

LEADERSHIP COMPETENCIES:

SERVING AS A LEADER AT THE ACC



AMERICAN
COLLEGE of
CARDIOLOGY®

You can find the competencies listed here: <http://www.acc.org/about-acc/leadership/leadership-competencies>

COMPETENCY	COMPETENCY DEFINED	COMPETENCY MAY BE OBSERVED BY ONE OR MORE OF THE FOLLOWING:
Exhibits Influential Leadership	<p>Has specialist expertise and is considered a thought-leader in area/s of need. Also demonstrates judgment, technical competence and knowledge critical for the role.</p> <p>Leader leverages his / her technical expertise for the 'good of the role', and wider organizational needs.</p>	<p>The individual:</p> <ul style="list-style-type: none"> - Is sought-out by others wishing to learn more about their expertise. - Adds professional, technical, or organizational knowledge (clinical and non-clinical). - Has led quality improvement, and critical efforts important to CV medicine. - Collaborates across boundaries to build strategic relationships. - Develops networks and builds alliances. - Leads with governance experience within complex / diverse organizations.
Demonstrates Business-Focused Proficiency	<p>Demonstrates awareness and efficiency in addressing diverse business / organizational challenges.</p> <p>Leader reflects upon diverse information / business drivers, to inform decision making.</p>	<p>The individual:</p> <ul style="list-style-type: none"> - Has experience of working within a complex organization. - Has led or participated in efforts which required an awareness of business drivers. - Has used systems data, other metrics or budgetary factors to take decisions on behalf of an organization. - Has experience of rapid growth and diversification within an organization. - Has experience in leading or organizing aligned to an organization's strategic objectives. - Has an awareness of the breadth and diversity of ACC's operations.
Demonstrates Strategic Leadership	<p>Represents ability to influence, guide, and leverage others in alignment to the ACC's vision, mission and strategic objectives.</p> <p>Leader achieves success through others, promotes good working relationships and holds colleague's accountable, while also aligning goals, tasks, agenda's to larger strategic vision and direction.</p>	<p>The individual:</p> <ul style="list-style-type: none"> - Has experience aligning goals to a broader organizational strategy and mission. - Has experience influencing others to reach a shared / mutually beneficial outcome. - Has experience balancing competing priorities, and diverse stakeholder needs, to reach resolution. - Has experience managing disagreement as opportunities. - Individual has led a function and/or team with flexibility and transparency. - Seeks a range of opinions before coming to a personal conclusion. - Accepts personal responsibility for collectively made decisions. - Holds others to account for the delivery of agreed priorities and initiatives. - Has experience of setting strategy consistent with an organization's mission, vision and values.

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COMPETENCY	COMPETENCY DEFINED	COMPETENCY MAY BE OBSERVED BY ONE OR MORE OF THE FOLLOWING:
Anticipates & Leads Change	<p>Demonstrates the ability to manage, lead and enable others, in order to navigate organizational change.</p> <p><i>Leader serves as a change agent, and maintains a connection to the ACC's strategic goals and values during times of change. Promotes shared understanding, collective responsibility and transparency.</i></p>	<p>The individual:</p> <ul style="list-style-type: none"> - Has experience of using new information or innovative ideas to deliver change. - Has experience innovating by different means (such as technology / soliciting expertise of others). - Maintains an awareness of healthcare trends that impact the College, its members and CV patients. - Has experience of leading or managing change within a team, workgroup, or organization. - Can demonstrate an entrepreneurial mindset. - Supports new ideas, systems, and procedures that may have be outside own comfort zone. - Has an ability to lead others who resist change. - Has an ability to promote and communicate the positive/s of a particular change effort.
Maintains Organizational Awareness & Stewardship	<p>Appreciates how internal and external issues impact the work of the ACC.</p> <p><i>Leader is aware of the ACC's stakeholders, culture, and expectations. Promotes the core values and vision of the ACC, when called upon. Considered an ambassador of the Governance Transformation process, and the strategic vision of the College.</i></p>	<p>The individual:</p> <ul style="list-style-type: none"> - Has experience speaking on behalf of an organization, team, or initiative in various venues, addressing related position statements, and / or policies. - Has an appreciation of the underlying culture, history and traditions of the College and uses these insights to engage ACC's membership. - Individual has experience promoting an achievement mindset through cross-collaboration, teamwork, accountability. - Maintains an understanding of the expectations, priorities and values of ACC's various stakeholders both internal and external. Recognizes factors that drive or block stakeholder satisfaction and organizational performance. - Has experience in spearheading events, or member-focused programming, supporting ACC's vision and mission.

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