

MAGNIFICENT SEVEN COMPETENCIES

1. CHARTING THE COURSE

- Strategic vision
- Innovativeness
- Systems-thinking
- Flexibility/adaptability

2. DEVELOPING WORK RELATIONSHIPS

- Individual understanding
- Mentoring
- Physician/clinical relations

3. USING BROAD INFLUENCE

- Consensus-building
- Persuasiveness
- Political skills
- Collaboration/team building

4. STRUCTURING THE WORK ENVIRONMENT

- Work design and coordination
- Feedback giving/performance management
- Use of meetings
- Decision-making

5. INSPIRING COMMITMENT

- Building trust
- Listening/feedback receiving
- Tenacity
- Self-presentation

6. COMMUNICATING

- Energizing
- Crafting messages
- Writing
- Speaking
- Availability

7. SELF-MANAGEMENT

- Managing Limits
- Balance
- Resilience/self-restraint

Competencies and Descriptions

CHARTING THE COURSE		
1	Strategic vision	Demonstrates a solid feel for the organization's purpose; keeps track of important changes in the external environment as they may affect the organization; effectively visualizes the organization's future based on organization and environmental knowledge; creates a clear, appealing vision that all can subscribe to; successfully aligns employees with that vision
2	Innovativeness	Brings creative ideas to the table; challenges others' ways of thinking; explores uncharted options; thinks "outside the box;" identifies, explores and exploits all opportunities
3	Systems-thinking	Anticipates the ways changes in one part of the organization may affect other departments; integrates all parts into planning and the "big picture;" fosters relationships across departments to overcome silos
4	Flexibility/ adaptability	Open to new ideas and courses of action; willing to change positions; skillful and creative in problem-solving

DEVELOPING WORK RELATIONSHIPS		
1	Individual understanding	Understands each direct report and relates to each on a personal level; understands what motivates each direct report and acts accordingly to help him/her attain his/her goals
2	Mentoring	Acts as a role model for direct reports; Empowers others; nurtures employees so they are equipped to achieve goals; teaches others important lessons in an unassuming manner; recruits, retains, and counsels management toward effectiveness in their positions
3	Physician/clinician relations	Views clinicians as partners rather than employees; understands clinicians' professional objectives; is sensitive to clinician's needs; shows mutual respect and tolerance toward clinicians

BROAD INFLUENCE		
1	Consensus-building	Understands all parties' agendas; uses that understanding to generate compromises
2	Persuasiveness	Influences others to get on-board; gets others ready and accepting of change; creates and facilitates change in ways that minimize perceived threat
3	Political skills	Is politically savvy/has political instincts; knows when to be proactive and when to "lay low" in respect to different issues and leaders; is politically skilled with government
4	Collaboration/ Team-building	Creates coalitions among stakeholders around broader goals; moves people toward team goals; brings groups to consensus on team goals that satisfy most

STRUCTURING THE WORK ENVIRONMENT		
1	Work design and coordination	Delegates effectively (gives direct reports work without micromanaging); creates reporting structures so that he/she has the right information at the right times; multi-tasks effectively (can pursue multiple agendas at the same time; clarifies roles; sets clear and measurable objectives
2	Feedback giving/performance management	Communicates a clear and consistent message about expected results; assesses management performance credibly, and communicates these assessments routinely; addresses performance problems in a timely and appropriate manner
3	Use of meetings	Sets clear goals for meetings and achieves them; spends meeting time well; in moving through the agenda he/she balances time constraints against the need for appropriate input from participants
4	Decision-making	Tries to obtain all important information before making a decision; can make decisions if necessary without having all info; knows when to make a decision and when to wait; can make tough decisions without hesitating; understands when the organization is and is not ready for change

INSPIRING COMMITMENT		
1	Building trust	Communicates truthfully about all things including himself/herself; follows-through on promises and decisions; “walks the talk;” handles sensitive information appropriately and effectively
2	Listening/feedback receiving	Knows when to listen and when to speak; actively listens to others; shows interest in others’ opinions; shows openness/ability to “hear” criticisms; listens without interrupting
3	Tenacity	Shows courage in his/her convictions; sticks to his/her guns when faced with push-back
4	Self-presentation	Presents himself/herself in a manner that puts others at ease; has a professional stature; dresses appropriately according to the organization; acts as a host in all situations; is well-prepared for all interactions; relates well to others regardless of their position

COMMUNICATION		
1	Energizing	Communicates and acts in ways that energize others; gets people energized and excited about their work; “rallies the troops”
2	Crafting messages	Tailors messages and style according to the specific audience at hand; delivers clear, concise, articulate messages
3	Writing	Uses correct grammar and spelling in written communications; written messages are clear and coherent; pays attention to detail
4	Speaking	Has well-developed podium skills; speaks clearly and avoids mixed messages; uses proper grammar and pronunciation
5	Availability	Is out and about in the organization; carries the meaning of the organization to other constituents locally, regionally and/or nationally

SELF-MANAGEMENT		
1	Managing limits	Shows awareness of his/her limits in knowledge and abilities; seeks input from others with counter strengths; relies on others for information and support in areas of weakness; shows awareness of limits in personal resources (time, focus, energy)
2	Balance	Pursues interests outside of the organization; balances work and family life effectively; coordinates work and personal life to prevent one from undermining the other
3	Resilience/ self-restraint	Shows respect for ideas and opinions he/she may personally disagree with; addresses concerns in positive and constructive ways; keeps an even temper when frustrated

These seven competencies were adapted from [“360 Feedback for Leadership Development in Health Administration,”](#) a report developed by Andrew N. Garman, PsyD, MS, and J. Larry Tyler, FACHE, FHFMA, CMPE, and funded by the American College of Healthcare Executives.