



KSB Leadership Capability Framework

Role Level Detail – Final – 05-24-22

Our Culture Statement

KSB Hospital aspires to be THE employer of choice. Our *vibrant and inclusive culture of KSB Leadership* is the *accelerator* that *drives* us to *meet the needs of our community* and *enables our people to flourish*.

What are KSB's Leadership Capabilities?

Leadership Capabilities at KSB are the observable and measurable skills and behaviors that contribute to superior performance and invites every KSB family member to grow, flourish, and fully live into their passion for serving others.

What is a KSB Leadership Capability Framework?

KSB's *Leadership Capability Framework* clearly articulates which skills, traits, and characteristics are mission-critical - both today and in the future - to co-create our desired culture and to fully realize our compelling vision and mission.

The 5 Roles	Authentic Self	People Developer	Relationship Builder	Visionary & Strategist	Results Driver
Capability #1	<i>Courageous Authenticity</i>	<i>Instills Trust</i>	<i>Communicates Impactfully</i>	<i>Attracts Top Talent</i>	<i>Ensures Accountability</i>
Capability #2	<i>Learning Agility</i>	<i>Embraces Differences</i>	<i>Collaborates Effectively</i>	<i>Leads Change</i>	<i>Drives Engagement</i>
Capability #3	<i>Unwavering Resilience</i>	<i>Unleashes Talent</i>	<i>Connects Interpersonally</i>	<i>Propels Mission and Vision</i>	<i>Puts Patients First</i>

KSB Leadership Capability Framework



**KSB Leadership Role #1:
Authentic Self**



KSB Leaders embrace the fact that leadership necessarily starts and ends with themselves. Self-reflection is central to the way in which a leader gains new insights and key learnings and facilitates positive change, growth, and transformation.

Courageous Authenticity

Stepping up to address difficult issues, taking tough stands, bringing up the “undiscussables” (risky issues the group avoids discussing), and openly dealing with difficult relationship problems. Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.
- Lives all the values and all the behaviors all the time.

Learning Agility

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder. Actively seeking new ways to grow and be challenged using both formal and informal development channels.

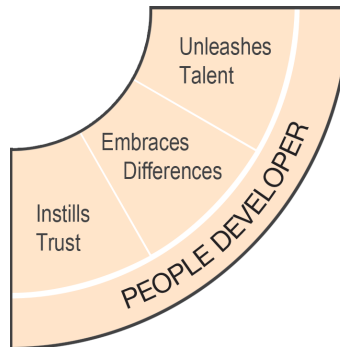
- Shows personal commitment and takes action to continuously improve.
- Learns from new experiences, from others, and from structured learning.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.

Unwavering Resilience

Rebounding from setbacks and adversity when facing difficult situations - recovering quickly, learning, and moving forward.

- Is confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.

**KSB Leadership Role #2:
People Developer**



KSB leaders encourage all employees to help develop other employees both by informing them and by bringing out the best in what each person has to offer. A KSB Leader is both a world-class teacher and a world-class learner who authentically models the values of the individual AND the organization.

Instills Trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

Embraces Differences

Recognizing the value that different perspectives and cultures bring to an organization.

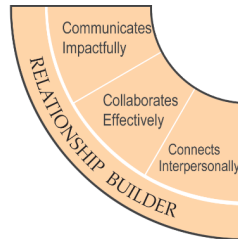
- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

Unleashes Talent

Developing people to meet both their career goals and the organization's goals.

- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

KSB Leadership Role #3: **Relationship Builder**



Relationship building is a foundational component to life at KSB. KSB Leaders consciously recognize and demonstrate that a significant investment in interaction with others helps to build trust and a sense of "team-as-community" so that creativity and commitment can be maximized.

Communicates Impactfully

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

- Is effective in a variety of communication settings and among diverse styles and position levels.
- Attentively listens to others.
- Adjusts the message to fit the audience.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

Collaborates Effectively

Building partnerships and working collaboratively with others to meet shared objectives.

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

Connects Interpersonally

Relating openly and comfortably with diverse groups of people.

- Relates comfortably with people across levels, functions, culture, and geography.
- Acts with diplomacy and tact.
- Builds rapport in an open, friendly, and accepting way.
- Builds constructive relationships with people both similar and different to self.
- Picks up on interpersonal and group dynamics.

**KSB Leadership Role #4:
Visionary & Strategist**



Vision enables change leaders to see the big picture – the "where we want to go" - while strategy enables them to map out “how we are going to get there” by anticipating the various consequences of the individual and collective actions of the organization, and then selecting the actions that will best serve all stakeholders.

Attracts Top Talent

Attracting, recruiting, and selecting the best talent to meet current and future KSB needs.

- Attracts and selects diverse and high caliber talent.
- Finds the right talent to meet the group’s needs.
- Closes talent gaps with the right balance of internal and external candidates.
- Is a good judge of talent.

Leads Change

Adapting approach to respond with vision and agility during periods of growth, disruption, or uncertainty to bring about the needed change.

- Clearly articulates purpose and benefit of change initiatives.
- Proactively anticipates risks and addresses them head on.
- Identifies change champions and elicits support at all levels of the organization.
- Inspires others to action through personal advocacy, vision, and drive.

Propels Vision & Mission

Painting a compelling picture of the vision and strategy that motivates others to action.

- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

**KSB Leadership Role #5:
Results Driver**



Effective KSB Leaders are relentlessly focused on putting patients first and are consequently drivers of superior and sustainable results. They are true stewards of the KSB family and are equally as concerned with the process of how the results are achieved, as in the results themselves.

Ensures Accountability

Holding self and others accountable to meet commitments.

- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

Drives Engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

- Structures the work so it aligns with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.

Puts Patients First

Building compassionate relationships and delivering patient-centric solutions

- Puts patients first, organization second, and individual third.
- Gains insight into patient needs.
- Identifies opportunities that benefit the patient and KSB.
- Builds and delivers solutions that meet patient expectations.
- Establishes and maintains effective patient relationships.