

Children's Leadership Competencies

Get Results

- Understand issues
- Connect the dots
- Make decisions
- Be efficient and consistent
- Set expectations

Build a Strong Team

- Hire and keep the best
- Delegate authority
- Trust your team
- Celebrate success
- Promote development

Leadership competencies outline the behaviors required for success as a leader.

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

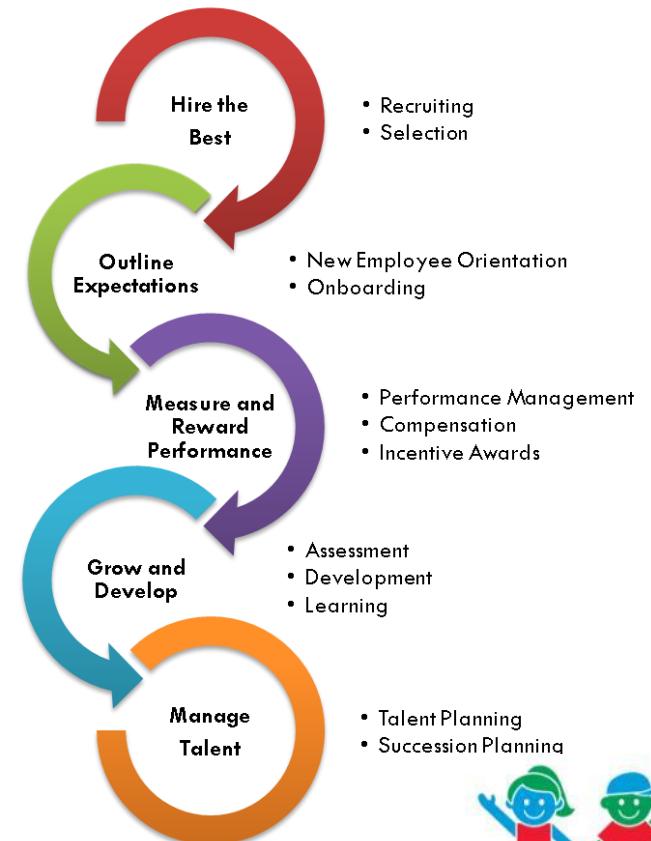
- Know your audience
- Set context
- Manage the message
- Make your point
- Exercise clarity and brevity

Be a Leader

- Work with energy
- Be confident and decisive
- Balance listening and responding
- Continue to learn and grow
- Be polished and poised

Grow Relationships

- Know your customer
- Work across boundaries
- Value perspectives
- Play well with others
- Foster trust



Get Results

Understand issues

- Be clear about the problem you are solving
- Ask the right questions to ensure understanding
- Weigh the pros / cons of possible solutions

Connect the dots

- Ensure your words and actions demonstrate global perspective
- Know how your work impacts other areas
- Know the business and how your work enables Children's success

Make decisions

- Focus efforts to drive informed decisions
- Use data and analysis as appropriate
- Manage differing opinions and drive to resolution

Be efficient and consistent

- Find ways to increase operational efficiency
- Work across the system to limit variation
- Foster a consistent, standardized approach

Set expectations

- Prioritize work based on business strategy and goals
- Give clear direction with measurable targets
- Ensure expectations are understood and hold people accountable

Build a Strong Team

Hire and keep the best

- Hire and develop A players
- Engage and motivate your team
- Take action to retain your best talent

Delegate authority

- Delegate the objective not the process
- Ensure your team is working at the appropriate level
- Foster an environment where individuals can own the work

Trust your team

- Demonstrate confidence in your team's expertise
- Trust your team to work independently
- Provide feedback in an honest and direct way

Celebrate success

- Take time to celebrate the big and little wins
- Share the success stories
- Balance drive for results with recognition of success

Promote development

- Focus on individual and team development
- Know your top talent and your succession plan
- Ensure your team has actionable development plans in place

Be Clear and Compelling

Know your audience

- Involve the right people in the conversation
- Prepare materials at the appropriate level
- Tell your story in a way that connects with your audience

Set context

- Explain why your topic is important
- Ensure people understand your starting point
- Be clear about what you want to accomplish

Manage the message

- Know what your audience needs to hear
- Command your topic as an expert
- Flex your style appropriately

Make your point

- Know your elevator speech
- Demonstrate confidence in your topic
- Be compelling in your delivery

Exercise clarity and brevity

- Be articulate and clear
- Communicate messages succinctly
- Be rational and appropriately persuasive

Be a Leader

Work with energy

- Work purposefully with a sense of urgency
- Motivate and inspire others with your words and actions
- Create positive energy in the face of change or challenge

Balance listening and responding

- Share air time in discussions
- Invite multiple perspectives and respond positively to feedback
- Balance talking and listening to encourage dialogue

Be confident and decisive

- Be appropriately direct with your team and others
- Make timely decisions from a systemic perspective
- Own and advocate for the final decision

Continue to learn and grow

- Seek out ways to develop your knowledge and skills
- Admit your mistakes; use them as an opportunity to learn and teach
- Foster an environment of learning and teaching

Be polished and poised

- Lead others through complexity with calm and composure
- Confidently engage with leaders at all levels
- Lead by example

Grow Relationships

Know your customer

- Ensure your work is aligned to your customers' needs
- Flex your approach based on customer preference
- Ensure the customer's perspective is present in all decisions

Work across boundaries

- Reach out to build relationships in new areas
- Include others outside your area as appropriate
- Leverage expertise in other areas to achieve greater results

Value perspectives

- Encourage diversity of thought
- Welcome thinking different from your own
- Show tolerance and respect for different perspectives

Play well with others

- Treat others the way you expect to be treated
- Be available and responsive when others need you
- Consider the needs of all those involved

Foster trust

- Give others the benefit of the doubt
- Share information as appropriate
- Say what you mean and mean what you say