

# Executive Expectations

## *Our Expectations for Ourselves*

Approved by the Executive Staff on June 19, 2020

### **WE WILL:**

- + Remain passionately engaged in the pursuit of patient-centered perfection and in the quest to sustain and improve the current SOMC leadership culture.
- + Hold ourselves and others accountable for meeting the **Expectations for SOMC Leaders**.
- + Embrace **The SOMC Way** and in holding everyone accountable for meeting them.
- + Embrace the energizing discomfort of constructive conflict as our strategy for avoiding complacency and groupthink.
- + Support the team's final decisions to maintain team cohesion and to prevent others from successfully dividing and conquering us.
- + Clarify our expectations of each other and our fellow leaders on an ongoing basis.
- + Focus on the big picture instead of wasting time "in the weeds."
- + Create an environment where high-performance teams can begin and flourish across the enterprise.
- + Tell each other what we believe we need to hear, particularly when we suspect we don't want to hear it.
- + Judge each other on the sum of our behavior, relationships, and contributions, not just one part.
- + Do what we say we will do when we say we will do it.
- + Set realistic expectations for ourselves and each other and hold ourselves accountable for meeting them.
- + Make time for brainstorming and innovation instead of spending all our time on operational tasks.
- + Give each other permission and time to reconsider and refine our positions based on consultation, reflection, and new data.
- + Accept that we cannot read each other's minds; we will ask each other directly for what we want and need.
- + Recognize that when we fail to consult with each other or keep each other fully informed, we have made a mistake instead of an intentional decision to keep each other in the dark.
- + Confront each other when we have not made our expectations clear or when we believe our expectations are unrealistic.
- + Confront each other when we believe we are engaging in any impairing leadership behavior, and accept without resentment, venting, or rumination of our mistakes and shortcomings when we do not believe they are impairing.
- + Make our priorities explicit instead of passively going along with others.
- + Clarify (on an ongoing basis) how we prefer to communicate with each other.
- + Do what needs to be done despite how we feel.
- + Manage complaints and conflicts promptly and successfully using the SOMC Conflict Management Process.
- + Take full responsibility for our feelings, behaviors, and beliefs instead of blaming, complaining, venting, or ruminating.
- + Help each other identify activities that waste our time.
- + 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 tolerate net-negative people on any team at SOMC.
- + Identify net-negative team members on an ongoing basis and to manage them appropriately without procrastinating.
- + Disagree with each other when it's needed even when we make it difficult.
- + Embrace the Cognitive Behavioral Leadership (CBL) model and urge other leaders to do the same— unless we can find a better model to sustain our culture.

**Southern Ohio  
Medical Center**

*Very* Good things are happening here