

MICHIGAN MEDICINE LEADERSHIP EXPECTATION MODEL

MISSION

Creates value for the diverse communities we serve

Creates a shared vision

Leads innovation & change

PEOPLE

Fosters & promotes diverse teams

Collaborates & builds inclusive relationships

Coaches & develops others



MICHIGAN MEDICINE
UNIVERSITY OF MICHIGAN

SELF

Adapts

Acts with courage & confidence

Communicates

EXECUTION

Achieves results

Solves problems

Aligns culture

YEAR OF LEARNING 2017-2018

LEADERSHIP EXPECTATIONS



Collaborates and Builds Inclusive Relationships

MM leaders generate an atmosphere of collegiality and are models of respect, helpfulness, and cooperation. They draw others into active, enthusiastic commitment to the collective effort, and build spirit and identity. They spend time forging and cementing professional relationships, creating internal and external networks.

Communicates

MM leaders create an atmosphere in which timely and high quality information, reflecting diverse thinking, flows smoothly. Leaders encourage the open expression of ideas and opinions. Leaders are role models in delivering clear presentations; they actively listen and prepare well-written documents.

Creates a Shared Vision

MM leaders inspire people through building consensus around a compelling vision and shared mission, including strategic clinical, research, and educational initiatives. A hallmark of their achievements is in continually learning and innovating - and teaching faculty, staff, and students - ways to do better. Leaders see standard work and experimentation as the basis of innovation and creativity.

Leads Innovation and Change

MM leaders catalyze change by recognizing its need, challenging the status quo, energizing stakeholders, and championing experiments to improve. Leaders are strong advocates of change even in the face of opposition, and make the compelling argument. They find practical ways to overcome barriers to change through deep knowledge of the way work is done and the root causes of problems. Leaders engage diverse teams in change activities.

70/20/10 DEVELOPMENT APPROACH

70 percent of a leader's greatest learning moments comes from experiences or on-the-job learning, and 20 percent comes from interactions with others, which includes coaching and mentoring. The final 10 percent comes from formal learning experiences like classroom training, web-based training, or industry conferences. Be sure to have a mix of learning opportunities; a blend of informal and formal learning.

70%
On-the-Job Learning

Stretch/challenging assignments, special projects, volunteer/community service, rotational assignments

20%
Mentoring & Coaching

Peer-to-peer and formal, networking, development plans, career/performance discussions

10%
Formal Learning

Instructor-led, self-study, conferences, forums, e-learning, books



IMPLEMENTING THE 70/20/10 PROFESSIONAL DEVELOPMENT

70/20/10 is a reference model for the planning of one's development and encourages the leveraging of new and challenging experiences, finding opportunities for practice, engaging in rich conversations and networks, and creating space for reflection.

Most learning happens through our experiences (our practice) in the workplace. We can be intentional in creating these experiences. To ensure these on-the-job activities improve performance, make sure that projects provide learning and that experiences provide development.

Typical "70" Activities

- > Opportunities to apply new learning and skills in real situations
- > Opportunities to reflect and learn from projects
- > Assignments focused on new initiatives
- > The chance to work as a member of a small team
- > Assignments providing cross-departmental experience
- > Action learning (project)
- > The opportunity to develop a specific expertise niche

Typical "20" Activities

- > Formal and informal mentoring and coaching (peer and executive)
- > Informal feedback and work debriefs
- > Learning through team work
- > Building strong internal and external networks
- > Professional and industry association membership
- > Facilitated group discussion

Typical "10" Activities

- > Structured onboarding programs
- > Activity-based workshops
- > Immersive and interactive eLearning
- > Simulations and game-based learning
- > Book discussions
- > Webinars

ELEMENTS OF ACTIVE LISTENING

Collaboration and building inclusive relationships require leaders to practice active listening. A great collaborator will encourage a dynamic exchange of ideas, information, and opinions, capitalizing on the value of diverse views.

MISSION: Through active listening, leaders engage multiple perspectives and can thereby thoroughly comprehend any new concept or suggestion, providing opportunity for organizational change, innovation, and transformation.

Ask yourself: What does each team member uniquely offer? How can I solicit feedback and input from those with a stake in the outcome before we make a change?

PEOPLE: Active listening is a model for respect and understanding. Team members want to feel valued, and being heard is where feeling valued begins.

Ask yourself: Do I give my team my undivided attention, putting aside all distractions, including technology? Does my body language show that I invite and am open to new ideas and feedback?

EXECUTE: Through the practice of active listening, leaders share responsibility and ensure that everyone with a stake in the outcome has input before mapping a course, thereby driving high-quality outcomes.

Ask yourself: Do I make premature judgements or interrupt my staff? Do I consider and include all feedback? Do I ask questions to clarify others' input?

SELF: Active listening encourages discussion in real time. When everyone is candid, open, and honest, we are better able to make adjustments to our plans when an urgent challenge arises.

Ask yourself: Have I created an environment of trust and respect where discussions can happen in real time? Do my employees feel they can approach me and offer their opinions?

ELEMENTS OF TRUST & SUPPORT

At the core of collaboration are trust and support. Both need to be evident in how we accomplish our work, how words are spoken, and how the results are evaluated. Without trust and support, collaboration falls apart quickly; it takes effort.

MISSION: Trust is essential to promoting creativity and innovation. Trusted leaders allow others to communicate freely and easily, even if initially the ideas are perceived as ridiculous or irrelevant.

***Ask yourself:** Do my words and actions welcome new ideas? Am I too quick to judge a new idea? How can I promote more creative and innovative thinking?*

PEOPLE: Trust lies at the heart of effective relationships. Trusted leaders honor commitments and keep confidences. Trust is reciprocal; you need to give it to get it.

***Ask yourself:** Am I following through on my commitments? Am I withholding too much? Do my actions match my words?*

EXECUTE: Trust embraces accountability. Trust enables forward progress, preventing circular non-action. Trust ensures everyone is involved in a meaningful way.

***Ask yourself:** Am I leveraging my staff members' unique talents to produce collaborative results? Are we tracking our forward progress?*

SELF: When you have a supportive relationship, you can speak your mind honestly and freely. Trusted leaders assume they do not know the best course of action; they are open and forthright and respect the other person's right to do the same.

***Ask yourself:** Do I offer advice without condition? Do I challenge others whenever I feel that they are selling themselves short? Do I hold others accountable, and allow others to hold me accountable? Do I ensure required standards are met?*