

Board of Director and Executive Committee Member Competencies

Competencies are the combination of knowledge, skills, experience, personal characteristics, and social behaviors needed to effectively perform in these positions.

Vision Statement

The American Association for Physician Leadership (the Association) is the world's premier organization for lifelong growth and support of physician leaders.

Mission Statement

To help ensure that physicians continually grow as individuals and become successful health care leaders, the Association develops and provides the necessary programs, products and services.

What We Believe

The Association believes that physicians are uniquely positioned to improve health care. We empower physicians to take leadership roles within their organizations by giving them the confidence and training to create and manage safe, high quality health care products and services.

We are proud of our established history of service to our members and our tradition of commitment to excellence. We understand that health care is complex and rapidly changing; and so we vigilantly monitor the industry's evolution, enabling the Association to read and lead the market in developing physician leaders.

Our members and faculty are our greatest strengths. We believe that collaboration, innovation and dedication are the keys to preparing physician leaders for the challenges they will face throughout their careers. We foster an atmosphere that values curiosity, optimism and diversity. Finally, we work hard to promote a collegial atmosphere by encouraging networking and mentoring opportunities.

To support the Mission, Vision and Values of the organization, we commit to maintenance of an Association Board with the following collective competencies:

- 1) Diversity of experience, age, gender, ethnic origin and geographic location.
- 2) Diversity of health care industry expertise (e.g. Academic, For-Profit, Payers, Health Policy, Population Health, Patient Safety, Group Practice, Hospital Delivery Systems, Military, Consulting, Entrepreneurial, Physician Search, and Professional Societies/Organizations).
- 3) Expertise with governance of non-profit organization Boards.
- 4) Expertise with higher education and adult learning.
- 5) Expertise with strategic planning and related processes.

- 6) Expertise with financial management in the non-profit sector.
- 7) Expertise with legal issues for the non-profit sector.
- 8) Expertise with risk management for non-profit organizations.
- 9) Expertise with marketing and public relations.
- 10) Expertise with information technology and educational media production.

Our individual Board Directors must offer these competencies:

- 1) A demonstrated commitment to the Association's Mission, Vision and Values; as well as to all Association members and the customers or consumers it serves.
- 2) A physician leader who manifests and routinely demonstrates the core leadership competencies for health care leaders as promulgated by the Association.
- 3) A career history and personal reputation that enhances the image and brand of the Association.
- 4) The ability to align personal and organizational conduct with ethical and professional standards; including a deep responsibility to membership, a strong service orientation and a commitment to lifelong learning and improvement.
- 5) Has recognizable levels of personal integrity and objectivity, including transparency of any potential conflicts of interest that would prevent carrying out his/her the Association Board responsibilities.
- 6) Provides a mature understanding of the domestic health care system and the environment in which health care leaders, managers and providers function. This preferably includes at least some general awareness for issues within international health care environments.
- 7) A demonstrated willingness to devote the time necessary to governance, in addition to activities of the organization including attendance at conferences and the annual meeting.
- 8) Respects the integrity of the Association's governance process while keeping the Association's Vision/Mission foremost and is able to articulate it as a basis for Board actions.
- 9) A demonstrated ability to exercise leadership, teamwork/consensus building, systems thinking and sound judgment on difficult and complex matters.
- 10) Is accepting of deliberative processes where consensus is more important than individual positions and is then readily able to articulate the consensus opinion unbiasedly.
- 11) Has the ability to apply contemporary organizational business principles, including systems thinking and an awareness of human factors engineering.
- 12) Importantly, has the ability to be readily available to the Association's membership.

Our Executive Committee members are the leaders of the Board, and as individuals we seek those with these additional special skills and competencies:

- 1) Possesses the ability to inspire individual and organizational excellence, create and attain a shared vision and successfully manage change in order to attain the organization's strategic goals and ongoing successful performance.
- 2) Has a track record as an Association Board member of being an engaged, available, unifying figure, accepting of other's input, approachable and not polarizing at Board, management and membership levels.
- 3) Possesses the ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships, be an effective liaison and facilitate constructive interactions with all types of individuals and groups; including the Board, its Committees and the organization's President/CEO.
- 4) Has the ability to diplomatically ensure accountability within the Board overall and with specific individuals as required.
- 5) Has a comprehensive understanding and an appreciation for the organization's history and its context within global health care.