initiatives

Work across departments

- Engage managers from other departments to understand their goals
- Establish mutually beneficial goals where possible
- Leverage expertise in other areas to achieve greater results

Treat others with respect

- Strive to understand where others are coming from; show empathy
- Be responsive and willing to collaborate when others reach out
- Do what you say you're going to do