



This diagram presents the skills, attributes, and tools from all five implications in a single view. Use this diagram as a roadmap for professional development by identifying your areas of interest as well as any gaps in your current skills. Use SHSMD ADVANCE™ to assess and identify skill levels among individuals and teams, then build those skills using SHSMD's online resource library containing hundreds of articles, books, courses, and tools to help you develop your abilities.

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LEGEND:

ATTRIBUTES

Skills



## Skills

**ASSEMBLE DIVERSE TEAMS:** Engage individuals with diverse skills, backgrounds, and viewpoints to build highly functional teams. (Example: Select participants according to world view and experience rather than job title.)

**BEHAVIORAL RESEARCH:** Understand principles of human behavior; observe and analyze behavior to understand and influence decision making. (Example: Use nudge-type interventions for better outcomes.)

**COALITION BUILDING:** Use shared interest and common ground to build alliances among individuals with conflicting viewpoints, leading to productive action. (Example: Identify common objectives to align strategists, physicians, and IT professionals in creating a clinical technology roadmap.)

**COMMUNITY-BASED PLANNING:** Analyze and plan care delivery to meet community health needs; consider socioeconomic determinants; understand how people live, work, and play. (Example: Identify potential care sites through analysis of traffic patterns, demographic data, and proximity to other amenities.)

**CRITICAL THINKING:** Demonstrate skill for evaluating, clarifying, prioritizing, and synthesizing information. (Example: Ask questions to assess the accuracy, relevance, and completeness of data.)

**DATA LITERACY:** Understand the principles of statistics, analytics, computer science, and predictive modeling to analyze and address complex problems and issues. (Example: Direct the analysis of future outcomes using predictive modeling.)

**DATA SYNTHESIS:** Bring together data from single or multiple disparate data sets into an overall conclusion and judgment, often around complex problems. (Example: Connect consumer spending data with patient volumes to inform planning.)

**DESIGN THINKING:** Solve complex problems using an approach that understands human needs, creativity, and rapid iteration. (Example: Take time to properly frame the problem to be solved; uncover the needs of end users to generate ideas for improvement.)

**FACILITATION:** Engage a group of people to understand their common objectives and help them to plan how to achieve these objectives; remain “neutral” and supportive in the discussion. (Example: Develop structured strategic activities and lead a group through them.)

**FINANCIAL MODELING:** Build a mathematical model designed to represent a simplified version of the performance of a business, project, or another investment. (Example: Assess the business impact of various scenarios within the overall strategic plan.)

**HUMAN NEEDS ANALYSIS:** Explore and analyze underlying human values, beliefs, and motivations to gain insights into a problem and develop solutions. (Example: Observe the flow of patients and family members at registration to identify a sequence of events and pain points.)

**IMPROVISATION:** Work outside of your comfort zone; spontaneously play out an idea to problem solve and collaborate. (Example: Act out what a prospective patient sees and thinks when visiting the health system’s website.)

**INTEGRATIVE THINKING:** Make meaningful connections between unrelated elements. (Example: Connect the health needs of a population to appropriate care services; forecast the impact on operational resources and financial implications.)

**MODEL THINKING:** Develop simplified constructs to solve complex problems; use multiple representations and recognize the strengths and weaknesses of each to better inform decision making. (Example: Create simulations of relocating services to calculate impact.)

**OPEN COLLABORATION:** Create new products or services by engaging a large number of contributors and making the results readily accessible to all. (Example: Issue an internal challenge, supplying data and success criteria, to solve a persistent problem.)

**PATTERN RECOGNITION:** Use inference to look within and beyond the numbers to detect underlying patterns and trends. (Example: Estimate future population health needs based on demographic and other data trends.)

**PIVOT-ABILITY:** Adjust strategy without changing the vision. (Example: Create or adapt a product offering based on customer needs and emerging trends.)

**PROCESS DESIGN:** Create workflows, roles, and tools to intentionally and efficiently deliver a product or service. (Example: Evaluate and improve the discharge process.)

**RAPID PROTOTYPING:** Build hypotheses and working models to test ideas. (Example: Create a paper mock-up to demonstrate the sequence of interactions of a mobile app.)

**SERVICE DESIGN:** Visualize human reactions and responses to an interaction between a person and product or service; create value by improving the interaction between customers and organizations by using a multidisciplinary approach. (Example: Incorporate process improvement, patient experience, branding, and technology into the design of a new clinic.)

**SHEPHERDING:** Lead through gentle and persistent redirection toward the objective. (Example: Allow the project team adequate exploration time; discuss alternatives before selecting the way forward.)

**SOCIALIZATION:** Deliberately use informal communication with influential stakeholders to gauge their level of acceptance and support of new ideas. (Example: Discuss strategic initiatives with key leaders well ahead of formal meetings and decisions.)

**STORYTELLING:** Capture people’s imagination and interest by creating a narrative that appeals to the heart (inspiring vision), mind (credible evidence), and how-to (personal evidence). (Example: Combine data insights with consumer observation to help a team envision the positive impact of a new product.)

**SYSTEMS THINKING:** Understand how components interrelate and create a larger whole. (Example: Analyze the related components within a highly distributed ambulatory network; identify how social determinants of health affect population health needs in your community.)

**VISUAL COMMUNICATION:** Communicate information in visual form for optimal comprehension and comparison; translate numerical and qualitative information into visual form for rapid comprehension and comparison. (Example: Use infographics and images to communicate quantitative data instead of charts and tables.)

## Attributes

**AGENT OF CHANGE:** Advocate for positive change; understand how to effectively persuade and implement new solutions or improvements.

**ARTICULATE:** Create and convey a clear vision; express ideas fluently and coherently.

**AWARE:** Have realization, perception, or knowledge of conditions or problems that exist across the organization and culture.

**CHARISMATIC:** Connect to others on an emotional level; attract and motivate others to achieve.

**COMFORT WITH AMBIGUITY:** Recognize that developing new concepts involves uncertainty; be able to push forward with incomplete information.

**COMFORTABLE AMIDST CONFLICT:** Accept that some conflict is healthy and productive; consider different viewpoints, especially those that differ from your own; manage conflict effectively toward positive dialogue and outcomes.

**CONNECTED:** Cultivate an active network of relationships inside and outside of the organization; create linkages based on interest and common objectives; develop key partnerships.

**CONTINUOUSLY LEARNING:** Grow and change continuously across your career; acquire new skills proactively to advance your career expertise.

**COURAGEOUS:** Challenge the status quo; stand up and advocate for an idea or position even in the face of uncertainty and opposition.

**CURIOS:** Open to exploration, always learning; ask questions, seek opinions, listen, and pursue information to become more informed; seek out and learn from new experiences.

**DEEPLY INFORMED:** Expand intellectual depth as a key to creativity and adaptability; understand knowledge is a pathway to finding insights in disparate data.

**EMPATHETIC:** Identify and understand other’s situations, feelings, and motives; recognize other’s concerns and needs.

**ENGENDERS TRUST:** Interact with others in a way that is authentic; instill confidence in one’s intentions and those of the organization.

**FORESIGHT:** Anticipate and respond to potential consequences of internal and external events, trends, or patterns; avoid unintended consequences.

**INNOVATIVE:** Generate new and unique ideas; make connections among unrelated concepts; generate new thinking.

**INQUISITIVE:** Intellectually curious and willing to ask questions to further understanding.

**INTRAPRENEURIAL:** Demonstrate innovation and risk taking; observe the market and champion breakthrough opportunities within an organization; pursue new business opportunities for the organization.

**METHODICAL:** Approach an issue or question systematically.

**MOXIE:** Show charismatic boldness, assertiveness, vigor, and verve; aware of when to clarify perceptions with facts.

**NEGOTIATOR:** Balance multiple interests to reach a mutually satisfactory agreement.

**PERSISTENT:** Drive to follow through; focus on the end goal; avoid being discouraged by setbacks or competing interests along the way.

**PERSUASIVE:** Connect with stakeholders to activate and influence them to achieve mutually beneficial outcomes; have a knack for motivating people.

**POLITICALLY SAVVY:** Maneuver through complex political situations effectively and quietly; sensitive to individual and organizational motivations.

**PUNDIT:** Established expert; able to communicate data and recommendations effectively; show willingness to be frequently called on to give opinions to the organization.

**RAPIDLY CONSUMES INFORMATION:** Find, consume, and process information to become highly knowledgeable and functional in a short timeframe when faced with a new challenge.

**RELATIONAL:** Establish and maintain effective relationships with others through formal and informal communication inside and outside the organization; actively listen, engage, and seek to understand varied interests and perspectives; connect relevant interests to develop partnerships.

**RIGOROUSLY HELPFUL:** Foster a reputation for sharing knowledge; resourceful and proactively assist others to solve problems; connect others with available resources.

**RISK TOLERANT:** Recognize that developing new ideas involves uncertainty; analyze and acknowledge risk, mitigate it, and continue to move forward.

**TEMPORARILY SUSPENDS JUDGMENT:** Aware of own biases; allow concepts to develop; seek to understand before passing judgment.

**THOUGHTFUL:** Reflective and intentional, incorporating relevant input and data for the best possible outcome.

**TRANSPARENT:** Communicate with candor, consistency, honesty, and authenticity; behave in a way that is predictable; inclusive.

**T-SHAPED:** A generalist-specialist hybrid; broad, “horizontal” knowledge across multiple disciplines and deep “vertical” expertise in at least one subject area.