
3E Development Toolkit

**A Guidebook for Developing
Targeted KP Behaviors through
Experience, Exposure & Education**



By National Leadership Development



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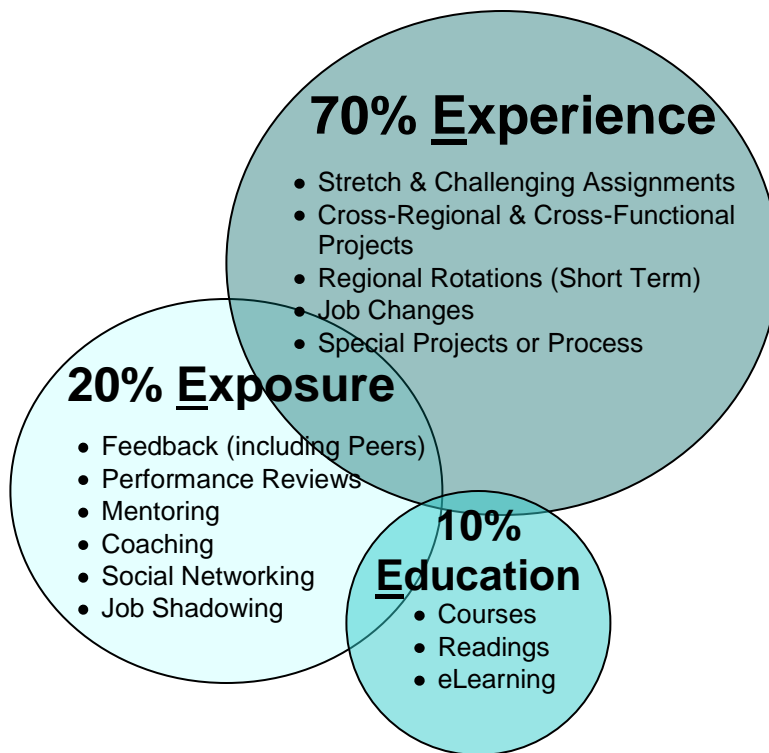
INTRODUCTION

3E - 70/20/10 - MODEL OF DEVELOPMENT

At Kaiser Permanente, we believe in the 3E development philosophy or 70/20/10 model of development. This philosophy and model describes development as occurring via 3 main ways: Experience, Exposure, and Education. Development generally begins with a realization of current or future needs and the motivation to do something about it. Development actions (i.e. 70/20/10 actions) work best when orchestrated together. Alone, they are single ways to develop. However, incorporating a **blend of all 3 types of development for any given KP behavior will help to accelerate the development process in building the capability in the targeted behavior:**

- **70%** of learning and development takes place from real-life and on-the-job experiences, tasks, and problem solving. This is the most important aspect of any learning and development plan.
- **20%** of development should occur through exposure opportunities: feedback, coaching, mentoring, and networking.
- **10%** of development should occur through education: formal training – classes, programs, e-Learning courses, books.

This Development toolkit provides an assortment of 3E development ideas & suggestions for each of the 7 core and 12 menu KP Behaviors from which to select those that support your Individual Development Plan (IDP).



3E - 70/20/10 - MODEL OF DEVELOPMENT

It can also help to get ideas to help you support your IDP goals. For example, consider creating an Individual Development Plan (IDP) which includes your development goals (current and future) with a blend of 3E ideas/activities (70% Experience, 20% Exposure, and 10% Education) for each development goal. Review, update, and discuss your IDP with your KP manager.

The development ideas in the Toolkit are just that -- ideas --and are not written as development goals in SMART language. It is up to the individual to write the ideas out so that they are measurable, etc.

CHAMPIONS INNOVATION AND CHANGE

DESCRIPTION:

Embraces and generates better and innovative ways to improve performance aligned to a shared purpose. Commits to sustained, effective change.

BACKGROUND:

Contrary to popular belief, innovative ideas are not “bolts out of the blue” or the product of a few lone geniuses. As Peter Drucker states, innovation is “a conscious, purposeful search for opportunities”; **innovation is a systematic practice** and anyone can learn the skills and practice of innovation. Conceptually, these include: (from Peter Denning, The Social Life of Innovation, Communications of the ACM, 2004: p 15 - 19)

- **Listen and synthesize.**
 - o Ability to hear others’ ideas, needs, preferences and to blend them together with your own to create new ideas.
- **Awareness.**
 - o Ability to perceive opportunities, distinguishing them from your own agenda, ability to overcome cognitive blindness
- **Focus and persistence.**
 - o Ability to maintain attention on innovation challenge amidst chaos and obstacles.
- **Declarations.**
 - o Ability to make simple, powerful, moving, eloquent statements about the future that serve as attractors for others
- **Destiny.**
 - o A sense of the future and of possibilities that is powered by a larger purpose.
- **Networks and allies.**
 - o Ability to build and maintain productive relationships with others, especially representing different perspectives and skills.
- **Learn.**
 - o Constantly seeking new ideas, skills and experiences from traditional and non-traditional sources; a mindset of inquiry.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Brainstorm, with a small team, ideas that will positively influence your area of work
- Promote an innovative idea or change effort to senior management and influence their support
- Connect with the Innovation Fund for Technology to discuss your idea and possible seed funding (<https://ideabook.kp.org/docs/DOC-11840>)
- Act as both a KP sponsor and a model for innovation and change by supporting your team’s needs and leading by example through a KP change initiative.

CHAMPIONS INNOVATION AND CHANGE (cont.)

- Lead a transformational project or major initiative (such as hospital opening, major clinical or technology system redesign, or planning for Healthcare Reform).
- Communicate and spread success stories of innovation and change within KP, providing anecdotal experiences and personal testimonials that humanize the experience.
- Recognize and reward behavior that supports and facilitates a new innovation or change initiative.
- Explain the importance of innovation and necessary change to KP and the rationale behind these projects when you see examples.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):**Personal contacts:**

- Identify and engage with a KP Mentor who has experience leading innovation or change initiatives at KP. Negotiate the mentor-mentee relationship with your mentor including goals and objectives. Discuss key learnings with him/her of what works and what does not when managing your own innovation or change initiatives.
- Interview/shadow a change or innovative leader to learn tips and techniques for delivering messages to keep KP employees informed of innovation or change.
- Meet with a KP Organizational Effectiveness/Organizational Development consultant to get coaching and tips on how to most effectively roll out a change initiative or innovation effort.

Manage innovation:

- Communicate a KP innovation or change initiative to your team, and encourage and support it through each step of the change transition.
 - Stay visible and have frequent face-to-face communication.
 - Be candid in your communication about what you know and what you don't.
 - Clarify any mixed messages.
 - Acknowledge emotions openly and sympathetically.
 - Respond to questions and requests for information in a timely manner.
 - Reinforce enthusiasm for change.
- Get feedback and exchange information on the KP innovation or change initiative using communication opportunities and tools such as:
 - Team meetings/one-on-one meetings
 - KP's Intranet
 - Emails/Voicemails

Use innovation resources:

- Visit the Innovation Resources website
<http://kpnet.kp.org:81/kpit/innovation/index.html>
- Visit the Garfield center in person or take a video tour
<http://xnet.kp.org/innovationcenter/>

CHAMPIONS INNOVATION AND CHANGE (cont.)

- Read the recent innovation technology reviews and latest from external innovation conferences <https://wiki.kp.org/wiki/display/iat/IAT+Research>
- Attend a new innovative technology demonstration session via WebEx or at the Garfield Center http://kpnet.kp.org/innovationcenter/activities/view_calendar.htm
- Join KP's Innovate Community on IdeaBook or form a learning network with others who are also championing innovation and change initiatives at KP. <https://ideabook.kp.org/community/innovate>
- See, hear and understand innovation videos
 - What is important to our members in the "Voices From Our Members" video. http://cl.kp.org/pkc/national/cmi/dept/061509_patientcenteredcare/index.html
 - Understand what care delivery innovations are occurring outside of Kaiser Permanente. Visit that Agency For Health Care Research and Quality (AHRQ)'s Health Care Innovation Exchange. Browse by subject. <http://www.innovations.ahrq.gov/>
- Connect with health care innovators outside Kaiser Permanente by participating in KP's Innovation Learning Network (ILN) and the parallel internal group, the Garfield Innovation Network (GIN). <http://www.innovationlearningnetwork.org>

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve your innovation acumen. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <https://kplearn.kp.org/Saba/Web/KaiserPermanente>
- Participate in a "Leading Change 15/45" – Team Development Activity
- Attend Skillssoft online courses are related to innovation:

Creativity and Innovation in the Workplace

| | | |
|--|--------|-----------|
| Generating Creative and Innovative Ideas | PD0032 | 3.5 hours |
| Evaluating Creative and Innovative Ideas | PD0033 | 3.5 hours |
| Implementing Creative and Innovative Ideas | PD0034 | 5 hours |

Suggested Readings:

- Innovation in Action: A Practical Guide For Healthcare Teams. Scott D Endsley, MD
- 180 Ways to Effectively Deal with Change: Get over it! Get with it! Get to it! by L. Calzada
- The Innovator's Prescription: A Disruptive Solution for Health Care by Clayton Christensen
- Dealing with Darwin: How Great Companies Innovate at Every Phase of Their Evolution by Geoffrey Moore

CHAMPIONS INNOVATION AND CHANGE (cont.)

Blend of All 3E's



- Join the “**Garfield Innovation Network**”, on IdeaBook
- Lead a new project related to the Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience leading significant innovation or change initiatives at KP. Discuss key learnings with him/her.
- Participate in a “Leading Change 15/45” – Team Development Activity.

COLLABORATES

DESCRIPTION:

Supports individual and team efforts by encouraging, influencing and engaging others with different backgrounds, experiences, and points of view. Establishes effective working partnerships, participates in joint decision-making (when appropriate), and works through differences to achieve shared goals.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Share information with KP stakeholders regarding progress made against goals and milestones.
- Share your thinking on a current business issue at KP and invite the response of others.
- Seek out the opinions and perspectives of KP leaders outside your team. Look for the value in their attitudes, experiences, and tenure with KP that is brought to the team.
- In meetings, solicit the ideas of less vocal team members. Be receptive to diverse thinking through what you say and do in response to new ideas.
- Lead a unit based team for KP process improvement team to work on solving a critical issue or unique problem. Initiate idea from new colleagues to get broader, more inventive results.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Ask for feedback on a deliverable you are currently working on to develop a strong shared point of view.
- Actively seek feedback from other KP colleagues with varying backgrounds and include them in thought partnering or problem-solving.
- Identify others whose work areas interact and intersect with yours. Discuss your common goals and ways you can work together to achieve them.
- Join KP's IdeaBook or form a social learning network with other KP employees to initiate collaboration. Look for people in similar situations, and create a process for sharing and learning new ideas.
- Seek input and information with other KP employees with different expertise to brainstorm or thought partner on new ideas.

COLLABORATES (cont.)

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- The Empowered Manager by Peter Block
- Mastering the Art of Creative Collaboration by R. Hargrove
- Trust in Knowledge Management and Systems in Organization by Maija-Leena Huotari and Mirja Iivonen

Blend of All 3E's



- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience leading large collaborative initiatives at KP. Discuss key learnings with him/her.
- Participate in a “Collaborative 15/45” – Team Development Activity.

COMMUNICATES EFFECTIVELY

DESCRIPTION:

Seeks to understand. Asks others for input and feedback, including those with different backgrounds, experiences, and points of view. Actively listens and ensures that people are heard and can raise concerns. Clearly and openly expresses ideas. Adjusts communications to fit the audience. Keep others appropriately informed of goals and objectives.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- In meetings, try asking others for their views before you share yours.
- Seek to understand. Show that you are listening attentively by reflecting and paraphrasing what you heard.
- Articulate the unique value you bring to KP. Seek opportunities to communicate that value to others and connect it to KP's business imperatives.
- Write speaker notes to a presentation for your manager.
- Before making a presentation to KP constituents, understand the audience. One presentation generally does not play equally well across audiences. Many times you will have to adjust the tone, pace, style, and even the message and how you adopt it for different audiences. If you are giving the same presentation (or delivering the same message) to multiple audiences, always ask yourself how are they different.
- Participate as a speaker at a professional association or national conference.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Work with a KP Mentor who has been identified as someone who has excellent communication skills or has given presentations externally on behalf of KP. Observe while they communicate, taking note of their communication style, how they deal with the audience's concerns and their style in answering questions. Incorporate these tactics into your communication and presentations.
- Join KP's IdeaBook to use social networks with others to clearly and openly express ideas. Look for people in similar situations, and create a process for sharing and learning together.
- Shadow people who are successful at communicating to members, colleagues and customers.
- Solicit feedback from a KP peer about your ability to consider a range of ideas. Identify any biases you have against particular people or issues.

COMMUNICATES EFFECTIVELY (cont.)**EDUCATION (10%):***Training and Self Study Courses:*

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute
- Participate in a Active Listening 15/45 – Team Development Activity
- Participate in a Giving and Receiving Feedback 15/45 – Team Development Activity (contact Organizational Effectiveness)

Suggested Readings:

- The Power of Corporate Communication: Crafting the Voice and Image of Your Business by Paul Argenti and Janis Forman
- Communicating Effectively by Lani Arredondo
- The Lost Art of Listening: How Learning to Listen Can Improve Communication by Michael Nichols

Blend of All 3E's 

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience leading effective communication initiatives at KP. Discuss key learnings with him/her.
- Participate in a “Communicates Effectively 15/45” – Team Development Activity.

DEVELOPS SELF/OTHERS**DESCRIPTION:**

Builds skills and capabilities to enhance performance. Seeks and applies feedback. Shares knowledge, feedback and contributes to the learning of others.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):**DEVELOPS SELF:**

- Leverage your strengths at KP. Maintain the clear strengths you will need in the future by testing them in new task assignments.
- Agree to take on a short term stretch assignment or project at KP, such as: (1) significant increase in both internal and external scope and complexity, (2) significant increase in visibility and/or bottom line responsibility at KP, (3) unfamiliar function, technology, or region.

DEVELOPS OTHERS:

- Look for one opportunity each day to provide support for your team.
- Provide challenging and stretching assignments to your team.
- Hold frequent development discussions as part of scheduled 1:1 meetings or check-ins.
- Ask direct reports to create an IDP with a mentor.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):**DEVELOPS SELF:**

- Learn from feedback. Ask for candid feedback from your manager, mentors, colleagues and HR Business Partners. Your spouse, partner or friends and family can be powerful sources of feedback on such things as interpersonal style, values, balance between work, career, and personal life, etc.
- Form a learning network with other KP peers working on the same development goal. Look for a variety of people inside KP. Give feedback to each other; try new and different things together; share successes, failures, and lessons.

DEVELOPS OTHERS:

- Ask your team to do an inventory of their own personal strengths and development opportunities. Get input from others. Ask your team what they appreciate about you as a leader and as a manager and what they would prefer you change. Encourage them to include their strengths and development opportunities into their development plan.
- Model your own commitment to development by sharing your development objectives and asking for regular feedback
- Find a KP Mentor who is skilled in translating broad development strategies into day-to-day activities; ask for their ideas on how to provide good direction to your current direct reports.

DEVELOPS SELF/OTHERS (cont.)**EDUCATION (10%):****SELF AND OTHERS:***Training and Self Study Courses:*

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute
- Participate in a “Coaching 15/45” – Team Development Activity (contact Organizational Effectiveness)

Suggested Readings:

- Total Performance IDP Guide for Employees, Kaiser Permanente
- Total Performance IDP Guide for Managers, Kaiser Permanente
- Leader As Coach: Strategies for Coaching and Developing Others by David Peterson

Blend of All 3E's 

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in successfully developing self and others at KP. Discuss key learnings with him/her.
- Participate in a “Developing Self and Others 15/45” – Team Development Activity.

DRIVES FOR RESULTS

DESCRIPTION:

Makes timely decisions and takes action. Seeks out and utilizes appropriate information and resources to achieve outcomes that best serve the organization. Resolves barriers and obstacles that impede progress. Monitors progress and acts to ensure success in an ethical manner.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Create a reasonable balance between analyzing an issue and taking action.
- Watch for opportunities for improving a process or efficiency in getting a project completed, and take action to achieve these improvements.
- Access your KP networks and pull from known resources to assist you in timelier decision-making.
- Start with the end in mind, and keep your sights set on the result.
- Follow up on the progress of a key KP project and continue to convey the sense of urgency in getting it done.
- Start earlier. Always do 10% of each task immediately after it is assigned so you estimate the time it is going to take to finish the rest. Divide tasks and assignments into thirds and schedule time to do them. Always leave more time than you think it's going to take.
- Get certified in Six Sigma and lead a team.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Identify a KP leader who is known for getting results done, and ask him/her to be a mentor for you. Ask him/her how s/he prioritizes projects, shows a sense of urgency (both verbally and nonverbally), and what strategies, in the past, have worked well for him/her at KP.
- Seek mentoring. Find a KP Mentor that considers execution as a clear strength to help you remain focused despite setbacks.
- Seek feedback from others on your ability to balance process with getting results completed.
- Compare your own assessment of your work with the feedback from a KP colleague who has proven ability to execute at KP.
- Join KP's IdeaBook or form a learning network with others who are known experts for "Drive for Results" at KP. Look for people in similar situations, and create a process for sharing and learning together.

DRIVES FOR RESULTS (cont.)

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- Execution: The Discipline of Getting Things Done by Larry Bossidy and Ram Charan
- Turning Goals Into Results: The Power of Catalytic Mechanisms by James Collins (HBR OnPoint Enhanced Edition, Harvard Business Review)
- Managing for the Future by Peter Drucker

Blend of All 3E's



- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in leading driving for results initiatives at KP. Discuss key learnings with him/her.
- Participate in a “Driving for Results 15/45” – Team Development Activity.
- Enroll in KP’s 4D’s of Execution.

FOCUSES ON THE CUSTOMER

DESCRIPTION:

Consistently demonstrates the knowledge, skills, abilities and behaviors necessary to provide superior and culturally sensitive service to each other and to our patients, members, customers, contracted providers, vendors, regulators and communities.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Know who KP's internal and external customers are and be sure to have a clear understanding of their needs before offering a solution.
- Ask to observe/shadow an employee in one of KP's service/call centers, handling complaints and inquiries from customers.
- Train customers in the use of the organization's products or services.
- If you are currently on or lead a committee or large-scale project add input from a member or customer.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Ask to observe/shadow a KP employee from KP's service/call centers, handling complaints and inquiries from customers.
- Share KP success stories relating to customer service with KP employees and peers.
- Volunteer to interview a KP employee from Customer Service or on of our Call Centers on how to follow up on a request from a dissatisfied customer.
- Join KP's IdeaBook or form a learning network with others on what customer service means at KP. Look for people in similar situations, and create a process for sharing and learning together. Share ideas and success stories on recent observations of superior customer service at KP.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

FOCUSES ON THE CUSTOMER (cont.)

Suggested Readings:

- The Seven Myths of Customer Management: How to Be Customer-Driven without Being Customer-Led by John Abram and Paul Hawkes
- Customer Care Excellence by Sarah Cook
- The New Market Leaders: Who's Winning and How in the Battle for Customers by Fred Wiersema
- Epidemic of Care: A Call for Safer, Better, and More Accountability Health Care by George C. Halvorson

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience leading customer focus initiatives at KP. Discuss key learnings with him/her.
- Participate in a "Focuses on the Customer 15/45" – Team Development Activity.

TAKES ACCOUNTABILITY

DESCRIPTION:

Takes personal ownership for commitments and performance, including specific deliverables & timeframes; consistently delivers as promised, with integrity.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Don't wait until the last minute to meet performance targets. Not only will you not be timely, your decision quality and accuracy is likely to be less effective. Procrastinators miss deadlines and performance targets. If you procrastinate, you might not produce consistent decisions. Start earlier. Always do 10% of thinking about the decision immediately after it is assigned so you can better gauge what it is going to take to finish the rest.
- Plan and organize. Set tighter priorities. Focus more on the mission-critical few decisions. Don't get diverted by trivial work and other decisions. Get better organized and disciplined.
- Don't get caught in analysis paralysis. Break out of your "examine-it-to-death" and "always-take-the-safest-path" mindset and just do it.
- Thoughtfully set priorities. What should you spend half your time on? Can you name five things that you have to do that are less critical? If you can't, you're not differentiating well.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Find a KP Mentor who has been identified as someone who is known for being accountable. Observe how they hold themselves accountable for their assignments; incorporate these tactics into your daily work routine. Have this person then observe you while you deal with commitments and have them provide feedback to help fine-tune your accountability.
- Join KP's IdeaBook or form a learning network with other KP employees who are sharing ideas on how to be more accountable. Look for people and create a process for sharing and learning together.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

TAKES ACCOUNTABILITY (cont.)

Suggested Readings:

- Getting Things Done: The Art of Stress-Free Productivity by David Allen
- Execution: The Discipline of Getting Things Done by Larry Bossidy, Ram Charan, and Charles Burck
- Who Will do What by When? How to Improve Performance, Accountability and Trust with Integrity by Hanson, T., & Hanson, B.Z.

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in taking accountability at KP. Discuss key learnings with him/her.
- Participate in “Accountability 15/45” – Team Development Activity.

ACTS WITH COMPASSION

DESCRIPTION:

Demonstrates a genuine caring attitude toward others. Concerned about the well being of others in their work and personal lives. Treats others with empathy, dignity and respect.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Begin staff meetings by celebrating an act of compassion.
- Recognize and reward behavior that supports and facilitates compassion.
- Communicate and spread success stories of compassion within your team or at KP broadly, providing anecdotal experiences and personal testimonials that humanize the experience.
- For clinical staff, incorporate compassion into your rounding routines. If others are rounding with you, ask for their feedback on things you did that showed compassion and things you could change to demonstrate more compassion with members/patients and fellow employees.
- Keep a daily journal of acts of compassion that were demonstrated in the workplace by yourself or others.
- End meetings by asking if there is anything else I can do for you.
- Volunteer for community service work with people in need and focus on bringing a spirit of compassion to the volunteer work.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Find a mentor who is consistently compassionate and ask if she/he will mentor you. Agree together on what you want to get from the mentoring, what each person's role is and how you will make the most from the mentoring relationship.
- Interview/shadow a Kaiser Permanente employee in a medical office or hospital who is known for their compassion; ask them to describe the actions they are taking to show compassion towards members/patients.
- Learn from role models by picking one person at work and one person in your personal life that you think are especially compassionate. Carefully observe what they do and how they behave that makes them compassionate. See which of their behaviors or habits you could comfortably and genuinely adapt.
- Ask for feedback from peers, direct reports or your manager. What are examples they see where you show compassion and examples where you have an opportunity for improvement.

ACTS WITH COMPASSION (cont.)**EDUCATION (10%):**

There are a variety of training courses available to help you build and improve this behavior. KP Learn Library offers the following courses:

- Nursing Visions, Values, Model NSG:PCS Strategy 09 Offering ID 00325715
- Caring Sciences NSG:PCS_NS_CS_11 Offering ID 00519695
- Relationship Based Care NSG:PCS_NS_RBC Offering ID 00359628

Skillsoft courses are available online with manager approval. Note: there is a \$100 annual cost to access the Skillsoft library. Following are specific e-learning modules that might enhance your ability to act with compassion:

- Effective Relationships with Customers (2 hours) Bus:NLD ss comm 12 a04 ss, Offering ID 00329034
- Effective Relationships with Business Partners (3 hours) Bus:NLD ss comm. 12 a05 ss, Offering ID 00329036
- An Essential Guide to Giving Feedback (2.5 hours) Bus:NLD ss comm0521, Offering ID 00329033
- Giving Feedback to Colleagues (4.5 hours) Bus:NLD ss comm0523, Offering ID 00329040
- Team Feedback: A Guide (4 hours) Bus:NLD ss comm0524, Offering ID 00329042
- Giving Feedback: A Manager's Guide (4 hours) Bus:NLD ss comm0525, Offering ID 003290
- Complete e-learning program *Management Essentials: Caring for Your Direct Reports* Bus:NLD ss MGmt_15_A07_BS, Offering ID 00381755

Department of Care and Service Quality website:

- AIDET Communication (Acknowledge, Introduce, Duration, Explanation, and Thank) is an evidence based communication model that provides a framework for communication with patients, families, and each other that leads to better patient satisfaction, staff satisfaction, and clinical outcomes. <http://kpnet.kp.org/qrrm/service2/COE/aidet.html>
- Communication with CARE – The purpose of this training is to establish warm, caring, patient-centered communication using CARE skills. The training also incorporates new evidence based communication strategies. <http://kpnet.kp.org/qrrm/service2/COE/Care.html>

ACTS WITH COMPASSION (cont.)

Nursing Pathway Website: Caring Science

- Caring Science comes from the Human Caring Theory that was originally developed by Dr. Jean Watson. Caring Science becomes broader than just nursing practices and can be applied to any care giver situation or healthcare worker role. Caring Science makes explicit the covenant we have with the public and acknowledges the mind-body-spirit connections and healing arts used in healthcare.
<http://nursingpathways.kp.org/ncal/practice/caringscience/index.html>

Nursing Pathway Website:

- Kaiser Permanente Nursing Vision, Values & Model
Kaiser Permanente nurses advance the art and science of nursing in a patient-centered healing environment through our professional practice and leadership. <http://kpnet.kp.org/nursing/nursingstrategy/>
- *Lead or participate in a 15/45 meeting on compassion* where the first 15 minutes is spent presenting information and the last 45 minutes are spent in Q and A dialogue.

Suggested Readings:

- Caring: Making a difference one story at a time -
<http://www.communicationsplus-la.com/shareyourstory.htm>
- Human Caring Science: A Theory of Nursing by Jean Watson
- Weaving Complexity and Business: Engaging the Soul at Work by Roger Lewin and Birute Regine
- If Disney Ran Your Hospital by Fred Lee
- To Weep for a Stranger: Compassion Fatigue in Caregiving by Patricia Smith
- High Performance Healthcare by Judy Catrell
- Relationship Based Care: A Model for Transforming Practice By Mary Koloroutis, Marie Manthey, Jayne Felgen, Colleen Person, Leah Kinnaird, Donna Wright, Sharon Dingman
- High Performance Healthcare: Using The Power of Relationships to Achieve Quality, Efficiency & Resilience By Jody Hoffer Gittel

Suggested Movies: (Watch movies with team members or individually to better understand the meaning of compassion)

- *Patch Adams* starring Robin Williams – A medical student in the 70's that treats patients using humor
- *Doc Hollywood* starring Michael J Fox – A young doctor causes a traffic accident in a small town and is sentenced to work at the town's hospital

ACTS WITH COMPASSION (cont.)

Blend of All 3E's

- Consider blending experience, exposure and education. For example, after reading a book or completing a training program, let your mentor, manager or team know what you learned and how you plan to measure what you learned. Ask them for specific feedback on how you are doing in applying what you've learned.

DEALS WITH AMBIGUITY

DESCRIPTION:

Effectively copes with uncertainties and deals with risk. Exercises good judgment and acts based on available information.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Take small, incremental steps. Dealing comfortably with uncertainty is the ability to tolerate errors and mistakes, and absorbing the possible discomfort and criticism that follow.
- Start small so you can recover more quickly. Do something as soon as you can and get used to the discomfort that comes with uncertainty.
- Take on a KP project that seems tough and undoable, one where others at KP may have tried it and have failed.
- In times of uncertainty, you need to set clear priorities. Focus on the mission-critical few. Don't get diverted by KP's complexity.
- Ask questions to better define the problem. Under uncertainty, it really helps to get as firm an understanding on the problem as possible. Figure out its root causes. Brainstorm with other KP colleagues to see how many causes you can come up with. This increases the chance of a better solution because you can see more connections.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Shadow people who are good at shifting gears, such as those managing "turnaround" projects. Ask about their thought process in making comfortable transitions in high ambiguity situations.
- Work with KP leaders who deliberately and effectively adjust their leadership style to people and situations that are less clear.
- KP is a large complex organization. Understanding how different functions, regions, and locations operate takes some discipline. Look beyond what you see and ask tenured KP employees for their input and interpretation of KP's culture.
- Redefine progress. Working well with ambiguity and in uncertainty at KP means moving from incomplete task to incomplete task. Change your emphasis or focus to feeling good about moving things forward incrementally, rather than "finishing" the project.

DEALS WITH AMBIGUITY (cont.)

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- Seeing the Calm in the Storm: Managing Chaos in Your Business Life by Judith Bardwick
- The Connected Leader: Creating Agile Organizations for People, Performance, and Profit by E. Gobillot
- The Ambiguity Advantage: What Great Leaders are Great At by D. Wilkinson

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in dealing with ambiguity at KP. Discuss key learnings with him/her.
- Participate in a “Dealing with Ambiguity 15/45” – Team Development Activity.

DEMONSTRATES BUSINESS ACUMEN**DESCRIPTION:**

Uses economic, financial, market and industry knowledge and data to understand and improve business results. Understands health care industry and Kaiser Permanente's business. Connects internal business activity with broader external view of business to continuously improve performance.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Reduce your understanding of how KP operates to your own insights. Write them down in your own words.
- Study KP's annual report and various financial reports.
- Notice questions asked by KP's management. How are they related to understanding the financial situation?
- When KP leaders consider taking a financial risk, ask about their approach at managing the risk. Ask them to share their plans and their thinking behind them to understand their calculated risk management.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Learn to think as an expert at KP and in the Healthcare industry. Take problems to KP experts and ask them what are the keys they look for; observe what they consider significant and not significant.
- Listen to KP leaders explain the financial situation at Town Halls. Assess whether the messages are accurate, clear, and understandable. Note whether messages from KP executives are communicated accurately and with appropriate emphasis.
- Observe whether KP leaders use solid financial analyses to make decisions. For example, some KP leaders take time to create a budget, but may not use it daily.
- Work with a KP Mentor who has been identified as a KP finance and market expert.

EDUCATION (10%):*Training and Self Study Courses:*

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

DEMONSTRATES BUSINESS ACUMEN (cont.)

Suggested Readings:

- What the CEO Wants You to Know: How Your Company Really Works by Ram Charan
- Health Care Will Not Reform Itself: A User's Guide to Refocusing and Reforming American Health Care by George C. Halvorson
- Health Care Reform Now!: A Prescription for Change by George C. Halvorson
- On the Frontiers of Management by R.M. Kanter
- Understanding Business by W.G. Nickels, McHugh, J., and McHugh, S.

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in demonstrating business acumen at KP. Discuss key learnings with him/her.
- Participate in a "Demonstrates Business Acumen 15/45" – Team Development Activity.

DEMONSTRATES CREATIVITY

DESCRIPTION:

Generates original, innovative, and value-added ideas to improve performance and meet goals.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Try piloting a new initiative aligned to KP goals/strategy in a small area. Once successful, try marketing the pilot program to a broader area.
- Look for small wins to help maintain momentum and confidence in the viability of a new idea or initiative at KP.
- Challenge yourself and your team to look beyond how we do things at KP today. Encourage and reward “out-of-the-box” thinking.
- Carve out dedicated time to brainstorm or discuss ideas with KP colleagues.
- Leverage the ideas of other KP colleagues. Listen to them talk about new ideas and where the ideas have come from. Make sure you acknowledge the contribution.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Ask a colleague to play “devil’s advocate” and challenge your ideas. Practice trying to persuade him/her to your way of thinking. Then ask for his/her feedback.
- Use KP’s IdeaBook or other social network sites to share new ideas with KP’s community. Develop your creativity with your KP peers. Actively network, exchange ideas, and examine innovative approaches. Benchmark your new ideas with those KP leaders known to think outside the box.
- Develop a learning environment within your KP team or among peers at KP. Exchange ideas and experiences among team members. Ask open-ended questions to discover:
 - What are our biggest issues regarding meeting KP’s customers’ needs?
 - What changes would make the customers’ experience with us more favorable?
 - What ideas do you have regarding KP’s current strategy?
 - If this were your business, what would you do differently?
- Work with a KP Mentor who has been identified as someone with creative ideas. Ask how s/he generates new and innovative ideas, and how those ideas translate into improving performance and meeting goals.

DEMONSTRATES CREATIVITY (cont.)**EDUCATION (10%):***Training and Self Study Courses:*

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- Borrowing Brilliance: The Six Steps to Business Innovation by Building on the Ideas of Others by David Kord Murray
- How to Get Ideas by Jack Foster
- Made to Stick: Why Some Ideas Survive and Others Die by Chip Heath and Dan Heath
- Thinkertoys: A Handbook of Creative-Thinking Techniques by Michael Michalko

Blend of All 3E's 

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience demonstrating creativity at KP. Discuss key learnings with him/her.
- Participate in a “Demonstrating Creativity 15/45” – Team Development Activity.

DEMONSTRATES RESOURCE STEWARDSHIP

DESCRIPTION:

Ethically and systematically utilizes the resources entrusted to KP to create superior quality and value for all members, patients and customers. Shares successful practices, eliminates waste where it exists, decreases unwanted variation, and enhances reliability.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Always ask: “How can I improve this to better serve our members and patients?”
- Think about money and other resources as if they were your own.
- Find ways to do things more effectively and efficiently.
- Work on a KP process-simplification improvement team to take steps and costs out of a current KP process.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Work with a KP Mentor who has been identified as an expert in resource stewardship.
- Join KP’s IdeaBook or form a learning network with others at KP to learn how others use resources most effectively.

EDUCATION (10%):

Training and Self Study Courses:

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 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

Ethics of Consumption: The Good Life, Justice, and Global Stewardship (Philosophy and the Global Context Series) by David A. Crocker

The Durable Use of Consumer Products: New Options for Business and Consumption by Michel Kostecki

Management for a Small Planet by Jean Garner Stead and W. Edward Stead

Strategies for the Green Economy: Opportunities and Challenges in the New World of Business by Joel Makower

DEMONSTRATES RESOURCE STEWARDSHIP**Blend of All 3E's** :

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience in leading resource stewardship initiatives at KP. Discuss key learnings with him/her.
- Participate in a “Resource Stewardship 15/45” – Team Development Activity.

EXERTS INFLUENCE

DESCRIPTION:

Considers the needs of various diverse interests and people. Persuades others to pursue important courses of action. Mobilizes the interest and commitment of people to gain buy-in, secure cooperation, adjust agendas, and sustain action while maintaining and nurturing important work relationships.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Determine what is important to each member/purchaser and tailor your arguments to their interests/concerns.
- Present your position using logic, facts, or data, but also give your perspective on why you believe your ideas are valid.
- Gain sponsorship for your idea or plan. Discover who you will need to support you and their position in relation to your proposal. Formulate a plan to handle those that support your idea, oppose it or are neutral.
- Be aware of KP's goals and objectives and what issue(s) KP is concerned about; knowing the strategic intent behind them will better position you to move your agenda forward.
- Attend KP Town Halls with upper management so you can hear and observe politics, issues, interactions, and influence strategies at KP.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Work with other KP employees who influence in ways different from your own.
- Listen to other KP colleagues when they are trying to influence others. Would you be influenced? Why? Why not? Discuss your perceptions.
- Find a KP Mentor who is a know expert at influencing at KP and have him/her observe your influencing skills. Discuss with him/her ways by which you can persuade others.
- Join KP's IdeaBook or form a learning network with others working on negotiation and influence skills. Look for people in similar situations, and create a process for sharing and learning together.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

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 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

EXERTS INFLUENCE (cont.)

Suggested Readings:

- Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work by M.G. McIntyre
- Getting to Yes: Negotiating Agreement Without Giving In by Roger Fisher and William Ury
- Getting Past No by William Ury
- Generating Buy-In: Mastering the Language of Leadership by M.S. Walton

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience exerting influence at KP. Discuss key learnings with him/her.
- Participate in an “Exerting Influence 15/45” – Team Development Activity.

LEVERAGES TECHNOLOGY

DESCRIPTION:

Maximizes current and new technological capabilities relevant to functional area to improve business processes, support workflow, and advance efficiencies.
Develops and maintains a working knowledge and up-to-date technological skill set.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Whenever a new technology surfaces, volunteer to learn and try it first.
- Adapt new technology for your role at KP. Practice by picking some technology and quietly become an expert at it. Introduce it at work. Demonstrate it to your KP peers.
- Create a Lotus Notes Team Room or IdeaBook site.
 - Learn web development.
 - Use a BlackBerry.
 - Familiarize yourself with KP HealthConnect
 - Attend a conference at the Sidney Garfield Center.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Work with a KP Mentor who has been identified as a “techie” - someone who is tech-savvy, and knows the latest technology. Ask him/her how s/he keeps up to date with the newest technology and specifically, the technology capabilities relevant to your KP function.
- Join KP’s IdeaBook or form a learning network with others sharing ideas relating to new technology applications at KP. Post questions on IdeaBook and share ideas relating to technical advances and their applications at KP.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

LEVERAGES TECHNOLOGY (cont.)

Suggested Readings:

- Groundswell: Winning in a World Transformed by Social Technologies by Harvard Business School Press
- The Geek Gap: Why Business and Technology Professionals Don't Understand Each Other and Why They Need Each Other to Survive by Bill Pfleging and Minda Zetlin
- Tomorrow's Technology and You by George Beekman and Michael Quinn.

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience leading technology leveraging initiatives at KP. Discuss key learnings with him/her.
- Participate in a "Leveraging Technology 15/45" – Team Development Activity.

MAKES EFFECTIVE DECISIONS

DESCRIPTION:

Makes timely decisions that best serve KP based upon relevant, accurate information. Sets priorities. Understands one's decision-making authority. Within that authority, uses best approach to make decisions.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Recognize the tendency to hesitate in making decisions. Concentrate on deadlines and become comfortable making decisions with the minimal amount of critical information. Plan what to do if the decision does not generate the results you want.
- Many of us just collect data, which increases our confidence but doesn't increase decision accuracy. Discuss the problem with colleagues. Studies show that defining the problem and taking action usually occurs simultaneously, so to break out of analysis paralysis, figure out what the problem is first.
- When you delay making a decision, ask what keeps you stuck. Figure out what the issues are. Trust a KP peer who can help you address these issues in making timely decisions.
- Adopt a "roughly right" mindset to maximize speed of decision making.
- Consider the 80/20 rule – making decisions that are good but not perfect, and refining later.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Share with KP colleagues that all decisions require some risk and that it is important to manage the risk. The more risky the decision, the more important it is to develop contingency plans.
- Share past decisions you made at KP that you had to fix later because they were the wrong decisions or had unintended consequences.
- Join KP's IdeaBook with others providing decision making tips. Try new and different things together; share successes, failures, and lessons learned.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

MAKES EFFECTIVE DECISIONS (cont.)

Suggested Readings:

- Decision Making: 5 Steps to Better Results by Harvard Business Essentials, Harvard Business School Press
- Facilitator's Guide to Participatory Decision-Making by Kaner, S., Lind, L., Toldi, C., & Fisk, S.
- Decision-Making Group Interaction: Achieving Quality by Patton, B. R., & Downs, T.M.

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience effectively making decisions at KP. Discuss key learnings with him/her.
- Participate in a "Making Effective Decision 15/45" – Team Development Activity.

PAYS ATTENTION TO DETAIL

DESCRIPTION:

Checks work for accuracy before sending out. Performs routine or repetitious tasks with care and attention. Organizes highly detailed information and makes it easily accessible.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Use spell check in all documents and then re-check yourself for grammar errors.
- Schedule follow-up meetings at the completion of KP projects to determine whether acceptable quality standards and time commitments are met.
- Proof read deliverables before sending.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Volunteer to work on a project with another KP peer who is a good planner and organizer. Ask the person for feedback on your methods.
- After a project is complete, ask peers and direct reports for feedback on your planning and organizing skills.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- Getting Things Done: The Art of Stress-Free Productivity by D. Allen
- Getting Organized: Improving Focus, Organization and Productivity by C. Crouch
- Organized for Success: Top Executives and CEOs Reveal the Organizing Principles that Helped Them Reach the Top by S. Winston

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience paying attention to detail at KP. Discuss key learnings with him/her.
- Participate in an “Attention to Detail 15/45” – Team Development Activity.

RECOGNIZES AND REWARDS OTHERS

DESCRIPTION:

Recognizes and rewards people in proportion to the excellence of their performance. Celebrates individual and team accomplishments when they go the extra mile. Tailors acknowledgement of individual contributions in ways that have personal meaning.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Look for one opportunity each day to provide needed support and recognition for those who work with you.
- Keep track of your team's goals in the Total Performance system and give recognition when they make progress towards those goals.
- Recognize strong performance quickly. Research shows that the sooner a reward is delivered, the more impact it will have.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Ask each of your KP team members what motivates him/her and how s/he would like to be rewarded / recognized. Use this information to reward and recognize your direct reports appropriately and meaningfully in the future.
- Observe common ways that performance is rewarded to other employees. Learn about how other KP managers celebrate achievements in innovative ways and apply their ideas to your direct reports.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute
 -

Suggested Readings:

- Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others by James M. Kouzes and Barry Z. Posner
- 101 Ways to Reward Employees by Bob Nelson
- Make Their Day! Employee Recognition That Works by Cindy Ventrice

RECOGNIZES AND REWARDS OTHERS (cont.)

Blend of All 3E's



- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience recognizing and rewarding others at KP. Discuss key learnings with him/her.
- Participate in a “Recognizes and Rewards Others 15/45” – Team Development Activity.

SOLVES PROBLEMS THROUGH PLANNING & ANALYSIS

DESCRIPTION:

Analyzes trends, crucial relationships and diverse options to solve problems in a systematic and timely manner. Chooses best solution to a problem after reviewing all available information.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Conduct after-action reviews with your KP team on current and recent KP projects to discuss what worked and what could be done differently in the future.
- Get out of your comfort zone. Many busy people rely too much on solutions from their past experience. Ask yourself, “Is this really like the problems I have solved in the past?”
- Take calculated risks. Having a more development related view towards past failures in problem solving can help you learn what went wrong and to apply new practices for taking risks in the future.

EXPOSURE DEVELOPMENT SUGGESTIONS (20%):

- Identify a KP expert in their problem-solving ability. Interview or shadow them to build your capability in this behavior.
- Join KP’s IdeaBook or connect with other KP colleagues that are sharing ideas on building their capability in Solving Problems Through Planning & Analysis. Sharing and learning with other KP colleagues.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- The Art of Problem Solving by Russell Ackoff
- The Problem-Solving Journey: Your Guide for Making Decisions and Getting Results by C.W. Hoenig
- Why Not? How to Use Everyday Ingenuity to Solve Problems Big and Small by B.J. Nalebuff, and I. Ayers
- Decision Making and Problem Solving in Management by R.H. Vaughn

SOLVES PROBLEMS THROUGH PLANNING & ANALYSIS (cont.)**Blend of All 3E's** :

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience problem solving through planning and analysis at KP. Discuss key learnings with him/her.
- Participate in a “Problem Solving 15/45” – Team Development Activity.

THINKS AND ACTS STRATEGICALLY

DESCRIPTION:

Understands the connections and relationships between one's work and how it impacts others. Seeks to understand how one's work fits into the big picture. Looks at the entire process. Considers possible future challenges and opportunities in making plans and decisions.

EXPERIENCE-BASED DEVELOPMENT IDEAS (70%):

- Develop individual and team goals that reflect KP's strategic imperatives.
- Look for opportunities to connect business decisions with KP's Value Propositions.
- Read Healthcare industry publications to identify changes or trends in Healthcare Reform that will impact KP customers and products.
- Identify the challenges that arise in your function or region. Review them to identify themes and root causes, and then address those underlying issues.
- Design your team meetings so that you are not the sole source of information. Ask other people to give Healthcare industry updates and share relevant Healthcare information.

EXPOSURE-BASED DEVELOPMENT SUGGESTIONS (20%):

- Work with a KP leader who is known for their strategic thinking. Review a current or recent strategic issue facing your team. Ask for their suggestions at framing strategic options and identifying choices for action.
- Join KP's IdeaBook or form a learning network with others, sharing strategic ideas for KP and the Healthcare industry. Sharing and learning with other KP colleagues.

EDUCATION (10%):

Training and Self Study Courses:

There are a variety of training courses available to help you build and improve this behavior. Click the links listed below or follow the path for course catalogues and additional information.

- Access KP Learn to register for instructor-led and web-based classes throughout KP.
 - <http://kpnet.kp.org:81/kpit/hr/training/kpli/index.html>
 - KP Natl. Portal>Site List>KP-IT (The Hub)>HR>KP Learning Institute

Suggested Readings:

- What is Strategy? by Michael Porter (Harvard Business Review, 74, 61-78)
- Leading Strategic Change: Breaking Through the Brain Barrier by J.S. Black and H.B. Gregersen
- Choosing the Future: The Power of Strategic Thinking by Stuart Wells III

THINKS AND ACTS STRATEGICALLY (cont.)

Blend of All 3E's

- Lead a new project related to the 2010 Healthcare Reform. Build a common mindset around Healthcare Reform and the implications for KP.
- Find a KP Mentor that has experience thinking and acting strategically at KP. Discuss key learnings with him/her.
- Participate in a “Thinking and Acting Strategically 15/45” – Team Development Activity.
- Attend KP’s Strategic Leadership Skills (SLS) course.

APPENDIX

Sources

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McCauley, Cynthia D., (2006). *Developmental Assignments: Creating Learning Experiences without Changing Jobs*. Greensboro, NC: Center for Creative Leadership