

ZSFG new Assessment Tool

Recommended Rating Scale for Competence:

Exceptional Strength	5
Strength	4
Competent	3
Development Need	2
Significant Development Need	1
Cannot Rate	--

Behavior	Competency	360 Question
<i>Model Plan Do Study Act</i>	Demonstrate a problem solving mindset	1. Demonstrates a problem solving mindset by modeling PDSA
		2. Able to create an A3 as a tool and process for solving a problem
		3. Demonstrates A3 thinking through the use of Countermeasure Summaries and A3 Status Reports
		4. Participates in continuous improvement workshops or daily continuous improvement
	Understand value streams	5. Understands value streams at a macro level
		6. Understands value streams at a micro level
		7. Sends compelling messages to build support and commitment across the larger organization for a particular value stream
		8. Helps others see the big picture/broader perspective when dealing with a problem
<i>Practice Humble Inquiry</i>	Ability to coach for transformation	9. Coaches others for effective participation in change/transformation
		10. Sets performance standards and communicates clear expectations for team members.
		11. Turns missed opportunities and honest mistakes into learning opportunities
	Understands and learns from what others say	12. Practices humble inquiry by understanding and learning from what others say
		13. Pursues new knowledge through humble inquiry
		14. Adept at facilitating discussions rather than dominating/directing them
<i>Practice Leader Standard Work</i>	Communicate plans and activities in a manner in alignment with True North	15. Defines and shares clear objectives in alignment with True North
		16. Effectively communicates plans and activities in a manner that is aligned with True North

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Behavior	Competency	360 Question
		17. Involves others appropriately in changes and decisions
		18. Creates department visibility for performance results
		19. Supports and creates capacity within the organization so that others can take appropriate actions
	Leads by example	20. Practices leader standard work consistently and effectively
		21. Checks in with staff regularly and is available to them as well
		22. Regularly and effectively uses leader standard work calendar
		23. Exhibits and encourages in others a high degree of integrity
		24. Treats colleagues and patients with respect
Go to Gemba	Creates value for our patients and staff by learning directly in the environment where the work is done.	25. Learns directly in the environment where the work is done
		26. Demonstrates and practices active listening
		27. Effectively participates in meetings aligned with Daily Management system (huddles, status sheets, monthly performance review meetings)
Provide Feedback	Contributes to and promotes the development of staff and colleagues	28. Provides timely and effective feedback to promote development of staff and colleagues
		29. Provides positive feedback and recognition to appropriately motivate staff and reward desired behaviors and achievement of goals
		30. Creates an atmosphere and culture that motivates and inspires others to do their best work
		31. Is open to the ideas of others and is effective at creating buy in
Celebrate	Motivates teams to achieve goals	32. Motivates team and individuals to achieve goals
		33. Appropriately celebrates milestones and achievements with the team
		34. Effective in regularly reviewing objectives
		35. Recognizes the importance of staff morale and satisfaction and creates a culture in which both can thrive

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Behavior	Competency	360 Question
<i>Communicate Systems Thinking</i>	Creates focus on True North	36. Able to keep staff focused and ensure their understanding of True North
		37. Creates strategic plans to achieve True North goals
		38. Effectively develops and translates strategy into concrete goals that drive performance
<i>Be Accountable</i>	Holds self and others accountable for measurable, high quality, timely and cost effective results	39. Takes responsibility and is accountable for own delivery of results
		40. Ensures the follow through and accountability of others for delivery of results
		41. Takes responsibility for mistakes and is able to learn from them
		42. Is aware of own strengths and limitations, as well as development needs
		43. Seeks and accepts feedback from others and strives for continuous development
		44. Regularly practices reflection to improve one's own performance and leadership practice