



FOR YOUR DEVELOPMENT:

Developing Wellstar's Standard Behaviors

Honoring our commitment to
PeopleCare — to each other,
our patients and our community.



The way we show up for each other impacts how we show up for our patients. **The Wellstar Experience** serves as our guide for how we interact with each other and every person we serve. It's what sets us apart and makes us better than anyone else. The Wellstar Experience brings our values to life and is the foundation for everything we do. It is **PeopleCare**.

Through continuous development and effective demonstration of our standard behaviors, we honor our commitment to PeopleCare — to each other, our patients and our community.

WELLSTAR
STANDARD BEHAVIORS

Wellstar Standard Behaviors are internal behaviors that define what's expected in our workplace culture. They are unique to Wellstar and have been thoughtfully crafted to reflect our values and how we engage with everyone. This guide serves as a customized reference, outlining how we interact, collaborate and maintain the highest standards in everything we do.

PURPOSE OF GUIDE

To provide development ideas and resources tailored to help team members and leaders improve their effectiveness in demonstrating the Wellstar Standard Behaviors that enrich our interactions, support operational excellence and build inclusion.

For everyone
at Wellstar.



Guide Highlights

How to Use:

The guide offers a self-directed framework designed to help both team members and leaders reflect, determine areas for development and take action to improve how they demonstrate the Wellstar Standard Behaviors.

Leaders can use the guide to provide targeted support and coaching to team members.

Definitions of the Standard Behaviors:

- **Meets** outlines the behaviors that are expected for all
- **Outstanding** outlines examples of what it looks like to far exceed expectations
- **Does Not Meet** outlines behaviors that do not demonstrate our values

Each standard behavior comes with associated developmental resources that includes the following sections:

- **Focus Areas** lists potential development areas to pursue
- **Development Actions** provides experiential suggestions to practice and improve key behaviors that align with Wellstar's values
- **Resources** provides suggested books, articles, and online and Wellstar facilitated courses to support development

By utilizing this guide, team members at all levels gain access to practical development tips, self-reflection and actionable insights that support both personal and professional growth. The goal is to help you succeed and elevate the work we do every day by creating consistent, high-quality interactions that contribute to Wellstar's mission of delivering exceptional PeopleCare to every person we serve.

**PeopleCare**

**We serve with compassion.**

Connect with purpose.

Care and support.

**We pursue excellence.**

Take responsibility.

Explore with curiosity.

**We honor every voice.**

Welcome and include.

Collaborate and celebrate.

BE A DIFFERENCE MAKER



We serve with compassion.
Connect with purpose.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I fail to greet others warmly; I show signs of distraction when interacting with others.	<input type="checkbox"/> I greet others with a smile and give my full attention in every interaction.	<input type="checkbox"/> I consistently offer my undivided attention during conversations; I always demonstrate interest through open body language and verbal affirmations; I guide others without allowing myself to become distracted.
<input type="checkbox"/> I avoid engaging in conversation; I frequently overlook clarifying my role or using preferred names.	<input type="checkbox"/> I introduce myself, share my role and call others by their preferred name.	<input type="checkbox"/> I always initiate introductions and facilitate easy introductions for others; I proactively inquire about preferred names and use when provided.
<input type="checkbox"/> I often struggle to actively listen; I frequently interrupt others; I fail to summarize what I have heard or seek clarification.	<input type="checkbox"/> I listen without interrupting and confirm what I have heard.	<input type="checkbox"/> I actively engage with others' thoughts and perspectives; I use questioning to deepen my understanding.
<input type="checkbox"/> I don't transparently share information; I struggle to communicate clearly; I don't adjust my communication style and content to fit the audience; I neglect to seek solutions.	<input type="checkbox"/> I clearly communicate , find answers and explain next steps.	<input type="checkbox"/> I transparently share pertinent and timely information; I always verify comprehension and pursue further inquiry; I adapt my communication style and content to fit the audience; I actively pursue solutions to challenges.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Be present <input type="checkbox"/> Recognize the needs of others	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Limit distractions (phone, email notifications, etc.) so you can be present in the conversation. <input type="checkbox"/> Observe positive interactions of others. Notice what makes those interactions successful (tone, body language, word choice). <input type="checkbox"/> Reflect on a behavior you want to try in your next interaction with others and practice through role-playing with a peer or mentor. <input type="checkbox"/> Ask others to observe you in your interactions with others and give feedback. <input type="checkbox"/> Try to imagine what others are going through – their feelings and needs – even if not expressed.	LinkedIn Learning Courses: Communicating Nonverbally Effective Listening Develop Interpersonal Skills for Inclusive Workspace TedTalks: 3 Ways to Better Connect with your Co-Workers
<input type="checkbox"/> Boost self-confidence <input type="checkbox"/> Build interpersonal skills	<input type="checkbox"/> Boost confidence with visualization. Picture yourself effectively interacting with others. This mental practice helps you feel more prepared and reduces anxiety. <input type="checkbox"/> Increase your comfort level in social settings by engaging in various social interactions, from casual conversations to group discussions. Practice initiating conversations and making small talk to increase confidence.	Elective Courses: Introduction to Emotional Intelligence Articles: What is the Role of Compassion in Healthcare? Compassion: A Powerful Tool for Improving Patient Outcomes
<input type="checkbox"/> Practice active listening	<input type="checkbox"/> Improve listening by allowing space for others to express themselves without dominating the conversation. Try pausing or counting to ten before responding. <input type="checkbox"/> After listening, make it a habit to summarize what the other person said in your own words. For example, "What I heard was... Did I understand that correctly?" This helps ensure that all parties are on the same page.	
<input type="checkbox"/> Ask clarifying questions <input type="checkbox"/> Communicate succinctly <input type="checkbox"/> Adjust communication style as needed <input type="checkbox"/> Be transparent	<input type="checkbox"/> Be mindful of your body language, eye contact and facial expressions, as nonverbal behavior makes up +70% of a communicated message. <input type="checkbox"/> To improve clarity of communication, use simple language to get the point across. Avoid rambling or being vague. <input type="checkbox"/> Show transparency by sharing both successes and setbacks so the information you provide is balanced and reliable.	



We serve with compassion.
Care and support.

DOES NOT MEET <input type="checkbox"/> I am disrespectful; I don't work well with others.	MEETS <input type="checkbox"/> I treat everyone with kindness and respect.	OUTSTANDING <input type="checkbox"/> I am considered a role model on the team for treating others with kindness and respect; I build good working relationships with others.
<input type="checkbox"/> I never volunteer to help others; I wait to help until asked more than once.	<input type="checkbox"/> I help others.	<input type="checkbox"/> I consistently offer to assist with tasks and challenging projects; I always make myself a resource to others.
<input type="checkbox"/> I don't consider the unique needs of others in my actions; I have received complaints about how I treat others.	<input type="checkbox"/> I honor personal boundaries for all.	<input type="checkbox"/> I consistently create exceptional experiences for others by understanding and respecting their limits.
<input type="checkbox"/> I don't maintain my own personal well-being; I don't manage my emotions well in stressful situations.	<input type="checkbox"/> I take care of my well-being.	<input type="checkbox"/> I advocate for myself and others' well-being; I role model effective well-being strategies; I stay calm, even during stressful situations.

FOCUS AREAS <input type="checkbox"/> Build meaningful relationships based on trust and respect <input type="checkbox"/> Demonstrate empathy <input type="checkbox"/> Build self-confidence	DEVELOPMENT ACTIONS Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Think about a tough interaction. Did you exhibit warmth? Concern? How could you have approached the situation differently? Where is there room for improvement? <input type="checkbox"/> Ask someone you trust to observe you and give feedback on your personal style.	RESOURCES LinkedIn Learning Courses: Developing Resilience Strategies to Improve Self-Awareness The Power of Broadening Compassion Setting Boundaries TedTalks: How to be a Team Player – Without Burnout Elective Courses: Crucial Conversations Introduction to Emotional Intelligence Articles: How to Respect Other People's Boundaries Spring Health Head Space
<input type="checkbox"/> Be proactive in helping others	<input type="checkbox"/> Reflect on what might be preventing you from reaching out to help team members who may be overwhelmed or in need of assistance. <input type="checkbox"/> Consider your strengths and offer tools, knowledge or connections that might help others succeed.	
<input type="checkbox"/> Understand boundaries <input type="checkbox"/> Improve self-awareness	<input type="checkbox"/> Acknowledge and honor others' personal boundaries. For example, if someone steps back when you're speaking to them, recognize they might need some physical space. If someone expresses that a topic is too sensitive, acknowledge it and change the subject. If someone is unwilling to share personal details, don't insist. Respect their decision by saying, "No problem, I understand." <input type="checkbox"/> Improve listening skills to better understand what others need.	
<input type="checkbox"/> Reduce stress <input type="checkbox"/> Manage emotions	<input type="checkbox"/> Use internal positive affirmations like, "I am capable" or "I bring value to..." to reinforce your self worth. <input type="checkbox"/> Take a quick walk, stretch break or practice deep breathing. <input type="checkbox"/> Check out apps like Headspace or Calm to guide you through meditation sessions.	



We pursue excellence.
Take responsibility.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I don't follow safety policies and procedures; I take shortcuts that could be harmful; I stay silent when something is wrong.	<input type="checkbox"/> I put safety first and speak up when something isn't right.	<input type="checkbox"/> I consistently follow policies and procedures; I make suggestions to improve policies and procedures; I always speak up and offer solutions when something is wrong.
<input type="checkbox"/> I don't take ownership of my work; I don't accept responsibility for my actions; I blame others or make too many excuses.	<input type="checkbox"/> I am accountable for my work and accept responsibility for my actions.	<input type="checkbox"/> I am a role model on my team for taking accountability and responsibility for my work; I encourage others to take accountability and responsibility for their work.
<input type="checkbox"/> I often fail to meet commitments by due dates; I forget to do things I said I would do.	<input type="checkbox"/> I am dependable. I do what I say I am going to do.	<input type="checkbox"/> I always honor my commitments; I remain true to my word even when faced with challenges; I proactively communicate anticipated potential delays and challenges.
<input type="checkbox"/> I become defensive about feedback and do not apply it to improve my work.	<input type="checkbox"/> I use feedback to improve my performance.	<input type="checkbox"/> I make an action plan based on feedback received to improve my work; I seek out someone I trust to offer feedback and coaching to help me improve.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Build courage <input type="checkbox"/> Understand the "why" behind policy and practices	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Reflect on the times you remained silent. What were the factors? And what might you do differently now? <input type="checkbox"/> Reflect on when you did speak up. What gave you the confidence to do so? <input type="checkbox"/> Role-play speaking up when something isn't right to gain confidence. <input type="checkbox"/> Find an advocate to build confidence in speaking up.	LinkedIn Learning Courses: Holding Yourself Accountable Receiving Feedback to Learn Building the Courage to Speak Up and Stand Out at Work Elective Courses: Introduction to Emotional Intelligence Articles: The Role of Individual Responsibility in the Modern Workplace
<input type="checkbox"/> Own my decisions and outcomes <input type="checkbox"/> Learn from mistakes	<input type="checkbox"/> Reflect on your contribution to a situation, even if it seems minor. Recognizing your part helps you take responsibility. <input type="checkbox"/> When something goes wrong, admit your part in it. Ask yourself, "What could I have done differently?" This will build your sense of ownership and integrity.	
<input type="checkbox"/> Honor commitments <input type="checkbox"/> Meet commitments by due dates <input type="checkbox"/> Prioritize multiple responsibilities/tasks	<input type="checkbox"/> If feeling overwhelmed, break difficult problems down into smaller, more manageable tasks or steps. <input type="checkbox"/> When faced with a challenging issue, reach out to others to obtain fresh perspectives and ideas. Diverse viewpoints often lead to better solutions. <input type="checkbox"/> Build in extra time for critical tasks or areas where you suspect delays could arise. The moment you sense a risk of delay, communicate it to stakeholders.	
<input type="checkbox"/> Ask for feedback <input type="checkbox"/> Shift to a problem-solving mindset	<input type="checkbox"/> Engage in a mindset shift to view feedback as a tool for growth rather than criticism. By doing so, you maintain control over how you process it, recognizing what is valid for your growth and what may not be relevant. <input type="checkbox"/> Invite someone you trust to offer feedback about their perceptions of your work behaviors. They can provide insights you hadn't considered.	





We pursue excellence.
Explore with curiosity.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I stay silent when I don't understand something; I don't ask for help or advice when things are unclear.	<input type="checkbox"/> I ask questions when I don't understand.	<input type="checkbox"/> I role model asking questions when I don't understand; I ask questions that I know will help others in their work; I always try to seek out answers on my own before I ask for help from experts when I don't understand the issue.
<input type="checkbox"/> I consistently disagree with new and different ideas without taking time to understand them; I am overwhelmed by doubt during change; I become less focused and productive when priorities change.	<input type="checkbox"/> I embrace change with a positive mindset.	<input type="checkbox"/> I role model embracing change; I encourage others to embrace change; I always help others work through the uncertainty of change.
<input type="checkbox"/> I rarely offer ideas, and when I do, they are standard and conventional ideas and solutions; I wait to be told what to do rather than identifying what needs to be done.	<input type="checkbox"/> I suggest and engage in new ways to improve our work.	<input type="checkbox"/> I quickly take initiative in identifying critical needs and propose original ideas and solutions; I respond quickly based on data analysis outcomes; I research and propose new technological solutions.
<input type="checkbox"/> I don't engage in development opportunities; I resist exploring new ideas or alternatives.	<input type="checkbox"/> I actively learn new things to grow my skills and knowledge.	<input type="checkbox"/> I always take initiative to seek out new methods, tools and technologies to improve my skills; I teach others the new skills and knowledge I have obtained.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Ask clarifying questions <input type="checkbox"/> Ask for help	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Practice stepping out of your comfort zone and asking questions when you don't understand. For example, "I'm not sure I understand this fully, could you help clarify?" or "Could you provide an example of that?" <input type="checkbox"/> Remind yourself that everyone has moments when they don't understand, and seeking help is a step toward improvement.	LinkedIn Learning Courses: Invest in You: Personal & Professional Tips Embracing Change with Mindfulness Courage as Your Superpower Leveraging the Power of Curiosity at Work to Adapt and Grow Articles: Curiosity: The Superpower of Success in the Workplace and at Home Books: "Humble Inquiry: The Gentle Art of Asking Instead of Telling" by Edgar Schein
<input type="checkbox"/> Embrace change <input type="checkbox"/> Build resilience <input type="checkbox"/> Develop a growth mindset	<input type="checkbox"/> Take a creative idea and brainstorm ways of putting it into practice with your team. <input type="checkbox"/> Stay persistent when facing challenges. Perseverance is key to developing the adaptability to overcome difficulties and succeed in changing circumstances.	
<input type="checkbox"/> Boost creativity <input type="checkbox"/> Network with industry groups	<input type="checkbox"/> Push yourself to think outside the box when brainstorming to discover new ways to improve work. <input type="checkbox"/> At the end of each week ask yourself, "What new thing did I explore recently?" Seek what you can do better or different. <input type="checkbox"/> Document your questions and insights to remind yourself of interests you want to explore and pursue further. <input type="checkbox"/> Challenge your assumptions and engage with opposing viewpoints to encourage deeper thought.	
<input type="checkbox"/> Take on challenging work assignments <input type="checkbox"/> Share knowledge	<input type="checkbox"/> Ask to participate on a new project or initiative that broadens your current role or is aligned with your future development. <input type="checkbox"/> Create a journal of questions, thoughts or topics that make you curious and explore the answers. <input type="checkbox"/> Conduct an informational interview with someone in a role that interests you. <input type="checkbox"/> Build networks with fellow learners to exchange knowledge and resources.	





We honor every voice.
Welcome and include.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I consistently exclude others; I come across as closed, distant or overall unfriendly.	<input type="checkbox"/> I take actions to include others and foster a sense of belonging.	<input type="checkbox"/> I role model creating an inclusive environment and encourage others to do the same; I ask others for their input; I act in a friendly and confident way that makes people like working with me.
<input type="checkbox"/> I don't consider cultural differences and assume everyone has the same beliefs I do; I don't try to learn about and value others' points of view.	<input type="checkbox"/> I seek to understand others because I want to know their point of view.	<input type="checkbox"/> I actively seek information and learn about cultural differences of our team members on my own; I encourage people to learn more about others' views.
<input type="checkbox"/> I avoid talking to others who are different from me; I miss opportunities to talk about common interests and priorities.	<input type="checkbox"/> I ask for advice if I am not sure how to talk to others who are different from me.	<input type="checkbox"/> I am a role model for talking with people with different backgrounds; I do my own research to learn how to communicate with others; I find shared interests to talk about.
<input type="checkbox"/> I struggle to engage with individuals from other backgrounds; I don't join conversations with an open mind; I look for the worst in others.	<input type="checkbox"/> I join conversations with an open mind and look for the good in others.	<input type="checkbox"/> I role model joining conversations with an open mind; I encourage others to listen with an open mind in conversations.

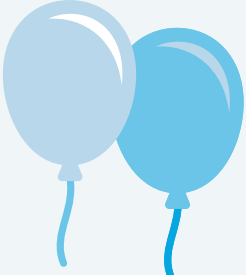
FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Be inclusive <input type="checkbox"/> Be intentional about how I show up	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Create welcoming spaces by using language that is friendly and inclusive. Avoid jargon and make sure everyone feels addressed. <input type="checkbox"/> Find out how others want to be acknowledged and included.	LinkedIn Learning Courses: Developing Self-Awareness Inclusive Mindset Cultivation Cultural Competence and Inclusion Mindfulness Practices TedTalks: How to have Constructive Conversations Elective Courses: Embracing Similarities and Differences through MBTI Wellstar Business Resource Groups
<input type="checkbox"/> Understand cultural differences <input type="checkbox"/> Get out of my comfort zone to meet and learn about people who are different from me	<input type="checkbox"/> Actively participate in programs in and outside of Wellstar that promote diversity awareness. <input type="checkbox"/> Consider joining one of Wellstar's Business Resource Groups (BRGs). <input type="checkbox"/> Approach others with curiosity and respect, avoiding assumptions about them based on appearance, background or beliefs. Start by recognizing that everyone has a unique story and perspective.	
<input type="checkbox"/> Seek to understand different perspectives <input type="checkbox"/> Develop new connections <input type="checkbox"/> Find common ground	<input type="checkbox"/> Reach out to those you wouldn't ordinarily seek out to ask for their perspective. <input type="checkbox"/> Before a conversation begins, identify potential areas in common, such as hobbies, career goals or interests. Focusing on what unites you can make it easier to connect and bond.	
<input type="checkbox"/> Flex my style <input type="checkbox"/> Build curiosity <input type="checkbox"/> Increase mindfulness <input type="checkbox"/> Build self-awareness	<input type="checkbox"/> Invite others to share their views and perspectives. Actively listen to their responses and consider how this new information changes how you perceive the topic. <input type="checkbox"/> Reflect on your own biases by thinking about your background, experiences and how they shape your perspectives. Consider your identity (e.g., race, gender, culture) and how it can influence your views. <input type="checkbox"/> Before a tough meeting, ground yourself with deep breathing, meditation or a walk. <input type="checkbox"/> After conversations, take some time to reflect on what went well and what could be improved. This helps you continue developing self-awareness.	





We honor every voice.
Collaborate and celebrate.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I work by myself, even when it would be best to work with others; I avoid working with others.	<input type="checkbox"/> I work well with others in accomplishing shared goals.	<input type="checkbox"/> I actively build partnerships across work teams to gain trust and support of others to accomplish shared goals.
<input type="checkbox"/> I make ineffective contributions to the group; I don't finish my assigned tasks.	<input type="checkbox"/> I contribute to my team's success.	<input type="checkbox"/> I role model collaborative work ethic in accomplishing goals; I identify multiple ways I can contribute to the group; I contribute to other teams' successes in addition to my own team.
<input type="checkbox"/> I withhold key information from my team members that would help them do their job; I don't ask for questions after I share information.	<input type="checkbox"/> I share information with the team and provide the chance to ask questions so we can make the best decisions.	<input type="checkbox"/> I role model openly sharing information and responding to questions; I consider every question helpful; I always welcome and respond to questions and concerns to reach the best decision.
<input type="checkbox"/> I don't celebrate successes of others; I don't thank others for their work; I take credit without acknowledging the contribution of others.	<input type="checkbox"/> I thank others and celebrate the successes of those around me.	<input type="checkbox"/> I role model highlighting others' work to honor their part of the team's success; I consistently recognize individual and team successes.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Build trust <input type="checkbox"/> Work well with others	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Seek opportunities to work collaboratively with others within and across other departments/units/facilities. <input type="checkbox"/> Leverage collaborative tools like Microsoft Teams, instant messages, chat groups or text to stay in touch and keep everyone in the loop.	LinkedIn Learning Courses: Collaborations Principles and Process Building Trust and Collaborating with Others Blogs: How to Demonstrate Collaboration in the Workplace ShineWell
<input type="checkbox"/> Build partnerships <input type="checkbox"/> Get others up to speed	<input type="checkbox"/> Define and align goals when working with others. This helps keep everyone on the same page. <input type="checkbox"/> If a team member is struggling with a specific task, help or suggest alternative approaches. This helps to alleviate pressure, ensuring tasks get completed.	
<input type="checkbox"/> Share information <input type="checkbox"/> Gather input on my projects <input type="checkbox"/> Ask clarifying questions	<input type="checkbox"/> Share ideas and thoughts openly. Intentionally provide space for others to share their ideas and opinions. <input type="checkbox"/> To encourage input, ask questions like, "Is there any part of this plan that isn't clear or needs further explanations?" "Are there any potential challenges that we haven't considered yet?" "What would success look like from your perspective" or "Can anyone share how this approach could be viewed by a different department?"	
<input type="checkbox"/> Share credit <input type="checkbox"/> Increase gratitude <input type="checkbox"/> Recognize others based on how they want to be celebrated	<input type="checkbox"/> Spread positivity. Sometimes a small thank you or a positive comment can brighten someone's day. Simply telling someone they did an "awesome job" can make them feel valued. <input type="checkbox"/> Cultivate gratitude through deliberate practice: start a gratitude journal, practice a gratitude meditation or reflect on what others bring to your life. <input type="checkbox"/> Utilize ShineWell to recognize and celebrate the contributions of others. <input type="checkbox"/> Find out how others want to be celebrated for their contributions.	



We serve with compassion.
Connect with purpose.



DOES NOT MEET	MEETS	OUTSTANDING
<div><input type="checkbox"/> I don't explain the why behind key initiatives or the importance of the work and how it impacts others; I delegate pieces of projects such that my team cannot see the big picture.</div>	<div><input type="checkbox"/> I engage others in two-way dialogue about the "Why" behind the "What."</div>	<div><input type="checkbox"/> I am always intentional about making sure everyone knows why their work matters; I quickly clear up any confusion.</div>
<div><input type="checkbox"/> I don't engage in employee rounding; I don't ask questions of my team; I don't listen to my team with empathy; I don't conduct action planning to create a culture of trust.</div>	<div><input type="checkbox"/> I build trust by asking questions and listening with empathy.</div>	<div><input type="checkbox"/> I always engage in regular employee rounding and document where appropriate; I ask questions and listen carefully; I pay close attention to what others say and help them with what they need; I engage my team in action planning to create a culture of trust.</div>
<div><input type="checkbox"/> I struggle to explain the connection of our work to the mission and goals of the organization; I don't tell my team why their work matters.</div>	<div><input type="checkbox"/> I explain the value of the team's work in supporting Wellstar's mission and goals.</div>	<div><input type="checkbox"/> I engage in unit meetings that show our performance and how it impacts our organization; I always make sure everyone knows why their work matters.</div>

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<div><input type="checkbox"/> Learn change leadership practices</div>	<div>Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve</div> <div><input type="checkbox"/> Reflect on the "why" – the purpose and values that drive work. Connect personal meaning to your role.</div> <div><input type="checkbox"/> Highlight specific instances where others made a meaningful impact.</div> <div><input type="checkbox"/> Hold regular one-on-one or team meetings where team members are encouraged to discuss how they feel about the organization's goals and their role in fulfilling it.</div>	<div>LinkedIn Learning Courses: Creating the Connection</div> <div>Leading with Purpose</div> <div>Learning Compassionate Leadership</div> <div>Initiate Positive Change</div> <div>Elective Courses: Leader Fundamentals Leading Change</div> <div>ChangeWell Application Workshop</div> <div>Books: "The Compassionate Mind" by Paul Gilbert – A guide to understanding the science of compassion and developing self-compassion and empathy toward others.</div> <div>"Dare to Lead" by Brené Brown – Focuses on building courage, empathy and trust in leadership.</div> <div>"Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves – Offers practical tools and strategies to enhance emotional intelligence (EQ), a key aspect of serving with compassion.</div>
<div><input type="checkbox"/> Lead by example</div> <div><input type="checkbox"/> Develop empathy</div> <div><input type="checkbox"/> Ask questions</div> <div><input type="checkbox"/> Build trust</div> <div><input type="checkbox"/> Build strong relationships</div>	<div><input type="checkbox"/> Practice having meaningful connections by focusing on eliminating distractions, practicing active listening, being vulnerable and authentic, and addressing issues directly and with compassion.</div> <div><input type="checkbox"/> Use active listening skills. Role-play scenarios where you listen without interrupting, acknowledge feelings and provide thoughtful responses.</div> <div><input type="checkbox"/> Focus on emotional intelligence (EQ) to pinpoint areas to improve.</div> <div><input type="checkbox"/> Encourage and listen to constructive feedback from colleagues, team members and mentors to understand how your actions impact others.</div> <div><input type="checkbox"/> Be intentional about minimizing power imbalances by creating safe spaces for open sharing and inviting input from everyone, regardless of their role.</div>	
<div><input type="checkbox"/> Connect team members' work to vision, mission and goals</div>	<div><input type="checkbox"/> When asking a team member to help with any task, include why their completion of the task is important and matters.</div> <div><input type="checkbox"/> Regularly explain how each team member's work contributes to the larger mission and vision of the organization. This helps people see their role in the bigger picture and understand how their efforts directly impact success.</div> <div><input type="checkbox"/> Involve team members in discussion as you share new policies/processes/procedures. You can ask questions like, "What do you think about the new (policy, process, procedure) we're introducing? What parts of the new policy are unclear to you?"</div>	





We serve with compassion.
Care and support.

DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I only talk about tasks and what needs to get done; I don't have regular hours that I am available to my team; I require my team members to schedule time with me.	<input type="checkbox"/> I talk with people about how they are doing , not just what they need.	<input type="checkbox"/> I always use “feel, felt, found” to connect with team members and support them in their work; I maintain an “open door” policy with my team members; I build strong connections with people by listening to what’s important to them.
<input type="checkbox"/> I don't help my team when they need it, often leading to them working overtime and through lunch; I don't connect my team to resources that support their work and well-being.	<input type="checkbox"/> I provide a helping hand and connect people with resources to support their work and well-being.	<input type="checkbox"/> I proactively remove roadblocks for my team members; I am continuously available to help my team members – no task is beneath me; I demonstrate utilizing work and well-being resources.
<input type="checkbox"/> I don't do what I say I will; I don't follow through with team members about open tickets; I provide excuses or retaliate when people share concerns.	<input type="checkbox"/> I demonstrate consistency between words and actions and honor commitments to others.	<input type="checkbox"/> I am always the same kind of leader, no matter what is happening; I tell the truth, act openly and treat everyone equitably.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Cultivate empathy <input type="checkbox"/> Actively listen <input type="checkbox"/> Build trust <input type="checkbox"/> Practice compassionate communication	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Continue to create a culture where offering and receiving care and support are normalized and celebrated. For example, encourage routine check-ins where team members can share how they're doing, emotionally, physically and mentally. Use resources such as training or workshops to normalize these discussions and remove stigma. <input type="checkbox"/> Shadow leaders who demonstrate high levels of compassion and support. Notice what they do well and how you can incorporate these behaviors into your own leadership style. <input type="checkbox"/> Reflect on an interaction where care and support was essential. Answer questions such as, “What did I learn?” “How did I impact the other person?” and “What can I do differently next time?”	LinkedIn Learning Courses: Communicating with Care Elective Courses: Emotional Intelligence Basics Crucial Conversations for Mastering Dialogue Books: “The Art of Empathy: A Complete Guide to Life’s Most Essential Skill” by Karla McLaren Spring Health Head Space
<input type="checkbox"/> Manage conflict <input type="checkbox"/> Treat others equitably <input type="checkbox"/> Practice mindfulness <input type="checkbox"/> Utilize well-being resources	<input type="checkbox"/> Provide care and support during interactions by actively listening to what the team member needs and guiding them to appropriate resources. <input type="checkbox"/> Under stressful situations, utilize breathing exercises, mindfulness techniques or time management strategies. <input type="checkbox"/> Consider what roadblocks your team may experience with a project and act to remove those barriers prior to your team encountering them. <input type="checkbox"/> During team huddles, ask about challenges they are facing and what assistance they need from you. <input type="checkbox"/> Reinforce the importance of self-care practices to recharge, manage stress and maintain personal well-being. <input type="checkbox"/> Continuously share Wellstar’s well-being resources with your team and role model using well-being practices.	
<input type="checkbox"/> Model consistency between words and actions <input type="checkbox"/> Be routinely available to my team members <input type="checkbox"/> Lead inclusively	<input type="checkbox"/> Schedule consistent one-on-ones with your team members and make every effort possible to keep those meetings. <input type="checkbox"/> Intentionally match words to your actions – for instance, following-up when you say you will. If you lose track, keep a paper or electronic note and block time in your calendar to regroup.	

DOES NOT MEET	MEETS	OUTSTANDING
<div><input type="checkbox"/> I don't model our standards; I consistently let myself or my team not follow the rules; I don't provide coaching to my team; I often miss key details in my work; I overcommit myself and my team to work; I often scramble to meet deadlines at the last minute; I set my own rules of conduct.</div>	<div><input type="checkbox"/> I model our standards and provide coaching and feedback to ensure accountability of others.</div>	<div><input type="checkbox"/> I consistently model our standards and act with a clear sense of ownership; I always develop my team members to their highest abilities.</div>
<div><input type="checkbox"/> I blame and retaliate against team members; I forget commitments I don't have written down; I move to different tasks without completing the original tasks; I don't set processes for measuring progress and results.</div>	<div><input type="checkbox"/> I establish clear responsibilities and processes for measuring progress and results.</div>	<div><input type="checkbox"/> I involve the team in developing plans to foster accountability; I openly discuss when we're not doing well and collaboratively outline shifts to increase our success; I always encourage and act on quality and safety reports.</div>
<div><input type="checkbox"/> I send last minute requests for information and project completion; I don't share helpful/important information; I often have people waiting for me to do something.</div>	<div><input type="checkbox"/> I proactively share helpful/important information with others and respond to requests in a timely manner.</div>	<div><input type="checkbox"/> I anticipate what others might need and give it to them ahead of time; I am always readily available and quick to help when someone asks.</div>

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<div><input type="checkbox"/> Refine coaching skills</div> <div><input type="checkbox"/> Be transparent</div> <div><input type="checkbox"/> Model ethical conduct</div>	<div>Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve</div> <div><input type="checkbox"/> Practice your coaching skills by asking open-ended questions to help individuals reflect and take ownership of their tasks and responsibilities. For example, "How do you think your actions impacted the outcome of this project/task?" "What role did you play in achieving (or not achieving) this result?" or "What might you do differently?"</div> <div><input type="checkbox"/> Key actions you can take to model our standards include owning up to mistakes, being transparent about challenges and addressing issues without blaming others. Engaging in these behaviors sets a tone of responsibility and honesty.</div>	<div>LinkedIn Learning Courses:</div> <div>Developing Executive Presence</div> <div>Taking Charge of Your Career</div> <div>Learn Your Time Management Style</div> <div>Coaching and Developing Employees</div> <div>TedTalks:</div> <div>The Power of Vulnerability – Brene Brown</div> <div>YouTube Videos:</div> <div>Being Transparent & Vulnerable As a Leader – Jamie White</div> <div>Brene Brown – Boundaries</div> <div>Vulnerability, not over-sharing – Brene Brown</div> <div>Books:</div> <div>“The 7 Habits of Highly Effective People” by Stephen R. Covey</div> <div>“Extreme Ownership: How U.S. Navy SEALs Lead and Win” by Jocko Willink and Leif Babin</div> <div>Program Resources:</div> <div>Trello, Asana, or Monday.com – Project management tools that facilitate task ownership, accountability tracking and goal alignment.</div>
<div><input type="checkbox"/> Establish clear responsibilities</div> <div><input type="checkbox"/> Increase accountability</div>	<div><input type="checkbox"/> Invite team input on where responsibilities are unclear and use tools such as a RACI Matrix, Charter or Project Plan to provide clarity.</div> <div><input type="checkbox"/> Collaborate with your team to identify how you will measure progress, results and accountability before a project begins.</div> <div><input type="checkbox"/> Role model transparency when you make a mistake. Acknowledge that mistakes happen and the most important part is learning from them. Provide your team members with the same consideration.</div> <div><input type="checkbox"/> Take note of your reactions, especially when a team member makes a mistake. Reflect on: How did you react? Did you blame or retaliate against the team member? What could you do differently next time?</div>	
<div><input type="checkbox"/> Engage in timely, clear communication</div> <div><input type="checkbox"/> Anticipate needs</div>	<div><input type="checkbox"/> Proactively propose solutions to challenging problems.</div> <div><input type="checkbox"/> Prioritize tasks effectively and develop time management strategies to meet deadlines without compromising on quality.</div> <div><input type="checkbox"/> Anticipate needs by staying familiar with common customer requests and be ready to share resources or information they may not have thought to ask about.</div>	



We pursue excellence.
Explore with curiosity.



DOES NOT MEET	MEETS	OUTSTANDING
<input type="checkbox"/> I work in silos; I don't ask for ideas from others; I don't seek out mentorship from others; I don't include others in my decision-making.	<input type="checkbox"/> I partner with others to understand opportunities and create solutions.	<input type="checkbox"/> I always ask for ideas from others; I intentionally seek out guidance and mentorship from others; I consistently include others in decision-making.
<input type="checkbox"/> I don't know my team's personal goals; I don't share opportunities for advancement with my team; I train my team on things that I know instead of broadening their scope of knowledge.	<input type="checkbox"/> I inquire about career aspirations and share opportunities to help others grow.	<input type="checkbox"/> I provide intentional growth opportunities for my team; I have my team join projects that use their strengths and allow them to learn new things.
<input type="checkbox"/> I don't ask for advice on how I can develop; I don't have my own development items or a plan to accomplish them; I keep a narrow scope of focus; I rely on a single strength for success; I don't take on new things that could help me learn more.	<input type="checkbox"/> I take action to develop new skills , reflect and seek feedback to continuously improve.	<input type="checkbox"/> I ask others where I can improve and always take action to close gaps/develop new skills; I always make a detailed development plan; I continuously look for new opportunities that will help me grow.

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<input type="checkbox"/> Include others in decision-making <input type="checkbox"/> Be open to unconventional ideas	Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve <input type="checkbox"/> Utilize dedicated time in team gatherings to brainstorm and innovate around a team challenge to help team members explore concepts with curiosity. <input type="checkbox"/> Promote team collaboration by engaging with people from different experiences or areas of expertise. <input type="checkbox"/> Engage in creative problem-solving, such as brainstorming, mind-mapping and design thinking to approach challenges in innovative ways.	LinkedIn Learning Courses: The Six Morning Habits of High Performers Becoming a Lifelong Learner Creativity Bootcamp Elective Courses: Introduction to Strategic Thinking Development Guides: Team member development guide Leader development guide Conversation Guide: Leader Conversation Guide to guide you in having career conversations with your team members Books: "Mindset: The New Psychology of Success" by Carol S. Dweck "A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas" by Warren Berger
<input type="checkbox"/> Understand my team members' career aspirations <input type="checkbox"/> Practice inquiry techniques <input type="checkbox"/> Leverage strengths	<input type="checkbox"/> Show a willingness to learn by being transparent about your own exploration and learning journeys. <input type="checkbox"/> Encourage continuous learning by offering access to training, workshops, online courses and seminars that promote exploration in relevant areas. <input type="checkbox"/> Support a "test and learn" approach where team members feel comfortable experimenting with new ideas, collecting feedback and refining their efforts. <input type="checkbox"/> Seek out projects where your team members can grow in their abilities aligned with their career aspirations. <input type="checkbox"/> Encourage different team members to lead projects or meetings, giving them a platform to stretch and learn. <input type="checkbox"/> During staff meetings, invite people from across Wellstar to share what they do and how it contributes to Wellstar's mission and goals.	
<input type="checkbox"/> Cultivate growth mindset <input type="checkbox"/> Ask for feedback <input type="checkbox"/> Prioritize learning	<input type="checkbox"/> Learn about a growth mindset and promote it within your team. Cultivate a shared mindset in which trying something new is seen as an opportunity to learn and grow, not seen as a setback when it doesn't work. Share your learning experiences and setbacks, showing the team this is part of the journey. <input type="checkbox"/> Reach out to colleagues, friends or mentors for specific feedback. Be clear about what you're seeking. Encourage them to give specific examples of what worked well and where you can improve. <input type="checkbox"/> Pair up with someone you trust for mutual feedback, creating a safe space for honest critique. <input type="checkbox"/> Allocate 30 minutes each week to study a new skill and stick to the schedule. Block off time on your calendar for focused learning sessions.	



We honor every voice.
Welcome and include.



DOES NOT MEET

- I don't think about how people from other cultures might do things differently or have different expectations; I don't encourage my team to listen and learn from others.

MEETS

- I invite others to share their authentic voice, concerns, ideas and talents.

OUTSTANDING

- I consistently act with care and consideration when it comes to different cultures and how people do things; I always show my team different ways of thinking, and I make sure they learn from them.

- I don't speak up for people who aren't there; I care more about what's good for me than what's good for the group; I don't check back with people who couldn't come to meetings.

- I advocate on behalf of others, take action based on feedback and close the loop.

- I always speak up for people who aren't there; I actively engage with my team after meetings to provide highlights and action items.

- I don't try to understand how what I say affects others; I don't always understand how my words affect people, so I need to be reminded often; I don't accept responsibility for how I make people feel.

- I follow up on how my messages are received, recognizing impact is greater than intent.

- I consistently ask for mentorship and work hard to be better at talking with people; I know how I affect others and I change when I need to; I take responsibility for having a positive impact.

FOCUS AREAS

- Listen to learn about different cultures
- Foster collaboration

DEVELOPMENT ACTIONS

Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve

- Demonstrate inclusive practices in your own behavior by using inclusive language, listening actively and inviting diverse perspectives in your interactions.
- Create an environment where everyone feels they belong. Start meetings with an invitation for everyone to contribute and actively encourage diverse perspectives.
- Design team meetings to allow for collaborative dialogue. Regularly ask open-ended questions and genuinely seek input from all team members. Be mindful of those who may not speak up as readily and invite them to share; for instance, "I'd love to hear from XX;" or "Oh! I think XX was about to add something."
- Acknowledge and value each person's experiences, making space for them to share without judgment.
- Invite a member of the Wellstar DEI team to present at a staff meeting.
- Present information on different cultural events or religious holidays that are coming up at team meetings.

RESOURCES

LinkedIn
Learning Courses:
[Diversity, Inclusion, and Belonging for All](#)
[Unconscious Bias](#)

TedTalks:
[Danger of a Single Story](#)

Elective Courses:
[Leader Fundamentals: Leading Inclusively](#)
[DEIB Training](#)

[Games Training](#)
[Conscious Inclusion \(Part of Annual Education\)](#)

[Deloitte Tip Sheet](#)
Six signature traits of an inclusive leader

[Intercultural Development Inventory Assessment](#)
(Email DEIB@wellstar.org if interested)

[DEI Calendar](#)

Books:
"The Conscious Leader," by Shelley Paxton.

"The Advocate's Guide to Self-Care" by Andrea Ritchie

- Be an advocate
- Address bias
- Champion inclusivity
- Cultivate courage

- Use your position as a leader to speak up when you see inequities or exclusion happening. You can ask questions like, "I've noticed that some voices are not being heard in our meetings, and that's something we need to address together" or "I see that (person's name) wasn't included in this meeting/project. I think they have valuable input, and it would be great to hear their perspective."

- Build self-awareness
- Build relationships
- Recognize personal bias

- After communicating a message, reflect on how it came across. Ask yourself, "Did my impact match my intent? Is there room for improvement? Did my tone falter or change? Did I maintain level-headedness?"
- Ask for direct feedback. You can ask questions like "How did you interpret what I just said?" "Was my message clear?" or "Is there anything I could have explained differently?"
- Recognize that everyone has unconscious biases. The first step is creating awareness. Engage in regular self-reflection and education on topics like unconscious bias and think about where your biases influence your behavior.



We honor every voice.
Collaborate and celebrate.



DOES NOT MEET	MEETS	OUTSTANDING
<div><input type="checkbox"/> I don't use ShineWell to recognize my team; I acknowledge, recognize and celebrate everyone in the same way; I don't ask others how they would like to be celebrated.</div>	<div><input type="checkbox"/> I acknowledge, recognize and celebrate others in ways meaningful to them.</div>	<div><input type="checkbox"/> I consistently use ShineWell and thank you notes to recognize my team; I ask others how they would like to be celebrated; I make sure that successes are recognized in meaningful ways by my team members; I actively collect stories to recognize team members for their commitment to excellence.</div>
<div><input type="checkbox"/> I rarely thank people for the opportunity to serve and work with them; I take advantage of working with people, often making them do all the work.</div>	<div><input type="checkbox"/> I thank people for the opportunity to serve and work with them.</div>	<div><input type="checkbox"/> I express sincere thanks for the chance to serve and collaborate; I actively create a culture of recognition where everyone feels valued.</div>
<div><input type="checkbox"/> I consistently partner with the same people to accomplish goals; I don't seek out opportunities for interdepartmental work for myself or my team.</div>	<div><input type="checkbox"/> I form diverse work teams and collaborate across departments and levels to accomplish goals.</div>	<div><input type="checkbox"/> I consistently surpass goals through exceptional collaboration skills; I build strong relationships across the organization; I seek opportunities for my team to engage in interdepartmental improvement work.</div>

FOCUS AREAS	DEVELOPMENT ACTIONS	RESOURCES
<div><input type="checkbox"/> Acknowledge others in a meaningful way</div> <div><input type="checkbox"/> Celebrate collective achievements</div>	<div>Self-reflect, consider strengths and experiences, and identify specific behaviors to enhance/improve</div> <div><input type="checkbox"/> Ask your team members how they want to be recognized, then follow through with their preferences when recognizing them. Remember to ensure equity in recognizing accomplishments – if someone does not like to be publicly recognized in a meeting, find another way to highlight their accomplishments to the team that they are comfortable with. This will prevent consistent public praise of the same people.</div> <div><input type="checkbox"/> Engage in opportunities to recognize and celebrate achievements, both big and small, within the team. Not sold on why? Read articles about the positive impact of recognition. Forget to do it? Put it on the team agenda or set a calendar reminder.</div> <div><input type="checkbox"/> Use ShineWell to highlight and reward examples of compassionate service and meaningful connections when you see it.</div>	<div>LinkedIn Learning Courses: Building High-Performance Teams</div> <div>Inclusive Leadership</div> <div>Collaboration Principles and Process</div> <div>Elective Courses: Crucial Conversations</div> <div>Books: “The Culture Code: The Secrets of Highly Successful Groups” by Daniel Coyle</div> <div>“Leaders Eat Last: Why Some Teams Pull Together and Others Don’t” by Simon Sinek</div> <div>“Crucial Conversations: Tools for Talking When Stakes Are High” by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler</div>
<div><input type="checkbox"/> Use sincerity in expressing thanks</div> <div><input type="checkbox"/> Cultivate mutual respect</div>	<div><input type="checkbox"/> Organize activities that strengthen bonds and build trust among team members, fostering collaboration and mutual respect.</div> <div><input type="checkbox"/> Set shared goals and collective milestones, ensuring everyone’s input is valued in the planning process. Be sure to celebrate when these milestones are achieved.</div>	
<div><input type="checkbox"/> Form cross-departmental work teams</div> <div><input type="checkbox"/> Promote collaboration</div> <div><input type="checkbox"/> Use collaboration tools and technology</div>	<div><input type="checkbox"/> When forming cross-departmental work teams, work with other leaders to ensure you are leveraging individual strengths, perspectives, experiences and backgrounds.</div> <div><input type="checkbox"/> Employ structured techniques like round-robin sharing, brainstorming sessions or breakout groups to ensure everyone has a chance to contribute.</div> <div><input type="checkbox"/> Intentionally create space for collaborative dialogue by listening to and building upon others’ ideas to achieve common goals.</div>	