

## Fairview Commitments & Example Actions

Commitment	I...		Key Behaviors (I... I am...)	Example Actions		
				Below	Achieves	Exceeds
<b>Create an Exceptional Experience</b>	<b>I work to exceed expectations in every interaction with patients, families, guests, customers, teams and each other.</b>	<b>Individual</b>	<b>Customer Focused</b>	<ul style="list-style-type: none"> <li>Inconsiderate and unresponsive to the needs of others.</li> </ul>	<ul style="list-style-type: none"> <li>Considers others as key members of a customer-focused team.</li> </ul>	<ul style="list-style-type: none"> <li>Actively advocates for those we serve as a member of a customer-focused team.</li> </ul>
			<b>Build Trust</b>	<ul style="list-style-type: none"> <li>Words and actions are untrustworthy and divisive.</li> </ul>	<ul style="list-style-type: none"> <li>Words and actions are trustworthy and inclusive.</li> </ul>	<ul style="list-style-type: none"> <li>Words and actions promote trust in the individual, team and organization.</li> </ul>
			<b>Accept Responsibility</b>	<ul style="list-style-type: none"> <li>Reluctant to accept responsibility and take action.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility and takes action.</li> </ul>	<ul style="list-style-type: none"> <li>Holds self and others accountable and promotes action.</li> </ul>
			<b>Collaborate</b>	<ul style="list-style-type: none"> <li>Inconsistent in providing and promoting an exceptional experience with team members and those we serve.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently demonstrates a willingness to collaborate with others to create a positive, system-wide experience.</li> </ul>	<ul style="list-style-type: none"> <li>Actively promotes collaborative efforts to create a positive system-wide experience.</li> </ul>
		<b>Leader</b>	<b>Customer Focused</b>	<ul style="list-style-type: none"> <li>Decisions and directions are driven by impact on self or immediate team</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and directions are customer focused.</li> </ul>	<ul style="list-style-type: none"> <li>Decisions and directions recognize and support the customer through the complexity of our organization.</li> </ul>
			<b>Build Trust</b>	<ul style="list-style-type: none"> <li>Micromanages team with an eye toward catching mistakes.</li> </ul>	<ul style="list-style-type: none"> <li>Builds and extends trust within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Creates a team culture built on trusting, customer-focused relationships.</li> </ul>
			<b>Accept Responsibility</b>	<ul style="list-style-type: none"> <li>Deflects responsibility by blaming team and others.</li> </ul>	<ul style="list-style-type: none"> <li>Accepts responsibility and uses feedback to spur action.</li> </ul>	<ul style="list-style-type: none"> <li>Holds self and others accountable for executing customer-focused work.</li> </ul>
			<b>Collaborate</b>	<ul style="list-style-type: none"> <li>Inconsistent in willingness/ability to collaborate with others.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently leads team in collaborating with others to create a positive system-wide experience</li> </ul>	<ul style="list-style-type: none"> <li>Actively advocates for and executes on collaborative cross-functional work to create a positive system-wide experience.</li> </ul>
<b>Honor Relationships</b>	<b>I value the unique perspective of every person and build and maintain authentic relationships.</b>	<b>Individual</b>	<b>Mindfully Connect</b>	<ul style="list-style-type: none"> <li>Presents self as disagreeable, defensive, distant or aloof to others.</li> </ul>	<ul style="list-style-type: none"> <li>Is present and engaged during interactions.</li> </ul>	<ul style="list-style-type: none"> <li>Engages with positivity and a clear demonstration of respect for others and their cultures, values, beliefs, traditions and perspectives.</li> </ul>
			<b>Show Empathy</b>	<ul style="list-style-type: none"> <li>Disregards others' needs, concerns and experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Listens to and expresses understanding of individual and team needs, views and concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates accurate insights into others' needs, feelings or perceptions. Understands another's experiences and emotions while supporting and empowering them.</li> </ul>
			<b>Adaptable</b>	<ul style="list-style-type: none"> <li>Reacts to people and situations inappropriately and/or is unwilling to adapt interaction style when necessary. Is unaware of own emotional responses and impact on others.</li> </ul>	<ul style="list-style-type: none"> <li>Adapts interaction styles to best support the audience and message. Acknowledges own emotional responses and needs.</li> </ul>	<ul style="list-style-type: none"> <li>Has a keen understanding of audience and works to tailor messages and interactions accordingly. Understands the impact their emotional response has on others and adapts.</li> </ul>
			<b>Address Conflict</b>	<ul style="list-style-type: none"> <li>Involves others in conflict that does not affect them by using gossip, rumors and innuendo.</li> </ul>	<ul style="list-style-type: none"> <li>Is willing to address conflict and involves supervisor/manager when appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Understands that conflict is a necessary part of any team and is always willing to respectfully address it with an open mind, involving supervisor/manager when appropriate.</li> </ul>
		<b>Leader</b>	<b>Mindfully Connect</b>	<ul style="list-style-type: none"> <li>Presents self as unapproachable and/or above others.</li> </ul>	<ul style="list-style-type: none"> <li>Is approachable, present and engaged with individuals and team.</li> </ul>	<ul style="list-style-type: none"> <li>Creates team culture that is about openness and the sharing of ideas and opinions, at all levels.</li> </ul>
			<b>Show Empathy</b>	<ul style="list-style-type: none"> <li>Consistently ignores the needs and concerns raised by individuals and team.</li> </ul>	<ul style="list-style-type: none"> <li>Listens to and expresses understanding of individuals' and teams' needs and concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Always acknowledges and addresses the needs and concerns of others, striving to ensure all individuals are heard and respected.</li> </ul>

<b>Honor Relationships (continued)</b>			<b>Adaptable</b>	<ul style="list-style-type: none"> <li>Reacts inappropriately during interactions and/or during stressful situations.</li> </ul>	<ul style="list-style-type: none"> <li>Reacts appropriately during interactions and skillfully facilitates de-escalation of stressful situations.</li> </ul>	<ul style="list-style-type: none"> <li>Maintains openness and composure during interactions and/or stressful situations.</li> </ul>
			<b>Address Conflict</b>	<ul style="list-style-type: none"> <li>Overlooks conflict for the sake of not having to address it.</li> </ul>	<ul style="list-style-type: none"> <li>Addresses conflict in a timely manner, with the appropriate action, and avoids involving others in a conflict that does not affect them.</li> </ul>	<ul style="list-style-type: none"> <li>Sees conflicts as opportunities and empowers others to solve problems and conflicts in relationships.</li> </ul>
				Below	Achieves	Exceeds
<b>Communicate Intentionally</b>	<b>I proactively use direct, transparent and adaptive communication in all interactions.</b>	<b>Individual</b>	<b>Active Listening</b>	<ul style="list-style-type: none"> <li>Easily distracted and unfocused during conversations. Discounts others' viewpoints.</li> </ul>	<ul style="list-style-type: none"> <li>Practices attentive and active listening, respectfully hearing the views/concerns of others.</li> </ul>	<ul style="list-style-type: none"> <li>Summarizes and presents others' perspectives before adding a new thought.</li> </ul>
			<b>Seek to Understand</b>	<ul style="list-style-type: none"> <li>Pushes own point of view without listening to what others have to say. Or, alternatively, does not speak up at all.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively separates fact from opinion. Asks questions and appreciates they don't know everything.</li> </ul>	<ul style="list-style-type: none"> <li>Shares opinions with clear and respectful tone and message content.</li> </ul>
			<b>Clear &amp; Respectful</b>	<ul style="list-style-type: none"> <li>Messages are often hard to decipher or come across as rude or abrasive.</li> </ul>	<ul style="list-style-type: none"> <li>Is direct, transparent and respectful in communications and builds trusts. Messages are clear, concise, accurate and timely.</li> </ul>	<ul style="list-style-type: none"> <li>Conveys respect for others and belief in their capacity. Actively pursues ways to improve open communication.</li> </ul>
			<b>Adaptive</b>	<ul style="list-style-type: none"> <li>Ignores others' needs and concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Accurately restates the opinions of others.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors and adjusts to how others are responding in the moment.</li> </ul>
		<b>Leader</b>	<b>Active Listening</b>	<ul style="list-style-type: none"> <li>Cuts people off and finishes their sentences; interrupts conversations.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages the open expression of diverse ideas and opinions and ensures everyone's voice is heard. Uses non-judgmental language to describe reactions.</li> </ul>	<ul style="list-style-type: none"> <li>Skillfully develops and shares narratives that move people to aligned action toward the fulfillment of commitments and goals.</li> </ul>
			<b>Seek to Understand</b>	<ul style="list-style-type: none"> <li>Acts as if they know everything about a situation; does not acknowledge there are things they don't understand. Offers solution or decision without asking team members for input.</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges when they don't know something. Ask for more information and for clarity.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently probes for the underlying concerns of others and finds ways to connect to and address those concerns.</li> </ul>
			<b>Clear &amp; Respectful</b>	<ul style="list-style-type: none"> <li>Messages are jargon-filled, unclear and not timely. Provides feedback to team members that is not useful (can't be acted on, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Delivers messages in a clear, compelling and concise manner and uses a respectful tone. Challenges negative assumptions.</li> </ul>	<ul style="list-style-type: none"> <li>Communicates positive intent even during challenging situations.</li> </ul>
			<b>Adaptive</b>	<ul style="list-style-type: none"> <li>Tends to communicate the same way without adjusting to different audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to understand personal motivations and adjust communication style accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully models using different communication styles, which are appropriate to the audience.</li> </ul>
				Below	Achieves	Exceeds
<b>Engage and Inspire</b>	<b>I create and sustain high levels of energy and pride while seizing opportunities to influence the future of our health system.</b>	<b>Individual</b>	<b>Think Outside the Box</b>	<ul style="list-style-type: none"> <li>Often avoids or seldom acts to improve outcomes, think creatively or try new things.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporates creative problem solving while staying within the parameters of good practice.</li> </ul>	<ul style="list-style-type: none"> <li>Always looks for better ways to do things and generates unique and useful solutions.</li> </ul>
			<b>Recognize Others</b>	<ul style="list-style-type: none"> <li>Disregards others' strengths and accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>Routinely recognizes team members' unique contribution of each employee and makes them feel valued.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and supports the need to recognize and celebrate everyone's accomplishments.</li> </ul>
			<b>Extend Trust</b>	<ul style="list-style-type: none"> <li>Withholds information and resources, negatively impacting outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Shares information and resources needed to move work forward; is consistent in words and actions.</li> </ul>	<ul style="list-style-type: none"> <li>Thoughtfully and skillfully, demonstrates advanced skill and tact when handling difficult situations, information or matters.</li> </ul>
			<b>Take Ownership</b>	<ul style="list-style-type: none"> <li>Overlooks his/her role in situations. Finds fault with others or makes excuses for lack of accountability related to work responsibilities and actions.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently meets obligations, delivers results and develops self to ensure continued success.</li> </ul>	<ul style="list-style-type: none"> <li>Shows pride in ownership of work and successes. Takes responsibility when things go wrong and actively works to resolve the problem.</li> </ul>
			<b>Model Positivity</b>	<ul style="list-style-type: none"> <li>Exhibits behaviors that negatively impact the morale and accomplishments of the work environment.</li> </ul>	<ul style="list-style-type: none"> <li>Expresses optimism and excitement about the work to be done.</li> </ul>	<ul style="list-style-type: none"> <li>Respectfully encourages others who negatively impact morale to consider the positive.</li> </ul>

<b>Engage and Inspire (continued)</b>		<b>Leader</b>	<b>Think Outside the Box</b>	<ul style="list-style-type: none"> <li>Displays limited perspective and prefers to do things as they've always been done.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team to own improvement and encourages opportunities to expand and enhance skills.</li> </ul>	<ul style="list-style-type: none"> <li>Champions efforts to drive others to find ways to turn the ideal into reality.</li> </ul>
			<b>Recognize Others</b>	<ul style="list-style-type: none"> <li>Minimal recognition given to team members for big or small wins.</li> </ul>	<ul style="list-style-type: none"> <li>Dedicates time to observe and recognizes the successes of team and the impact on the system.</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes each person's unique contributions and support their contributions while challenging them to high standards. Shares successes of team and the impact on the system with peers.</li> </ul>
			<b>Extend Trust</b>	<ul style="list-style-type: none"> <li>Exerts unnecessary control; does not consistently trust the decision-making of others.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicates their trust in order to foster a supportive and encouraging workplace.</li> </ul>	<ul style="list-style-type: none"> <li>Respects, values and recognizes employees for their openness and honesty.</li> </ul>
			<b>Take Ownership</b>	<ul style="list-style-type: none"> <li>Blames others for team's missed deliverables; denies personal accountability for poor outcomes. Overlooks team members' poor outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Models personal responsibility for actions and behaviors. Holds team members accountable for their work.</li> </ul>	<ul style="list-style-type: none"> <li>Leads team members and colleagues to go the "extra mile" through tasks, projects and goals.</li> </ul>
			<b>Model Positivity</b>	<ul style="list-style-type: none"> <li>Fails to communicate the "why" and rally people around the mission/vision.</li> </ul>	<ul style="list-style-type: none"> <li>Uses the mission and vision to motivate others. Shares belief in team's ability to make Fairview a top health care organization.</li> </ul>	<ul style="list-style-type: none"> <li>Acts as a role model of commitment to the organization goals, initiatives and vision.</li> </ul>
			Below		Achieves	Exceeds
<b>Commit to Development</b>	<b>I push myself and support others to continuously learn, apply, and develop personally and professionally.</b>	<b>Individual</b>	<b>Try New Things</b>	<ul style="list-style-type: none"> <li>Unaware of new trends and practices in their area of responsibility; resistant to learning about industry trends.</li> </ul>	<ul style="list-style-type: none"> <li>Open to learning about new trends and best practices in their area of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Actively seeks out trends and best practices in their area of responsibility, finding ways to integrate learning into work practices.</li> </ul>
			<b>Stretch Self</b>	<ul style="list-style-type: none"> <li>Stays stagnant; fails to seize opportunities to learn and grow.</li> </ul>	<ul style="list-style-type: none"> <li>Takes advantage of opportunities learn (attends development classes; works on special projects; etc.) and actively applies the learning.</li> </ul>	<ul style="list-style-type: none"> <li>Sees failures and mistakes as learning opportunities and moves on quickly to try something else.</li> </ul>
			<b>Share Learning</b>	<ul style="list-style-type: none"> <li>Keeps information to self and withholds knowledge from other team members.</li> </ul>	<ul style="list-style-type: none"> <li>Shares information to accelerate the performance and development of other team members.</li> </ul>	<ul style="list-style-type: none"> <li>Eagerly shares knowledge and new learning with others; identifies and advocates for opportunities to embed learnings into team practices.</li> </ul>
			<b>Open to Feedback</b>	<ul style="list-style-type: none"> <li>Little to no action is taken to incorporate constructive feedback into work performance.</li> </ul>	<ul style="list-style-type: none"> <li>Is responsive to feedback; incorporates constructive feedback to improve performance.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously seeks out performance feedback, incorporates constructive feedback to improve performance.</li> </ul>
		<b>Leader</b>	<b>Try New Things</b>	<ul style="list-style-type: none"> <li>Declines opportunities to try new things personally and within team.</li> </ul>	<ul style="list-style-type: none"> <li>Models ongoing self-development by trying new things and sharing experiences with team.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members to take on responsibilities that are outside the scope of their job description.</li> </ul>
			<b>Stretch Self</b>	<ul style="list-style-type: none"> <li>Fails to provide or support opportunities for team to learn and grow.</li> </ul>	<ul style="list-style-type: none"> <li>Provides challenging and stretching tasks and assignments to team members.</li> </ul>	<ul style="list-style-type: none"> <li>Provides ongoing challenge and stretch tasks and assignments to team members, based on each person's unique talents and contributions.</li> </ul>
			<b>Share Learning</b>	<ul style="list-style-type: none"> <li>Uses only one way of teaching and coaching style, regardless of team members' needs.</li> </ul>	<ul style="list-style-type: none"> <li>Adjusts teaching and coaching style to best meet the immediate needs of individual team members.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages team members to share lessons learned from new experiences, good and bad. Uses mistakes as teachable moments for team.</li> </ul>
			<b>Open to Feedback</b>	<ul style="list-style-type: none"> <li>Fails to provide feedback on current performance and opportunities for development.</li> </ul>	<ul style="list-style-type: none"> <li>Provides frequent and timely performance feedback and recommendations for specific development opportunities. Feedback appropriately balances challenge and support.</li> </ul>	<ul style="list-style-type: none"> <li>Provides performance feedback and development recommendations that motivates and inspires others to prioritize their own development and achieve the best possible results.</li> </ul>
			Below		Achieves	Exceeds
<b>Collaborate for Outcomes</b>	<b>Whether it is with a customer or a peer, I recognize that we are better together and</b>	<b>Individual</b>	<b>Consider all Perspectives</b>	<ul style="list-style-type: none"> <li>Drives a personal agenda and builds solutions that don't account for the impact to other departments.</li> </ul>	<ul style="list-style-type: none"> <li>Considers departmental- and organizational-impacts when making decisions about their work. Understands how own work fits into larger whole.</li> </ul>	<ul style="list-style-type: none"> <li>Actively seeks out conversations with others to enhance systems perspective; partners with others to build solutions for the organization.</li> </ul>
			<b>Value Connections</b>	<ul style="list-style-type: none"> <li>Lacks understanding of how their work supports and affects the organization's vision.</li> </ul>	<ul style="list-style-type: none"> <li>Uses differences as an asset, in order to improve how we work and relate with each other.</li> </ul>	<ul style="list-style-type: none"> <li>Fosters connections across work groups to drive organization goals and support the success of others.</li> </ul>

<b>Collaborate for Outcomes (continued)</b>	<b>collaborate to share goals, knowledge and expertise to drive outcomes.</b>	<b>Leader</b>	<b>Take Ownership</b>	<ul style="list-style-type: none"> <li>Overlooks his/her role in situations. Finds fault with others or makes excuses for lack of accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently meets obligations and delivers results.</li> </ul>	<ul style="list-style-type: none"> <li>Takes responsibility when things go wrong and actively works to resolve the problem.</li> </ul>
			<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Does not share information that would be beneficial to others.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively shares knowledge and information with others.</li> </ul>	<ul style="list-style-type: none"> <li>Reaches out to others across the organization to offer support and expertise.</li> </ul>
			<b>Consider all Perspectives</b>	<ul style="list-style-type: none"> <li>Prioritizes department thinking and outcomes vs. that of the system. Makes decisions without considering the impact to the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporates system goals into department and individual goals. Helps team see how their work fits into larger whole.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively seeks to understand and meet needs of other collaborating workgroups. Challenges team to think of all impacts.</li> </ul>
			<b>Value Connections</b>	<ul style="list-style-type: none"> <li>Fails to socialize ideas and build connections between work efforts, creating rework and wasting resources.</li> </ul>	<ul style="list-style-type: none"> <li>Actively engages stakeholders, appreciating diverse perspectives strengthen the work.</li> </ul>	<ul style="list-style-type: none"> <li>Aligns outcomes with key stakeholders to drive system goals while accommodating department impacts.</li> </ul>
			<b>Take Ownership</b>	<ul style="list-style-type: none"> <li>Deflects responsibility by blaming team and others.</li> </ul>	<ul style="list-style-type: none"> <li>Uses all the resources of team to move initiatives forward; creates a sense of ownership on team by having all team members leverage their expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members to “own” mistakes and to learn from them. Accepts responsibility for poor outcomes while sharing responsibility for good outcomes with team and broader organization.</li> </ul>
			<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Unwilling to share resources or support initiatives that don’t impact team directly.</li> </ul>	<ul style="list-style-type: none"> <li>Offers resources and supports the system priorities even when they are not aligned with departmental goals.</li> </ul>	<ul style="list-style-type: none"> <li>Involves team members to give input, task assistance, and collaborative support to increase efficiency across the organization.</li> </ul>
			<b>Below</b>	<b>Achieves</b>	<b>Exceeds</b>	
<b>Set and Hold Standards</b>	<b>I set standards and hold myself and others accountable to those standards.</b>	<b>Individual</b>	<b>Set Standards</b>	<ul style="list-style-type: none"> <li>Makes decisions to avoid conflict and/or personal discomfort when setting standards.</li> </ul>	<ul style="list-style-type: none"> <li>Makes decisions in a timely manner, under tight deadlines and pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Integrates new information and learning to change course mid-stream as necessary.</li> </ul>
			<b>Apply Standards</b>	<ul style="list-style-type: none"> <li>Fails to use standards to guide work.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively applies existing standards to work.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously improves existing standards/ methods.</li> </ul>
			<b>Accountable</b>	<ul style="list-style-type: none"> <li>Tolerates and makes excuses for inefficiency in their work.</li> </ul>	<ul style="list-style-type: none"> <li>Openly acknowledges opportunities to improve their work.</li> </ul>	<ul style="list-style-type: none"> <li>Provides peer-to-peer coaching to make sure standards are followed and support the work.</li> </ul>
			<b>Transparent</b>	<ul style="list-style-type: none"> <li>Withholds data or outcomes that may be seen as “poor.”</li> </ul>	<ul style="list-style-type: none"> <li>Tracks work progress and outcomes in order to evaluate the work against expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Makes the work and outcomes visible and transparent. Uses data to drive improvements.</li> </ul>
		<b>Leader</b>	<b>Set Standards</b>	<ul style="list-style-type: none"> <li>Allows team to disregard standards.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team to work to standards.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages team members to hold other team members to standards.</li> </ul>
			<b>Apply Standards</b>	<ul style="list-style-type: none"> <li>Permits wasteful work and/or complicates the work.</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes when standards are followed and supports team members to apply work standards in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Holds team members responsible for improving standards and how they work.</li> </ul>
			<b>Accountable</b>	<ul style="list-style-type: none"> <li>Does not objectively measure performance to the standard.</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges and shares team’s successes and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches employees on how to use visual measures to drive improvements.</li> </ul>
			<b>Transparent</b>	<ul style="list-style-type: none"> <li>Disregards timeline for making decisions; acts indecisively.</li> </ul>	<ul style="list-style-type: none"> <li>Act decisively and collaborates with the team/stakeholders to achieve a shared understanding about decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Models integrating new information and learning to drive decisions.</li> </ul>
			<b>Below</b>	<b>Achieves</b>	<b>Exceeds</b>	
<b>Identify and Solve Problems</b>	<b>I make problems visible and actively work to solve them.</b>	<b>Individual</b>	<b>Think Critically</b>	<ul style="list-style-type: none"> <li>Lacks a disciplined thought process when evaluating data and inputs to drive action.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates data using a process that is clear, rational and data driven in order to take action.</li> </ul>	<ul style="list-style-type: none"> <li>Reflects on thought process and its outcomes in order to improve the efficiency of decisions and actions.</li> </ul>
			<b>Solution Focus</b>	<ul style="list-style-type: none"> <li>Frequently complains about a current situation and does not offer solutions for what could be done to improve or fix the situation.</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes opportunities to improve work and brings creative ideas forward.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates internal and external factors to determine how plans might need to be altered to be successful.</li> </ul>

<b>Identify and Solve Problems (continued)</b>			<b>Problem Solve</b>	<ul style="list-style-type: none"> <li>Does not make the efforts increase the efficiency of work. Not willing to consider new ideas.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identifies problems and provides possible solutions and action plans.</li> </ul>	<ul style="list-style-type: none"> <li>Analyzes the work to identify opportunities for improvement and uses systems thinking to consider impacts.</li> </ul>
			<b>Embrace Change</b>	<ul style="list-style-type: none"> <li>Discounts business drivers as reasons to change. Unwilling to incorporate new solutions into work.</li> </ul>	<ul style="list-style-type: none"> <li>Understands business drivers and uses them to advocate for change. Regularly incorporates new ideas to improve the work.</li> </ul>	<ul style="list-style-type: none"> <li>Engages in challenges to the work and sees change as an opportunity for growth and improvement.</li> </ul>
		<b>Leader</b>	<b>Think Critically</b>	<ul style="list-style-type: none"> <li>Focuses team on urgent work and immediate needs, and disregards long-term impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Understands appropriate balance of urgent vs. important work and encourages a disciplined thought process to drive action.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages a disciplined thought process to pull together varying elements into a clear picture.</li> </ul>
			<b>Solution Focus</b>	<ul style="list-style-type: none"> <li>Spends little time or effort coaching team to identify and solve issues.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members to identify and make problems visible and brainstorm new solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Continually challenges and coaches team members to develop innovative ideas, promoting diversity of ideas, styles, backgrounds and viewpoints.</li> </ul>
			<b>Problem Solve</b>	<ul style="list-style-type: none"> <li>Fails to coach ideas or implement ideas from the frontline team, not allowing them to improve their own work.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages team members to improve their own work and supports the improvement by removing barriers.</li> </ul>	<ul style="list-style-type: none"> <li>Has a highly developed and appropriate tolerance for risk in experimenting with a solution.</li> </ul>
			<b>Embrace Change</b>	<ul style="list-style-type: none"> <li>Uses risk, complexity and other excuses to avoid change.</li> </ul>	<ul style="list-style-type: none"> <li>Understands and can explain the complexity and trade-offs in implementing change and uses that to build commitment.</li> </ul>	<ul style="list-style-type: none"> <li>Set expectation for team to improve work on a regular basis, connecting change to organizational growth and improvement.</li> </ul>
			Below	Achieves	Exceeds	
<b>Achieves Results</b>	<b>I drive for measurable results and make an effort to overcome obstacles.</b>	<b>Individual</b>	<b>Prioritization</b>	<ul style="list-style-type: none"> <li>Unable to describe organization priorities and align work to those priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Manages priorities effectively, ensuring aligned to leader expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively prioritizes all projects or initiatives, taking action to align with departmental and organizational priorities.</li> </ul>
			<b>Execute Effectively</b>	<ul style="list-style-type: none"> <li>Fails to meet minimal expectations for work. Settles or gives up when faced with barriers.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies barriers to achieving results and plans accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and achieves realistic objectives, addressing challenges as they occur.</li> </ul>
			<b>Action Oriented</b>	<ul style="list-style-type: none"> <li>Focuses on individual outcomes and interests.</li> </ul>	<ul style="list-style-type: none"> <li>Takes appropriate action, including collaborating, to meet set and agreed-to expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Tackles complex and challenging projects, collaborating with others to ensure success.</li> </ul>
			<b>Manage Resources</b>	<ul style="list-style-type: none"> <li>Wastes time and resources pursuing non-essential tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Responsibly and effectively uses resources within the department.</li> </ul>	<ul style="list-style-type: none"> <li>Utilizes the organization's resources strategically in order to accelerate results and overcome barriers.</li> </ul>
		<b>Leader</b>	<b>Prioritization</b>	<ul style="list-style-type: none"> <li>Unable to verbalize how the department's strategies support the organization's strategies and vision.</li> </ul>	<ul style="list-style-type: none"> <li>Understands current state, defines desired state, and prioritizes team projects and initiatives accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritizes projects and initiatives that significantly and sustainably impact long-term team, department and organizational priorities.</li> </ul>
			<b>Execute Effectively</b>	<ul style="list-style-type: none"> <li>Department expectations (goals, targets) are routinely not met.</li> </ul>	<ul style="list-style-type: none"> <li>Continually monitors status of projects and ensures tactics are completed successfully.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members to adapt plans and resources quickly to ensure results are achieved and exceeded.</li> </ul>
			<b>Action Oriented</b>	<ul style="list-style-type: none"> <li>Disregards team members' inaction to drive work, not holding them accountable to expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively supports and removes barriers to drive progress on team members' projects.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and enables team members to own and tackle complex and challenging projects.</li> </ul>
			<b>Manage Resources</b>	<ul style="list-style-type: none"> <li>Inefficient in utilizing and coordinating resources within department.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures resources are used efficiently and effectively in achieving outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinates efforts and resources across organization to ensure efficient and cost-effective results.</li> </ul>
			Below	Achieves	Exceeds	
<b>Seek Perfection</b>	<b>I continuously pursue excellence.</b>	<b>Individual</b>	<b>Seek Improvements</b>	<ul style="list-style-type: none"> <li>Accepts the status quo and does not offer solutions for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies ways to do the work better (faster, more safely, etc.) and takes actions to drive improvements forward.</li> </ul>	<ul style="list-style-type: none"> <li>Challenges the status quo and pushes for new goals when the current goal is achieved.</li> </ul>
			<b>Experiment</b>	<ul style="list-style-type: none"> <li>Unwilling to try to new things and/or challenge self to do better.</li> </ul>	<ul style="list-style-type: none"> <li>Willing to try new things and adjust based on the outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Supports and encourages peers to try new things, even when it means their work will change.</li> </ul>

<b>Seek Perfection (continued)</b>			<b>Learn from Mistakes</b>	<ul style="list-style-type: none"> <li>Does not try again when things go wrong.</li> </ul>	<ul style="list-style-type: none"> <li>Reflects on what worked and what didn't and moves on quickly to try something else.</li> </ul>	<ul style="list-style-type: none"> <li>Uses learning from mistakes to improve their work and shares learning.</li> </ul>
			<b>Think Strategically</b>	<ul style="list-style-type: none"> <li>Takes information out of context leading to incorrect conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Is able to think through and understand implications of actions and decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identifies opportunities beyond the given task-at-hand and maximizes new opportunities.</li> </ul>
		<b>Leader</b>	<b>Seek Improvements</b>	<ul style="list-style-type: none"> <li>Discourages new ideas and shows little inclination to solve problems in the way work is done.</li> </ul>	<ul style="list-style-type: none"> <li>Encourages curiosity and creative dissatisfaction with the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Sets higher targets on key performance metrics as soon as current targets are achieved, so that team constantly improves their work.</li> </ul>
			<b>Experiment</b>	<ul style="list-style-type: none"> <li>Discredits efforts to change and improve. Shows little to no enthusiasm, confidence and belief in the change. Fosters a culture of intolerance for mistakes.</li> </ul>	<ul style="list-style-type: none"> <li>Shows enthusiasm, confidence, and belief in trying new things. Recognizes and appreciates team members trying new things.</li> </ul>	<ul style="list-style-type: none"> <li>Fosters a culture of experimentation and tolerance for mistakes.</li> </ul>
			<b>Learn from Mistakes</b>	<ul style="list-style-type: none"> <li>Micromanages team with an eye toward catching mistakes.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members to find the learning in successes and failures.</li> </ul>	<ul style="list-style-type: none"> <li>Champions solutions that allow flexibility and accommodate post decision adjustments.</li> </ul>
			<b>Think Strategically</b>	<ul style="list-style-type: none"> <li>Makes decisions based on limited data and perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates internal and external factors to determine how plans might need to be altered.</li> </ul>	<ul style="list-style-type: none"> <li>Thoroughly understands the strengths and weakness of the staff, department, organization and competitors. Uses team's differences as a resource to innovation.</li> </ul>