

# Executive Expectations

## *Our Expectations for Directors*

Approved by the Executive Staff on June 19, 2020

### I EXPECT YOU TO:

- + Remain passionately engaged in the pursuit of patient-centered perfection and in the quest to sustain and improve the current SOMC leadership culture.
- + Hold yourself and others (including me) accountable for meeting the **Expectations for SOMC Leaders**.
- + Join me in embracing **The SOMC Way** and in holding everyone accountable for meeting them.
- + Clarify your expectations of your fellow leaders and me on an ongoing basis.
- + Tell me what you think and what you believe I need to hear, particularly when you suspect I don't want to hear it.
- + Cut me some slack when I don't respond as I should; judge me on the whole of our relationship, not just one part.
- + Do what you say you will do when you say you will do it.
- + Set realistic expectations for yourself and your team members and hold everyone accountable for meeting them.
- + Give me permission and time to reconsider and refine my positions based on consultation, reflection, and new data.
- + Hold me accountable when I do not meet those expectations I have agreed to.
- + Accept that I cannot read your mind; ask me directly for what you want and need.
- + Recognize that when I fail to consult with you or keep you fully informed, I have made a mistake instead of an intentional decision to keep you in the dark.
- + Confront me when I have not made my expectations clear or when you believe my expectations are unrealistic.
- + Confront me when you believe I engage in any impairing leadership behavior, and to accept without resentment, venting, or rumination of my mistakes and shortcomings when you do not think they are impairing.
- + Make your priorities explicit instead of passively accepting mine.
- + Clarify (on an ongoing basis) how you prefer for us to communicate.
- + Do what needs to be done despite how you feel.
- + Manage complaints and conflicts promptly and successfully using the SOMC Conflict Management Process.
- + Take full responsibility for your feelings, behaviors, and beliefs.
- + Help me identify activities that waste our time.
- + Accept that I'm pushy and tell me when to back off.
- + Look for - and find - A Better Way every day.
- + Not ever settle without intensely questioning whether we can do better.
- + Accept and manage the Bell Curve, but not to tolerate net-negative people in your department.
- + Identify net-negative team members on an ongoing basis and to manage them appropriately without procrastinating.
- + Disagree with me when it's needed even when I make it difficult.
- + View and interact with me as a partner, not a boss.
- + Embrace the Cognitive Behavioral Leadership (CBL) model and urge other leaders to do the same - unless you can find a better model to sustain our culture.
- + Send a weekly update every Friday and a monthly Key Process Indicator (KPI) metrics graph with the rolling 12-month trend by the last business day of the month.

**Southern Ohio  
Medical Center**

*Very Good things are happening here*