



Knowledge, Attitudes, and Skills for Family Medicine Department Chairs and Senior Leaders: Competencies for Vision, Voice, and Leadership in the 21st Century

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Developed by the ADFM Leadership Development Committee

This document outlines the knowledge, attitudes, and skills that Family Medicine department chairs and senior leaders need to acquire in order to achieve leadership and managerial competence.

Although the required knowledge, attitudes, and skills may vary depending on your personal needs, needs of your department, and the evolving conditions in health care, academia, and society, we believe it is important for every new chair and senior leaders to pay attention to leadership, administration/management, and professional and personal development. These competencies may be attained individually by a leader or along with their leadership team. They are intended to be used for self-evaluation, professional and personal development, and to help in role and team growth, rather than for external evaluation. These are leadership competencies in a generic sense; senior leaders and chairs need to be aware of the context in which these skills need to be called upon (within your department, institution, community, etc.). Since leadership and managerial competence is as much a journey as a destination, this document is also intended to be a stimulus for life-long learning and professional development in the art and science of leadership.

1. Leadership

- a. Be aware of your leadership style(s) and have the ability to use different types of leadership styles when needed
- b. Create, sustain, and periodically reassess mission, vision, and values
- c. Assess, understand, monitor, and shape departmental structure, culture, and context
- d. Utilize iterative tools for strategic planning
- e. Select and utilize frameworks for leading and managing change, including system change
- f. Lead and manage different crises before, during, and after they arise
- g. Understand, embrace and promote diversity, equity, and inclusion
- h. Develop and manage internal relationships:
 - i. Build, develop and sustain a leadership team
 1. Identify the capabilities of your leadership team members and develop a plan to promote growth and development
 2. Determine missing or weak capabilities as well as strengths among your team and develop strategies to address and maximize team effectiveness
 - ii. Respect and support all faculty and promote their development. Recognize that there are likely faculty with more experience and success than you. Accessing and utilizing their abilities can accelerate department growth and success.
 - iii. Develop and advance other leaders within your department
- i. Develop and manage external relationships:
 - i. Understand overlapping and different needs of medical school and hospital/health systems and where the department fits in institutional culture(s)
 - ii. Analyze, understand and effectively utilize different types of power and political dynamics within your setting

- iii. Develop and foster awareness of the larger landscape of the healthcare industry and health policy
- iv. Network with others in your institution
- v. Partner/negotiate with other departments/units for mutual gain
- vi. Communicate the value of the department to the institution, and the institution to the department
- vii. Maintain credibility and understanding regarding teaching, patient care, scholarly work, grants, and grant funding
 - i. Lead and manage departmental image in the institution
 - ii. Manage your relationship with your Dean/President/CEO
- viii. Identify and manage relationships (personalities, cultures, etc) with other external individuals and entities, including:
 - i. Payers - Insurers, employers, government
 - ii. Teaching partners – e.g. preceptors, FQHCs, other external organizations
 - iii. Partners in patient care – community agencies, nursing homes, affiliated practice groups
 - iv. Research sponsors
 - v. Other Department Chairs/unit leaders at your institution
 - vi. Health Systems Leaders
 - vii. Pillars of community engagement (above and beyond patient care)

2. Administration/Management

- a. Understand departmental finances, including:
 - i. Sources of income
 - ii. Matching revenues and expenditures
 - iii. Budget development
 - iv. Budget growth and budget cuts
- b. Understand human resources issues, including:
 - i. Federal/state employment law
 - ii. Local institutional policies
 - iii. Leadership structure for faculty/staff
 - iv. Assessment of departmental resources
 - v. Talent development and management, including:
 - 1. Position development, recruitment, hiring
 - 2. Matching talent with departmental needs
 - 3. Matching effort with resources
 - 4. Mentoring, coaching, and sponsoring talent
 - 5. Performance evaluation and management
 - 6. Promotion and career development
 - 7. Talent retention
- b. Build endowments and philanthropy
- c. Succession planning
- c. Manage departmental communications
- d. Negotiate effectively across the departmental and organizational spectrum
- e. Facilitate difficult conversations and manage conflicts
- f. Foster wellness and resiliency

3. Professional and Personal Development

- a. Sustain ongoing awareness and evolution of one's leadership knowledge, attitudes, skills, and style(s)
 - i. Adhere to life-long learning*
 - ii. Cultivate self-awareness and reflection; know your strengths, weaknesses, values, and personal boundaries
 - iii. Seek out coaching and mentoring to promote continued growth and development.
 - iv. Acquire and utilize advocacy skills
 - v. Develop and expand effective interpersonal communication skills
 - vi. Expand your sources of information and learning to be more broadly aware of the issues and trends in the healthcare industry as well as leadership practice
- b. Manage your time, calendar, communications, administrative support
- c. Develop an awareness of unconscious bias and how to mitigate it within your work
- d. Continually reassess and rebalance your departmental chair roles, priorities, and relationships as part of managing in a complex adaptive system with changing goals and communications
- e. Evaluate and choose external leadership roles, when appropriate
- f. Develop resiliency and self-care routines
- g. Define and develop your role within the practice plan/clinical system
- h. Develop relationships with family medicine organizations locally and nationally
- i. Manage transitions in leadership and roles
- j. Be open to changes that require new or reinforced knowledge, attitudes, and skills

4. Scholarship and Academic Engagement

Leadership positions often require academic skills including:

1. Understand ACGME, LCME/COCA and other accreditation requirements as they relate to your area(s) of oversight
2. Develop and nurture collaborative relationships with the academic leadership and peer leaders in other disciplines.
3. Actively manage and develop your own scholarly activity with output (publications, lectures, committee work,) as a model for others in your Department.
4. Develop and enhance grant writing skills leading to extramural and foundation funding
5. Ensure academic achievement on track to meet minimal qualifications for the role.

**Additional material related to life-long learning suggested by ADFM membership found via this link <https://www.adfm.org/resources/new-chairs/> (specifically the ADFM Leadership Resources and Executive Coaching lists)*

This document was also created by reviewing current position requirements for open positions.