



**Baptist Health  
South Florida**

BEING  
YOUR **BEST**



Baptist Health South Florida  
Employee Core Competency Evaluation Guide

## Employee Core Competency Evaluation Guide

### What is the purpose of this guide?

This guide will provide you with:

1. Evaluation guidelines and simple steps that you can take to effectively evaluate competencies.
2. A consistent methodology on how individuals are evaluated on the core competencies.

### For Your Information:

The employee core competencies define key behaviors required of all employees in order to be successful. Competencies are the standards by which we achieve our goals and fulfill our mission.

Assessing how well individuals demonstrate these behaviors is key in providing valuable feedback and communicating expectations during the evaluation process.

After assessing the core competencies, take time to discuss the ratings using the behaviors presented. Consider balanced and timely feedback during performance conversations. Avoid generalizations and non-factual input.

During the conversations also discuss potential areas for development and growth.

## How do I use this tool?

### 1. Before you rate each competency:

- a. Gain understanding of each competency by reviewing their definitions and list of behaviors (unskilled, skilled, and above & beyond behaviors).
- b. As you review each competency and its related behaviors, think about the following: What do you need to do to demonstrate each behavior consistently? These would be the expectations recommended to evaluate how well an individual is demonstrating each competency.

### 2. Rating each competency:

- a. Review the description and rating guidelines on the next page.
- b. Once you are ready, review each competency and place a checkmark next to the behaviors demonstrated consistently.
- c. If the individual does not consistently demonstrate a behavior, do not place a checkmark next to that behavior. Simply move on to the next behavior.
- a. Once you have evaluated each behavior, rate each competency based on the rating guidelines.
- b. When rating the competencies do not use half numbers such as: 1.5, 2.5, 3.5, etc. The rating scale requires to rate competencies using whole numbers such as: 1, 2, 3, 4 and 5.

## COMPETENCY RATING SCALE

Rating	Description	Rating Guideline
<b>5 – Towering Strength</b>	One of the best you’ve ever seen in your entire career, outstanding, a rare skill	Consistently demonstrates <b>all skilled behaviors</b> and <b>above and beyond behaviors</b>
<b>4 – Talented</b>	Better than most, a notable strength, could coach other employees in this competency	Consistently demonstrates <b>most skilled behaviors</b> and <b>some above and beyond behaviors</b>
<b>3 – Skilled</b>	As skilled as most others, competent, performs as expected	Consistently demonstrates <b>most skilled behaviors</b>
<b>2 – Needs Improvement</b>	Inconsistent performance in this competency or generally not up to standard	Consistently demonstrates <b>some unskilled behaviors</b> and may demonstrate a <b>limited number of skilled behaviors</b>
<b>1 – Career Staller</b>	Unskilled behaviors that could stall/stop career	Consistently demonstrates <b>most unskilled behaviors</b>

PEOPLE PILLAR



**Self-Development**

Is personally committed to and actively works to continuously improve.

1 Career Staller	2 Needs Improvement	3 Skilled	4 Talented	5 Towering Strength
Consistently demonstrates <b>most unskilled behaviors</b>	Consistently demonstrates <b>some unskilled behaviors</b> and may demonstrate a <b>limited number of skilled behaviors</b>	Consistently demonstrates <b>most skilled behaviors</b>	Consistently demonstrates <b>most skilled behaviors</b> and <b>some above and beyond behaviors</b>	Consistently demonstrates <b>all skilled behaviors</b> and <b>above and beyond behaviors</b>
Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not take advantage of training opportunities when they are offered.</li> <li><input type="checkbox"/> Does not proactively seek feedback.</li> <li><input type="checkbox"/> Does not consistently demonstrate an interest in learning new things.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Strives to learn new skills and apply them on the job.</li> <li><input type="checkbox"/> Asks questions in order to learn.</li> <li><input type="checkbox"/> Identifies areas to improve and asks for training in those areas.</li> <li><input type="checkbox"/> Shows the initiative and motivation for gaining greater expertise in her/his role.</li> <li><input type="checkbox"/> Overcomes the fear of the unknown to take on new challenges and roles.</li> <li><input type="checkbox"/> Regularly uses training and development classes to learn and build new skills.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Enthusiastically takes on tasks outside of daily responsibilities to learn and grow.</li> <li><input type="checkbox"/> Builds a culture that encourages learning and continuous improvement.</li> <li><input type="checkbox"/> Coaches others on a specific subject matter.</li> </ul>

PEOPLE PILLAR



Teamwork

Works in a proactive and collaborative way with others and can be counted on when needed.

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Consistently demonstrates <b>most unskilled behaviors</b>	Consistently demonstrates <b>some unskilled behaviors</b> and may demonstrate a <b>limited number of skilled behaviors</b>	Consistently demonstrates <b>most skilled behaviors</b>	Consistently demonstrates <b>most skilled behaviors</b> and <b>some above and beyond behaviors</b>	Consistently demonstrates <b>all skilled behaviors</b> and <b>above and beyond behaviors</b>
Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Is aware that someone else is struggling and does not help or does not offer help.</li> <li><input type="checkbox"/> May take credit for things others do instead of sharing credit.</li> <li><input type="checkbox"/> Engages in gossip about coworkers to others (other coworkers, customers, etc.).</li> <li><input type="checkbox"/> May fail to “jump in and help” even when time permits.</li> <li><input type="checkbox"/> May complain or communicate in a negative way.</li> <li><input type="checkbox"/> Has non-work related conversations that are distracting to others.</li> <li><input type="checkbox"/> May not openly share information, necessary tools and resources with others.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Rallies together with peers/leaders in the face of challenges.</li> <li><input type="checkbox"/> Asks others “how are you doing?” and “do you need anything?”</li> <li><input type="checkbox"/> Provides detailed training on tasks and teaches others with ownership and responsibility.</li> <li><input type="checkbox"/> Jumps in to help when needed and also whenever possible.</li> <li><input type="checkbox"/> Communicates in a way that motivates and encourages others.</li> <li><input type="checkbox"/> Asks for help in a critical and/or unexpected event.</li> <li><input type="checkbox"/> Asks for help when faced with a new or different task; then successfully completes the task.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Is first to volunteer to assist with group projects and challenges.</li> <li><input type="checkbox"/> Proactively mentors/precepts new employees, and helps build their confidence in the team and new role.</li> <li><input type="checkbox"/> Always willing to share their knowledge with the team and is the “go to” person on whom employees rely for assistance.</li> <li><input type="checkbox"/> Motivates and helps others to strive for excellence and to be committed to furthering the organization’s and department’s objectives.</li> </ul>

PEOPLE PILLAR



Values & Trust

Acts with honor, whether actions are seen or unseen.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> May treat others unprofessionally; speaks to others in an inappropriate manner.</li> <li><input type="checkbox"/> May not complete work or follow through on commitments.</li> <li><input type="checkbox"/> May act in a different way based on "who's looking" at the moment.</li> <li><input type="checkbox"/> Makes negative comments about others around patients, visitors, coworkers, etc.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Offers extra assistance when needed by someone else (patient, visitor, co-worker, supervisor) on a regular basis.</li> <li><input type="checkbox"/> Perseveres when possible to solve a problem for others and builds trust with them.</li> <li><input type="checkbox"/> Maintains confidentiality; does not repeat private information to others.</li> <li><input type="checkbox"/> Respects the privacy of patients and others.</li> <li><input type="checkbox"/> Shows consistency in positive behavior.</li> <li><input type="checkbox"/> Treats others with dignity and respect.</li> <li><input type="checkbox"/> Is generally predictable and reliable.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates personal connections with patients, visitors, coworkers, etc.</li> <li><input type="checkbox"/> Consistently provides great service even when faced with challenging situations.</li> <li><input type="checkbox"/> Develops and maintains confidential relationships with those that seek guidance, expertise and resources.</li> <li><input type="checkbox"/> Takes the initiative to champion events and department-based activities to empower trust and collegiality.</li> </ul>

PEOPLE PILLAR



**Problem Solving**

Can find effective solutions to problems; demonstrates ownership; is proactive and resourceful.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ignores a problem that arises or fails to report it.</li> <li><input type="checkbox"/> Provides a solution that will appease someone, but will not truly solve the problem.</li> <li><input type="checkbox"/> Makes little or no effort to identify resources, people, or departments to help solve a problem.</li> <li><input type="checkbox"/> Lacks the knowledge or skills to solve a problem, despite the desire to help.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Develops alternative solutions to a problem (within the scope of practice or policy).</li> <li><input type="checkbox"/> Demonstrates ownership of a problem that arises.</li> <li><input type="checkbox"/> Uses all resources available (other departments and points of contact).</li> <li><input type="checkbox"/> Is confident and resourceful, even in the face of challenges.</li> <li><input type="checkbox"/> Is able to refocus on the common goal to concentrate efforts.</li> <li><input type="checkbox"/> Tries new approaches.</li> <li><input type="checkbox"/> Anticipates needs of customers and uses resources to satisfy customer needs.</li> <li><input type="checkbox"/> Steps in for other team members while at the same time respecting others' work space and scope.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Develops an alternative solution to a problem that leads to a change in practice, protocol, or procedure; shares knowledge with peers.</li> <li><input type="checkbox"/> Leads a new initiative that solves a problem in alignment with department's or organization's goals.</li> <li><input type="checkbox"/> Able to focus the team on the common goal to more concentrated efforts.</li> <li><input type="checkbox"/> Able to solve problems with achievable/measurable goals for improvement.</li> </ul>



SERVICE PILLAR



**Customer Service**

Consistently demonstrates the philosophy that all things begin with the customer, treating internal/external customers with dignity and respect.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not attempt service recovery when a mistake is made or expectations are not met.</li> <li><input type="checkbox"/> Does not communicate when a problem arises which usually results in the duplication of work and increased frustration.</li> <li><input type="checkbox"/> Typically puts personal convenience above the needs or convenience of a patient, visitor, coworker, etc.</li> <li><input type="checkbox"/> Impatient and discourteous with patients, visitors, or co-workers. Unable to explain information to others for them to understand.</li> <li><input type="checkbox"/> Fails to greet others (patients, coworkers, etc.) with a positive and helpful attitude.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Quickly identifies when a patient or visitor needs help and solves the problem.</li> <li><input type="checkbox"/> Uses AIDET (Acknowledge, Introduce, etc.) in a natural way, calms others, works quickly, smiles, and shows positive body language. Is transparent with information to others.</li> <li><input type="checkbox"/> Chooses to be inconvenienced (minor) in order to ensure the convenience of a patient, visitor, etc.</li> <li><input type="checkbox"/> Continuously updates family members on the patient's condition to put them at ease (when appropriate).</li> <li><input type="checkbox"/> Regularly communicates important information to coworkers, supervisor, etc.</li> <li><input type="checkbox"/> Engages in service recovery when mistakes are made or expectations are not met.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Responds quickly to all inquiries, even if it is only to say she/he is looking into the issue.</li> <li><input type="checkbox"/> Demonstrates empathy towards everyone who she/he encounters.</li> <li><input type="checkbox"/> Goes out of her/his way to satisfy the customer.</li> <li><input type="checkbox"/> Leaves the interaction on a positive note, being able to turn something that could be perceived as unpleasant into a win for everyone.</li> </ul>

QUALITY AND SAFETY  
PILLAR



## Action Oriented

Is diligent and works hard to obtain positive results; demonstrates energy and drive in overcoming challenges; seeks opportunities for improvement.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Requires specific direction and instruction in order to complete work tasks; lacks initiative and prefers to be told what to do and when to do work tasks.</li> <li><input type="checkbox"/> May lack motivation, energy, and drive to complete work.</li> <li><input type="checkbox"/> Makes negative comments about proposed ideas or suggestions made by coworkers or supervisors about work tasks.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates energy and drive to perform work tasks.</li> <li><input type="checkbox"/> Thinks ahead of what may be needed to maximize efficiency of work.</li> <li><input type="checkbox"/> Diligently completes assigned work tasks.</li> <li><input type="checkbox"/> Anticipates the needs of others; shows energy and drive to quickly help and resolve others' problems.</li> <li><input type="checkbox"/> Takes initiative to find opportunities to get involved in work.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Performs work with energy and drive; values planning, but will take quick, decisive action when an opportunity presents itself.</li> <li><input type="checkbox"/> Consistently identifies better ways of doing things, makes positive suggestions and able to put them into action.</li> <li><input type="checkbox"/> Focuses on the "big picture" and ensures priorities, objectives and timelines are in alignment with overall goals and objectives.</li> <li><input type="checkbox"/> Successfully able to adjust work pace without difficulty when unplanned events occur.</li> </ul>

## GROWTH PILLAR



## Learning on the Fly

Learns quickly when facing new problems; is curious, open to change and new ideas; demonstrates flexibility in doing things differently.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> May not communicate or relay critical information that has an impact on other tasks.</li> <li><input type="checkbox"/> Unable to pick up new information/procedures quickly.</li> <li><input type="checkbox"/> Gives up too soon and accepts average solutions.</li> <li><input type="checkbox"/> May be afraid to take a chance on the unknown.</li> <li><input type="checkbox"/> Does not experiment and try a new solution to a problem.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Generates creative ideas to solve a problem.</li> <li><input type="checkbox"/> Tries a number of options in order to solve a problem.</li> <li><input type="checkbox"/> Takes a leap, learns quickly, steps up and shows flexibility.</li> <li><input type="checkbox"/> Observes those who are skilled/effective to learn and imitate.</li> <li><input type="checkbox"/> Asks questions without fear.</li> <li><input type="checkbox"/> Willing to try something different or unfamiliar.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Proactively takes on new or unfamiliar tasks, identifies solutions, and applies on the job.</li> <li><input type="checkbox"/> Proactively seeks support from others or experts for advice to learn how they solve new problems or challenges.</li> <li><input type="checkbox"/> Consistently makes quick decisions that produce optimal results.</li> </ul>

GROWTH PILLAR



### Change Agility

Embraces change; is a positive role model to peers and customers in supporting the organization with change initiatives.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> May like to do things the same way time after time.</li> <li><input type="checkbox"/> Not comfortable with change or uncertainty.</li> <li><input type="checkbox"/> Is easily disconcerted by change; less efficient and productive under ambiguity.</li> <li><input type="checkbox"/> Does not experiment and try new solutions to a problem.</li> <li><input type="checkbox"/> May be negative and not supportive of change initiatives.</li> <li><input type="checkbox"/> Sees changes as too complicated and may withdraw from them.</li> <li><input type="checkbox"/> Shows resistance to change; does not embrace change fully and may even make attempts to stall changes.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Is open and flexible to new ideas and ways of doing things.</li> <li><input type="checkbox"/> Is curious about learning and exploring change initiatives.</li> <li><input type="checkbox"/> Copes effectively with the discomfort of rapid change.</li> <li><input type="checkbox"/> Is a positive role model to others in implementing and supporting change initiatives.</li> <li><input type="checkbox"/> Is supportive of colleagues and helps others adapt to change.</li> <li><input type="checkbox"/> Supports change initiatives in her/his area by partnering with department leaders and/or other organizational resources to ensure success.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Fosters conditions for faster and more sustained adoption of change.</li> <li><input type="checkbox"/> Is responsive to trends and innovative in thinking ahead.</li> <li><input type="checkbox"/> Continually monitors the need to adjust, provides recommendations and places these needs into action as conditions change.</li> <li><input type="checkbox"/> Very open to not only learning, but sharing by coaching others to be flexible and adaptive.</li> </ul>

FINANCE PILLAR



### Business Knowledge

Understands the company mission/vision and how the business works; is resourceful in applying this knowledge to deliver high quality services.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Passes up opportunities to learn about other services offered by Baptist Health South Florida.</li> <li><input type="checkbox"/> Does not understand the broader business.</li> <li><input type="checkbox"/> May lack interest in learning about the organization.</li> <li><input type="checkbox"/> May not consider how to conserve usage of supplies (prints paper copy vs. reading e-copies).</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Is aware of the department’s goals such as patient satisfaction, turnaround time, etc.</li> <li><input type="checkbox"/> Knows and understands how the work they do helps to meet department goals.</li> <li><input type="checkbox"/> Promotes services provided by Baptist Health South Florida to patients and others.</li> <li><input type="checkbox"/> Explains the quality of care at Baptist Health South Florida such as equipment, clinical care, customer service, etc.</li> <li><input type="checkbox"/> Understands the basic fundamentals of the Mission and Vision for Baptist Health South Florida as an organization.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Makes suggestions and tries new approaches within own area of work.</li> <li><input type="checkbox"/> Understands the financial impact of decisions and actions.</li> <li><input type="checkbox"/> Understands the key drivers of the business, including how the business makes money.</li> <li><input type="checkbox"/> Serves as a champion for different organization initiatives.</li> <li><input type="checkbox"/> Recognizes business opportunities that benefit the organization and sees it/them through fruition.</li> </ul>

COMMUNITY BENEFIT  
PILLAR



**Compassion**

Acts in a caring and inclusive way toward all individuals, regardless of relationship to them and individual differences.

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Unskilled Behaviors		Skilled Behaviors		Above and Beyond Behaviors
<ul style="list-style-type: none"> <li><input type="checkbox"/> Does not give others an opportunity to express themselves.</li> <li><input type="checkbox"/> Does not think first of others' needs and priorities.</li> <li><input type="checkbox"/> May be insensitive to the needs of others.</li> <li><input type="checkbox"/> May ignore others' needs if it becomes inconvenient to address them.</li> <li><input type="checkbox"/> May be less caring than most.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Shows patience and empathy; listens well to others.</li> <li><input type="checkbox"/> Speaks clearly and positively; gives encouragement with understanding.</li> <li><input type="checkbox"/> Aware of others' needs and situations; shows charity when possible and appropriate.</li> <li><input type="checkbox"/> Recognizes the greatest needs of the patients, visitors, coworkers, etc. and fulfills them.</li> <li><input type="checkbox"/> Is respectful of individual differences.</li> <li><input type="checkbox"/> Keeps morale up and supports others; thanks others.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Serves as a positive role model by demonstrating a positive, optimistic attitude with patients, visitors, and co-workers.</li> <li><input type="checkbox"/> Is aware and addresses special needs of others.</li> <li><input type="checkbox"/> Consistently leads community relations or charity events.</li> <li><input type="checkbox"/> Openly seeks opportunities to address the needs of others.</li> <li><input type="checkbox"/> Helps others or team to understand and embrace differences in others.</li> <li><input type="checkbox"/> Takes the lead to keep the morale by being the first to recognize the accomplishments of others.</li> </ul>