FOUNDATIONS *for* SUCCESS

COMPETENCY TOOL KIT

A MANAGER'S GUIDE

TO ACHIEVING

SERVICE EXCELLENCE

Respectful of Others

Attentive to Others

Conveys Compassion

Collaborates with Others

FOUNDATIONS *for* SUCCESS

Emotionally Self-Aware

Accountable for Actions

Acts Professionally

Informative

Adaptable to Needs

FOUNDATIONS *for* SUCCESS

To support NSMC's vision of *"enhancing service in a manner that attracts, supports, and values our patients and those who care for them"* we have built a comprehensive competency model which will serve as the foundation to our vision of Service Excellence.

The *Foundations For Success* competency model provides a tangible and clearly defined behavioral vision for the kinds of performance required. It is comprised of nine competency clusters each with their own set of *behavior-based performance standards* against which people can be aligned and their performance assessed. These essential performance standards are common to all functions across the organization.

About The Foundations for Success
The Foundations for Success core competencies are heavily weighted towards excellence in interpersonal relations which will ultimately drive our enhanced service culture.

Professionalism: Behavior reflecting the highest regard for NSMC, our patients, their families, and co-workers

Accountable: Taking responsibility for personal performance and delivering quality work

Respectful: Behavior centered on the ability to regard patients and co-workers as worthy of special consideration and to care for in a polite manner

Compassionate: Understanding other people and displaying a temperament for a disposition toward empathy.

Attentive: Being proactive in knowing what others' needs are and acting on that knowledge

Informative: Providing or disclosing information or instruction to patients, their families and co-workers

Adaptable: Ability to be flexible and work effectively with a variety of changing situations, various individuals and groups

Collaborative: Working cooperatively with patients, being part of a team, and working together as opposed to separately

Self-Aware: An individual's ability to recognize their emotional responses and the effect of that response on their behavior

These core competencies are important because they answer the following:
- How do we translate vague expectations – such as "being friendly" into specific, observable, and measurable terms?
- What knowledge and skill is required to be successful?
- How do we ensure that managers across our organization have a shared view of exceptional, acceptable, and needs improvement customer service performance?
- How do we ensure a reliable and equitable evaluation and performance management process to our employees?

About This Tool Kit

Continually learning and improving these competencies will lead to greater individual effectiveness, and an overall higher level of customer service within NSMC. The tool kit makes explicit the requirements for each of the nine competency clusters by providing the following:

- A definition of each competency.
- Behavioral indicators for each competency that demonstrate an:
  - *Exceptionally Effective* use of the competency
  - *Effective* use of the competency
  - *Not Effective* use of the competency
- Development Suggestions to improve performance in each of the competency areas.

Summary

In summary, the Foundations For Success competency model will enable NSMC managers to focus attention on appropriate core values and to use the model as a strategic tool to effectively articulate, build, and ultimately sustain our Service Excellence

CONVEYS COMPASSION

This competency is about understanding other people and displaying a temperament for or disposition toward empathy, sympathy, and mercy. It is the ability to hear and understand accurately the unspoken or partly expressed thoughts, feelings, and concerns of others.

People with this competency…

- Demonstrate an awareness of customer goals, expectations, and needs
- Demonstrate concern for the plight of the customer
- Show sincere interest in others and demonstrates sensitivity to the needs and feelings of others

Behavorial Indicators

Exceptionally Effective
- Demonstrates recognition of the various psychological and emotional needs of people
- Balances emotional and caring responses with reason, logic, and reality in all decisions regarding patient or family
- Anticipates issues and takes a pre-emptive stance to minimize disruption or inconvenience to patient or family
- Strives to make patient experience uncomplicated and works behind the scenes to shield patient from unnecessary issues

Effective
- Breaks bad news with compassion and appropriate candor
- Listens to others and acknowledges feelings behind the words
- Uses appropriate non-verbal cues such as tone of voice, rate of speech, and facial expression to convey awareness of person's plight
- Shows sincere interest in others and their concerns
- Demonstrates sensitivity to the inconvenience of being sick

Not Effective
- Displays frustration by other's physical limitations
- Does not offer accommodation to these with special requirements
- Does not considers emotional pressure patient is under and judges patients as being demanding or over-reactive
- Focused exclusively on completing tasks regardless of how the patient is feeling
- Carries on conversations with co-workers while interfacing with others regardless of the comfort of that person

Development Suggestions

Observe

- Keep a log of situations in which you felt you were able to demonstrate compassion and a log in which you felt you did not. Make a note of missed opportunities to respond with empathy.
  - *What emotion was the person potentially feeling?*
  - *Why did you miss this?*
  - *What got in the way?*
  - *How do you know you missed an opportunity?*

- Become aware of incidents where there may be some underlying concerns that are not explicitly expressed by others. What are the most common feelings/emotions your customers appear hesitant to share with you? How can you help them with this? What words or actions could you use?

- Watch your co-workers. Identify someone who is really good at dealing with other people. What words do they use? What actions do they take? Avoid?

- Ask your co-workers about their experiences. Review and make a note of possible emotions or feelings that the other person may be experiencing. Keep an open mind and never assume, merely explore the possibilities.

- Develop a list of questions you could ask the next time you sense that someone needs to vent. Try to make the questions open-ended to avoid simple yes or no responses. The goal is to let the person know that you care and are genuinely interested.

Listening

- Practice the skill of listening without interrupting. Wait until the other person has completed their point of view before offering yours.
- Practice active listening: always check out the meaning of what was said with the person speaking. Paraphrasing what was said helps to clear up misconceptions and to deepen understanding.

Empathy

- Be careful not to lose control of the conversation by over-extending your ability to empathize with others. Remember that optimal effectiveness is achieved by a combination of focus and empathy. Use business-related questions to bring focus back into the conversation. Work on achieving an effective balance of focus, goal orientation, and empathic listening.
- Create a small list of possible responses that will work for most situations:

    For example: *"I'm so sorry to hear about your situation."*
    "I can only imagine how upset you must be."

- Develop your skill at using compassionate phrases and a caring tone by using this scenario with a good friend: You meet a friend in a restaurant and learn from him/her that they have just suffered a very upsetting experience – listen for your natural empathy and sympathy – there is no instinct here to persuade your friend to "get a grip" or "snap out of it" – the natural compassionate response is the basis of building trust and rapport. Keep practicing scenarios to build your skill at listening to / observing emotions behind the words. Ask your friend to score how well you did at conveying compassion. Solicit suggestions for next time.
- Keep a log of the # of times that you responded by providing a solution instead of just listening to another person for a moment. Tally at the end of each day/week. Set a goal to decrease that number by 20% each day/week. Be sure to celebrate success!