Talking with your Team about the Behavioral Competency Model for Shared Success

Below are a few bullet points to consider when talking with your staff or colleagues regarding the improved competency model. More resources are available in iDevelop.

**What is the Behavioral Competency Model for Shared Success?**

1. The Behavioral Competency Model for Shared Success helps:
   - Define expectations of workplace behaviors
   - Ensures objectivity in performance appraisals/evaluations
   - Provides guidance for focused development for advancement
   - Provides a foundation for training

2. A Behavioral Competency Model is not new to NYULMC, we have simply improved it. NYULMC’s old model is below.

**The Model has been improved in 2 significant ways**

1. The Model has been simplified. Instead of the 38 plus cascading competencies there are now the same 12 for all levels and titles. See the improved Model below.

![Behavioral Competency Model](image.png)

<table>
<thead>
<tr>
<th>Behavioral Competency Model for Shared Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collegial/Patient Focus</strong> – has a superb service orientation, builds strong internal and external relationships, and delivers excellence in every patient/colleague interaction</td>
</tr>
<tr>
<td><strong>Agile Decisions</strong> – uses critical and analytical thinking to make confident decisions that keep the organization moving forward and anticipate future needs</td>
</tr>
<tr>
<td><strong>Innovation</strong> – inspires others and creates new and better ways for the organization to be successful</td>
</tr>
<tr>
<td><strong>Collaboration</strong> – builds partnerships and teams, and works collaboratively with others to meet shared objectives</td>
</tr>
<tr>
<td><strong>Developing Others</strong> – helps people develop so they meet performance, career, and organizational goals</td>
</tr>
<tr>
<td><strong>Organizational savvy</strong> – maneuvers comfortably through complex systems and overall policies, processes, and people-related organizational dynamics to achieve alignment</td>
</tr>
</tbody>
</table>

2. The number of levels in the Model has been reduced. In the past the levels were:
   - Individual Contributor,
   - Manager of Projects,
   - Manager of People and Programs,
   - Manager of Functions/Departments/Large Scale Projects and
• Manager of the Enterprise.

Now the levels in the Model are:

• **Team Member** = Individual Contributor, people who have no supervisory responsibility
• **Leader of Others** = Manager level individuals includes Supervisors, Unit Managers, Nurse Managers, Assistant Managers (etc.) who oversee individuals with no supervisory responsibilities and/or individuals with small teams
• **Leader of Leaders** = Director to VP level who lead a department/function and oversee people who manage others
• **Leader of the Enterprise** = VP and above who lead a significant department/function

**How to use the Model in Performance Management and Development**

1. How we demonstrate our proficiency of the 12 competencies may be different based on role and level in the organization.

2. Use the BARS (Behavioral Anchored Ratings Scale) to see examples of when behavior Needs Improvement, Meets Expectation or Exceeds Expectation based on level. See the BARS example below for the competency “Collegial/Patient Focus” and what behaviors are expected for each level. Look to iDevelop for a complete collection of the BARS that includes all 12 competencies for all 4 levels.

<table>
<thead>
<tr>
<th></th>
<th>TEAM MEMBER</th>
<th>LEADER OF OTHERS</th>
<th>LEADER OF LEADERS</th>
<th>LEADER OF THE ENTERPRISE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NEEDS IMPROVEMENT</strong></td>
<td>Overlooks or makes assumptions about the reasons for patients/colleagues’ choices.</td>
<td>Takes few steps to improve patient/colleague experience.</td>
<td>Misses opportunities to create a feeling of accountability toward the patient/colleague.</td>
<td>Misses opportunities to create a patient-focused environment.</td>
</tr>
<tr>
<td><strong>MEETS EXPECTATIONS</strong></td>
<td>Works to gain an understanding of what guides patients/colleagues’ choices, working to see things from their point of view.</td>
<td>Investigates and applies routine methods of improving patient/colleague experience on a general basis.</td>
<td>Talks about the importance of providing a strong level of advocacy, care, and service to patients/colleagues.</td>
<td>Supports efforts to build patient/colleague satisfaction, loyalty, and commitment, conveying fluency in key patient/colleague experience metrics and focus areas.</td>
</tr>
<tr>
<td><strong>EXCEEDS EXPECTATIONS</strong></td>
<td>Probes beyond the obvious to learn the many factors guiding patients/colleagues’ choices.</td>
<td>Is deeply attuned to patient/colleague metrics, trends, and experiences, and routinely identifies innovative, viable ways to drive substantial improvement.</td>
<td>Creates a patient-centered environment where team members feel a strong sense of ownership and accountability for creating the best possible patient/colleague experience.</td>
<td>Fosters a patient-focused environment where people are committed to/striving to patients, as well as maximizing patient/colleague satisfaction, loyalty, and commitment in a way that provides a competitive advantage to the institution.</td>
</tr>
</tbody>
</table>

3. The Model should be used to help set performances goals or to build a development plan for advancement. A guide sheet is available on iDevelop that can help you create S.M.A.R.T development goals.

4. You will be evaluated on your performance against all 12 competencies and this will be a part of all your evaluations.

5. iDevelop has a number of instructor-led trainings and e-learning to help you improve your performance in any of the 12 competencies. These include:

• For Your Improvement: a collection of suggested resources and actions you can take to enhance a competency
• Learning@NYU Langone – a curriculum of instructor-led training courses mapped to the competencies they help develop
• A two minute overview of the competency model for shared success
• A 5 minute e-learning about the competency model for shared success