

Family Medicine

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APPENDIX to:

Marvel MK, Wozniak J, Reed AJ. Competencies to guide a leadership curriculum for family medicine chief residents. Fam Med. 2018;50(9):694-697.

Colorado Association of Family Medicine Residencies Chief Resident Competencies Self-Assessment

This rating scale was developed with the expectation that successful chiefs will function at the “Competent” (the minimal standard) or “Proficient” (the desired standard) levels. Very few chiefs are expected to function at the “Mastery” level. When rating your skills, a suggested strategy is to first read the middle rating (Competent), then read the rating below or above until you find the most accurate description for your leadership skills.

Key:

Mastery – Exceptional; beyond the level of most chief residents; could teach it to others

Proficient – Expected skill level for an experienced chief resident

Competent – Adequate; minimal standard for a chief resident

Growth Area – Improving; needs further development

Unsatisfactory – Substandard; needs immediate improvement

Circle the one-word description that best fits for each competency.

Communication/Interpersonal Skills:

Addresses conflict diplomatically; conducts difficult conversations

Mastery: Expert mediator and negotiator; skilled at delivering difficult/controversial messages with clarity and sensitivity; stays engaged and listens to strong opinions; stays focused on outcomes not personalities

Proficient: Effective at discussing emotion-laden topics and resolving conflicts; uses structured approach; seeks objective data; hears others’ opinions and acknowledges emotions without getting off track or reactive

Competent: Willing to engage in emotional conversations and mediate simple conflicts; seeks to be objective and hear all viewpoints; some discomfort is evident

Growth Area: Tries to have difficult conversations and to resolve conflicts; often procrastinates or delivery is awkward; does not systematically seek all viewpoints; gets drawn into emotions

Unsatisfactory: Avoids difficult conversations, including conflict; becomes overly aggressive/directive or quickly placates when emotions build or others confront

Is approachable and listens to others

Mastery: Always encourages and accepts input, even if critical of chief; highly skilled listener; able to listen well and is nonjudgmental despite strong emotions and/or poor delivery from others

Proficient: Invites and encourages input; uses active listening to assure understanding of content; non-verbal cues show undivided attention

Competent: Welcomes input; listens well; non-verbal behavior generally shows interest and attention; rarely interrupts

Growth Area: Sometimes invites/accepts input; usually listens well but may show impatience at times; sometimes interrupts; non-verbal signs of attention vary

Unsatisfactory: Discourages input; does not listen well; often interrupts others; non-verbal behavior (facial expression, posture, eye contact) indicates lack of attention or interest

Facilitates discussions among residents; facilitates group decision-making

Mastery: Solicits input from all; reaches group consensus even with emotional topics; matches method to group need (e.g., nominal group technique)

Proficient: Keeps focus on relevant issues; routinely seeks input from all; balances airtime of residents; may have difficulty with emotion-laden topics

Competent: Seeks input from most residents; helps group reach decision with straightforward topics; sometimes uses voting when further discussion may find consensus

Growth Area: Seeks limited input; asserts own position more often than the positions of others

Unsatisfactory: Allows decision to be driven by minority of residents; decisions made prematurely, often by vote or one person, including leader, asserting own opinion

Maintains confidentiality; recognizes boundaries

Mastery: Always aware of confidentiality issues; proactively educates others to avoid confidentiality problems; is sought out by peers to consult about confidentiality questions

Proficient: Always maintains confidentiality; will address others when violations are witnessed

Competent: Maintains confidentiality of private information; recognizes what information is okay to share among fellow residents and faculty

Growth Area: Usually keeps information confidential; slips up on occasion but rarely; recognizes the importance of boundaries

Unsatisfactory: Frequently shares confidential information with residents or faculty; lacks awareness of interpersonal boundaries

Advocacy Skills:

Able to advocate; to present viewpoints effectively

Mastery: Influences audiences by using thoughtful, compelling, inspirational messages; integrates stories with emotional appeal; is a gifted speaker and/or writer

Proficient: Able to influence others through logic; can present complex topics so others understand; comfortable speaking to groups

Competent: Organizes data and presents information well; message is understood; mild discomfort speaking to groups or delivering complex information

Growth Area: Information not consistently presented in logical, clear manner; presents clearly in some situations, such as small groups, but needs improvement in other settings, such as large groups

Unsatisfactory: Poor construction of written/verbal messages, lack of data, or poor delivery methods (e.g., anxiety, rate of speech) result in frequent misunderstanding or lack of impact

Ability to Develop Others:

Encourages and facilitates development in other residents

Mastery: Highly skilled coach; routinely creates opportunities for others to develop their skills; viewed as a teacher by peers; routinely provides individualized feedback; empowers others in leadership

Proficient: Sometimes coaches and encourages others; empowers other residents in leadership roles; initiates discussions/activities to develop others' skills; often provides feedback

Competent: Comfortable teaching others in medical environment; occasionally encourages others to take a lead role and provides general feedback

Growth Area: Guidance for other residents is limited to medical supervision and responding to questions

Unsatisfactory: Minimal interest to encourage professional growth of interns or other residents

Personal Skills that Support Leadership:

Manages one's emotions

Mastery: Highly developed ability to manage emotional responses even in highly charged environment; may disclose emotional responses to enhance relationships and decisions

Proficient: Consistently moderates emotional responses; recognizes own emotional cues; focuses on interests of others and/or business at hand

Competent: Emotional responses rarely affect interactions or decisions; aware of emotional cues and takes steps to manage

Growth Area: Emotional responses interfere on occasion; some internal recognition of cues and ability to manage emotions

Unsatisfactory: Emotions (e.g., frustration, anxiety) often interfere with decision-making (e.g., avoidance of decision, “snap” decision) and/or negatively affect interactions (e.g., outbursts, arguing, avoidance)

Organizes well; attends to details; keeps timelines

Mastery: Highly attentive to details, creates and maintains accurate schedules; meeting agendas are prepared in advance and detailed; always gets duties done in timely manner

Proficient: Consistently keeps accurate schedules; completes chief duties on time; prepares agenda in advance of group meetings

Competent: Attends to details and coordinates information; schedules are completed on time and accurate; usually has agenda prepared for group meetings

Growth Area: Usually keeps schedules up-to-date; sometimes misses details or overlooks including all parties; may be late completing tasks or misses; does not have agendas for group meetings

Unsatisfactory: Often misses details and schedules are frequently not accurate; has difficulty coordinating information; does not have agendas for group meetings

Demonstrates flexibility; adapts to change

Mastery: Highly flexible and adaptable; when faced with new problems or uncertainty, takes a leadership role in change process; positive attitude; does not experience change fatigue

Proficient: Deals with change with flexibility and a positive outlook; welcomes new approaches to problems; continues to function well in face of uncertainty, constant change, or when solutions take time

Competent: Is accepting of change; will consider other methods for solving problems; sometimes tends to use same methods inherited from previous chiefs

Growth Area: Tends to get flustered or frustrated with change; often insists on standard ways to solve problems; cynical at times when change does not occur as planned

Unsatisfactory: When faced with change or ambiguity, digs in and is inflexible; becomes emotionally reactive if change is not occurring as planned

Fairness; treats others equally

Mastery: Consistently fair to all residents; early in year, proactively gets group input and creates written rationale for how future decisions will be made; is transparent with rationale at time of decisions

Proficient: Consistently fair to all residents; is transparent by providing verbal rationale at the time decisions are made

Competent: Responds to resident needs and requests without favoritism; when asked, provides rationale for decisions

Growth Area: Generally fair, provides advantages to some residents in special circumstances; does not communicate rationale for decisions

Unsatisfactory: Often favors some residents over others; decision-making process is not understood by others