Manager, Communicator and Collaborator Competencies

A. MOTIVATING BEHAVIOURS (with Colleagues & Staff)
   1. Treats team members with respect
   2. Is open to suggestions (e.g., responds to suggestions with a positive attitude, etc.)
   3. Remains approachable, even when stressed out
   4. Responds to conflict by trying to work out solutions
   5. Admits when wrong (e.g., avoids defensiveness when acknowledging mistakes, etc.)
   6. Shows up on time for commitments
   7. Is truthful and straightforward
   8. Keeps team members informed about important information
   9. Proactively and effectively teaches all team members
  10. Adapts to – and complies with – changing policies, procedures, priorities
  11. Gets things done on time
  12. Spots and solves important problems (e.g., and, if can’t, takes the initiative to ask for help, etc.)
  13. Communicates clear requests, explanations and expectations (e.g., writes legibly, explains logically, etc.)

B. MOTIVATING IMPACT (with Colleagues & Staff)
   1. Behaves in a way which encourages team members’ best work

C. DISCOURAGING BEHAVIOURS (with Colleagues & Staff)
   1. Talks down to team members
   2. Overreacts emotionally when little things go wrong
   3. Overreacts and defensive to suggestions or questions (e.g., responds poorly when receiving constructive feedback, etc.)
   4. Seems distracted, disorganized, confused or absent-minded about relevant information
   5. Criticizes certain team members behind their back
   6. Responds late to important calls, or requests for help (e.g., frozen sections, etc.)
   7. Whenever possible, avoids responsibilities (e.g., does not finish agreed upon tasks, etc.)

D. DISCOURAGING IMPACT (with Colleagues & Staff)
   1. Discouraged some staff from being their most helpful
   2. Made others want to avoid working with him/her

E. INSIGHT IMPACT (with Colleagues & Staff)
   1. Understands how his/her behavior impacts others
F. MEDICAL EXPERT
1. Uses sound clinical judgment
2. Knows his/her own technical limitations
3. Skillfully handles unexpected events with healthcare team members

G. PROFESSIONAL
1. Acts in a professional and respectful manner with healthcare team members at all times
2. Responds promptly to questions and addresses requests for patient care needs (e.g., responds quickly to pages and email requests, follows up quickly, makes good decisions quickly, etc.)
3. Puts patients’ needs before his/her own personal convenience
4. Responds to incident reports and safety concerns professionally (e.g., without overreaction or defensiveness, etc.)
5. Has healthcare team members consistently reporting they are highly satisfied with him/her (e.g., others compliment and do NOT complain about resident, etc.)

H. COMMUNICATOR
1. Communicates clearly with team members

I. COLLABORATOR
1. Agreeably covers clinical and other responsibilities when colleagues are unavailable

J. MANAGER
1. Systematically follows-up patients’ cases
2. Completes all documentation on time (e.g., dictations, autopsy, provisional and final reports, etc.)

K. HEALTH ADVOCATE
1. Applies patient safety policies to reduce errors, improve quality (e.g., washes hands, writes real-time notes, reads back verbal orders, etc.)

L. SCHOLAR
1. Uses current evidence-based guidelines for diagnosis/patient management (e.g., uses appropriate diagnostic tests and procedures, etc.)

TYPE-IN COMMENT QUESTIONS (comments are de-identified and clustered by themes in report)
a. What would you like this Person to START doing?
b. What would you like this Person to STOP doing?
c. What would you like this Person to KEEP doing?