

Leadership Development Catalog



WELLSTAR LEADERSHIP COMPETENCIES

Wellstar leaders are expected to master and model not only team member competencies and Wellstar values, but also the leadership competencies listed here. These expectations and our annual goals define how leadership performance is measured and rewarded.



Decision Making/Judgment

- Recognize problems and respond.
- Systematically gather information.
- Sort through complex issues.
- Seek information from others.
- Make timely decisions.
- Make difficult decisions.
- Use consensus when possible.
- Communicate decisions to others.



People Development and Managing for Performance

- Provide feedback and coaching.
- Take a mentoring role.
- Challenge and develop employees.
- Provide visibility/opportunity.
- Apply clear/consistent performance standards.
- Handle performance problems decisively and objectively, in a direct and tactful manner.
- Reward hard work and risk taking.



Manage and Deliver Results

- Set challenging and productive goals for team.
- Keep team accountable for actions.
- Provide leadership and motivation.
- Provide resources and support.
- Use checkpoints and data to track progress.
- Set up systems and processes to measure results.
- Establish a track record of results.
- Focus on the right things and make them happen.
- Be on time and within budget.



Extend Trust

- Demonstrate a propensity to trust.
- Extend trust abundantly to those who have earned your trust.
- Extend trust conditionally to those who are earning your trust.
- Learn how to appropriately extend "Smart Trust" to others based on the situation, risk and credibility of the people involved.
- Don't withhold trust because there is risk involved.
- Establish positive rapport and relationships with medical staff, where appropriate (partnership).

OUR VALUES



We serve with compassion.



We pursue excellence.



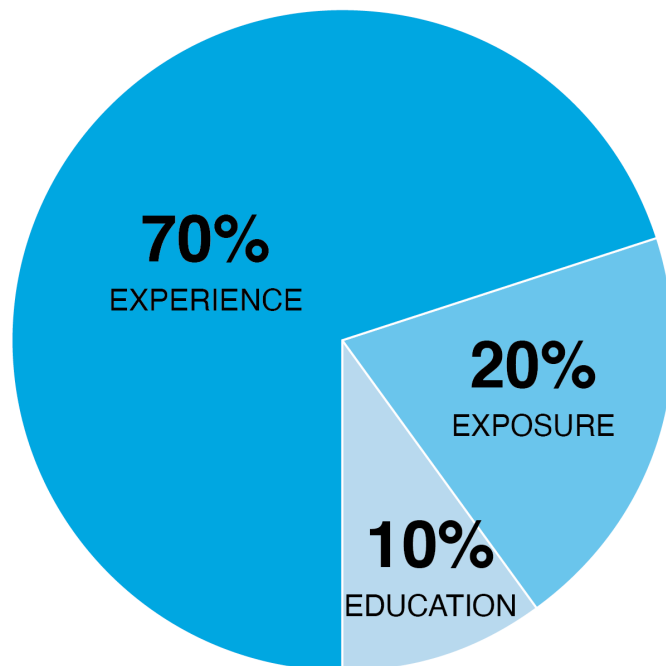
We honor every voice.

LEADERSHIP DEVELOPMENT AT WELLSTAR: The 3E Development Philosophy

At Wellstar, we use the “3E” development philosophy. This model groups development activities into 3 categories: **Experience**, **Exposure** and **Education**. 3E Development activities work best when coordinated together, speeding the development of the targeted behavior:

- 70% of learning and development takes place from real-life and on-the-job **experiences**, tasks and problem solving. This is the most important aspect of any learning and development plan.
- 20% of development should occur through **exposure** opportunities: feedback, coaching, mentoring and networking.
- 10% of development should occur through **education**: formal training classes, programs, eLearning courses, books.

This Leadership Development catalog provides an assortment of 3E ideas and suggestions that apply to Wellstar’s Values and leader behaviors. Select a few to support your own Individual Development Plan (IDP).



Experience - 70%

- Stretch & Challenging Assignments
- Cross-Regional & Cross-Functional Projects
- Regional Rotations (Short Term)
- Job Changes
- Special Projects or Process

Exposure - 20%

- Feedback (including Peers)
- Mentoring
- Coaching
- Social Networking
- Job Shadowing

Education - 10%

- Courses
- Readings
- eLearning

3E Development Activities

Experience (70%)	<p>Contribute to decisions outside your area of authority (work on a committee, partner with other leaders).</p> <p>Ask your leader to delegate new work to you.</p> <p>Take on new and challenging projects/assignments.</p> <p>Be a change champion for a specific initiative.</p> <p>Speak at internal or external events.</p> <p>Take on new and/or increased responsibilities.</p> <p>Learn the roles of others by shadowing or partnering on a project.</p> <p>Learn the roles of different departments within the business (shadowing, interviews).</p> <p>Become a subject matter expert on a new skill or process.</p> <p>Become a team member in a project where you have no expertise.</p> <p>Facilitate and/or chair team or committee meetings.</p> <p>Introduce new strategies and ways of working.</p> <p>Cover for others' roles while they are out of the office.</p> <p>Become a leader in external organizations – professional, social, community, committee, volunteer, etc.</p> <p>Seek ways to network and interact with senior leadership team.</p> <p>Work in groups to solve real business issues - (i.e. implement EPMO Grassroots idea).</p> <p>Join a Shared Governance Council.</p> <p>Mentor others.</p> <p>Take on a temporary assignment in another department.</p> <p>Apply best practices from other industry leaders in your everyday work.</p>
Exposure (20%)	<p>Receive formal coaching regularly.</p> <p>Receive informal coaching from peers and colleagues.</p> <p>Seek feedback from others on performance and outputs.</p> <p>Use 180/360 degree feedback as a tool for improvement.</p> <p>Seek mentoring from a more senior leader.</p> <p>Share knowledge with others – what works, what doesn't, etc.</p> <p>Learn from industry associations and key figures.</p> <p>Build and learn from your network – physical and social (Yammer, LinkedIn, etc.).</p> <p>Follow and participate with leading industry blogs – join the conversation.</p> <p>Download whitepapers and research papers.</p> <p>Watch YouTube videos (TED talks, skill-building videos, etc.).</p> <p>Participate in your facility's Diversity & Inclusion Council.</p> <p>Participate in a community leadership development program (i.e. Leadership Cobb, Leadership Atlanta, etc.).</p>
Education (10%)	<p>Attend Wellstar-sponsored courses and workshops.</p> <p>Attend industry-specific conferences and events.</p> <p>Attend LIVE and recorded webinars and podcasts.</p> <p>Take Computer-Based Learning (CBL) courses.</p> <p>Acquire professional qualifications and certifications.</p> <p>Attend a college or university to obtain a degree or certification.</p> <p>Take self-directed courses (LinkedIn Learning).</p>

NOW AVAILABLE TO
ALL TEAM MEMBERS



LeaderSkill Offerings

Each LeaderSkill Topic contains virtual and on-demand learning options such as:

- Weekly offerings of a virtual LeaderSkill class
- Bi-monthly live podcasts or webinars with key business leaders
- TeamCare Kits or other resources for leaders to take what they've learned back to their teams
- Books, articles, microlearning videos to reinforce learnings

A screenshot of the Wellstar website interface. At the top left is the Wellstar logo. To the right is a "Menu" button with a hamburger icon. Below the logo, it says "Wellstar welcomes you to". The main heading is "LeaderSkill: Leading Through Change & Challenging Times" in white text on a blue background, with "Fall 2021" below it. A video player shows a woman, Laura Dannels, Chief Talent Officer, with a play button and a "03:21" timer. Below the video player are three purple boxes with icons and text: "Learn: Live, virtual learning opportunities" (with a book icon), "Develop: Self-directed learning opportunities" (with a group of people icon), and "Explore: External tools, resources & best practices" (with a magnifying glass icon).

Find all LeaderSkill content at:

www.leadershipwellstar.com



2 Minutes 2 Learn on the Go!

LinkedIn Learning

At Wellstar, learning has to match the pace of work while putting our patients and caregivers first! With many learning modules that take under two minutes to complete, you can join other Wellstar team members who have completed over 22,000 videos on LinkedIn Learning last quarter!

Get started on your learning journey today by activating your account [here!](#)

22,263

Videos Viewed

By Wellstar Team
Members Last Quarter

1,094

Courses Completed

By Wellstar Team
Members Last Quarter



Top 3 Wellstar Videos Under Two Minutes

1. [Reviewing Your Professional Goals](#) (1m 42s)
2. [Building Relationships at Work](#) (1m 42s)
3. [How to Handle Getting interrupted](#) (1m 46s)

Access a collection of two minute learning opportunities via this [link!](#)

Team Member Testimonial

LinkedIn Learning is perfect for on-the-go learning, wherever you are and whenever it's convenient!

"I absolutely love the courses on LinkedIn Learning. They fit my schedule no matter what my schedule is. I can work on them for 10 minutes or 10 hours if I want. I watch them from my iPad in bed or in my home office on my desktop. The Six Sigma Yellow Belt training, one of the longest ones I've done, was more intensive. I really had to focus so I always did that on my desktop. That way, I could take notes and review other resources if I had questions. But other courses I easily completed from my iPad by using the app while traveling or lying in bed. I try to encourage everyone to use it as a resource. It's lowkey and one of my favorite Wellstar benefits."

Wendy Elliott, RN, MSN
Nurse Manager, Wellstar Douglas Medical Center

LinkedIn Learning Courses

	Competencies				Values		
	Decision Making/Judgment	People Development and Managing for Performance	Manage and Deliver Results	Extend Trust	We Serve with Compassion	We Pursue Excellence	We Honor Every Voice
Problem-Solving Techniques	X					X	
Acting Decisively	X					X	
Executive Decision Making	X					X	
Decision-Making Strategies	X					X	
Making Decisions	X					X	
Improving Your Judgment	X					X	
Time-Tested Methods for Making Complex Decisions	X					X	
Making Quick Decisions	X					X	
Giving and Receiving Feedback		X			X		
360-Degree Feedback		X			X		
Delivering Employee Feedback		X			X		
Building a Coaching Culture: Improving Performance Through Timely Feedback		X			X		
Coaching Skills for Leaders and Managers		X					X
Coaching for Results		X					X
Coaching and Developing Employees		X			X		
Executive Coaching		X					X
Coaching Employees through Difficult Situations		X			X		
Persuasive Coaching		X					X
Being a Good Mentor		X					X
Developing a Mentoring Program		X					X
Mentoring Others		X				X	
Why Mentoring Matters		X				X	
Measuring Team Performance		X				X	
Coaching and Developing Employees		X				X	
Developing Adaptable Employees		X				X	
Managing Employee Performance Problems		X				X	
The Future of Performance Management		X				X	
Improving Employee Performance		X				X	
Creating a High-Performance Culture		X				X	
Rewarding Employees		X					
Rewarding Employee Performance		X				X	X
Risk-Taking for Leaders		X				X	
Sallie Krawcheck on Risk-Taking		X				X	
Delivering Results Effectively			X			X	
Delivering Results with a Business-focused PMO			X			X	
Managing for Results			X			X	
Successful Goal Setting			X				X
Defining and Achieving Professional Goals			X			X	
Achieving Your Goals			X			X	
Setting Team and Employee Goals			X				X
Performance Management: Setting Goals and Managing Performance			X				X
Be More Productive: Take Small Steps, Have Big Goals			X			X	
Building Accountability into Your Culture			X			X	
Holding Yourself Accountable			X			X	
Fred Kofman on Accountability			X				
Inclusive Leadership			X				X
Leading Effectively			X			X	
Stepping Up to Leadership			X			X	
Leadership Foundations: Leadership Styles and Models			X			X	
Transformational Leadership			X			X	
Leadership Strategies for Women			X			X	
Bill George on Self Awareness, Authenticity and Leadership			X			X	
Motivating and Engaging Employees			X				X
Be a Better Manager by Motivating Your Team			X			X	
Improving the Value of Your Time			X			X	
Getting Things Done			X			X	
Time Management Tips			X			X	
Ways to Build a Winning Team: Trust, Freedom and Play				X	X		
Building Trust				X	X		
Building Your Credibility				X	X		
Developing Credibility as a Leader				X	X		
The New Age of Risk Management Strategy for Business				X	X		
Reputation Risk Management				X	X		
Leading through Relationships				X			X
Strategic Partnerships				X			X
Collaboration Principles and Process				X			X

For LinkedIn course, [request an account here.](#)
 Need help with access or more information? Email lead@wellstar.org.

LEADER RESOURCES

Virtual Lunch and Learn Series

In collaboration with HR-Total Rewards, the Leadership Development team hosts a monthly lunch and learn webinar for Wellstar leaders. Look for information on how to access these webinars in your monthly Leadership Development update.

Click [here](#) to access recordings of previous webinars.

TEAMCare Kits

These “meeting-in-a-box” toolkits provide leaders with self-service resources aimed at actively developing their teams:

- Effectively Navigating Through Conflict
- Facilitating Difficult Conversations
- Embracing our Similarities and Differences (MBTI)
- **NEW:** Career Development Pathways

For more information, please contact Wellstar Leadership Development at lead@wellstar.org. Stay tuned for additional TEAMCare Kits as they are developed.

Remote Work Resources

Leaders have access to LinkedIn Learning videos and courses addressing the following topics:

- **Leading a remote team and working remotely**
 - Example courses include managing remote teams, leading at a distance, leading virtual meetings, Microsoft Teams tips/tricks, challenges of virtual collaboration, executive presence online
- **Coping with Stress & Managing Change**
 - Example courses include building resourcefulness, developing resilience, stress management, communicating during times of change

Click [here](#) to access these resources.

Remote Work Toolkit for Team Members

This toolkit is available for **all team members** and provides tools and tactics, as well as video resources and links, to courses that address:

- Being productive while working remotely
- Living the Wellstar Mission, Vision and Values while working remotely
- Utilizing Wellstar’s IT resources to remain productive and connected
- Microsoft Office Learning

[Click here](#) to access the toolkit.