CLEVELAND CLINIC ACADEMY  Course & Competency Matrix  May 1, 2010	Emotional intelligence	Leading skills	Change management	Communication	Commitment to lifelong learning	Commitment to deliver observable results	Finance	Regulatory environment	Marketing	Recruiting and hiring	Information technology	Process assessment and management	Philanthropy and development	Medicolegal issues	Managing physicians	Clinic awareness
Clinical Ethics: Core Concepts, Methods &										IVII I		CIE	S			
Cases		X				X		X						X		X
Conflict and Dialogue: Are Both Possible?  Creativity and the Pulse of Humanistic	X			X												
Healing	X	X				X										X
Developing Leadership Skills on Non-Profit Boards		X	X	X									X			x
Diversity Leadership In Healthcare				Х		Х				Х						X
Effectively Communicating with Patients and Families			X	X		X										х
Emotional Competence Inventory: Increasing Your Leadership Effectiveness Through 360	х	X			X											
Empathic Listening: From the Patient's Perspective		X		X												X
Engaging Women Leaders: Integrating Gender Experiences to Change Culture	х	X	X	X												х
Engaging Women Leaders: Negotiations	X			X	X							X				X
Engaging Women Leaders: Setting Your Goals		X		X		Х										Х
Enhancing Nurse-Physician Communications	X	X	X	X				X		X						X
Generational Differences at Work	X	X														
Health Literacy IQ vs. EQ: Building Great Medical Leaders		X	X	X												X
Leadership Engagement: Competitive	X	X	X	X	X							X				
Advantage Physician Wellness		X	X		X										X	
Resonant Leadership: Creating Sustainable Leaders	X	X			X											
Staff Mentorship Orientation	X	X	X	X	Х					х					Х	X
StrengthsFinder	X	X		X												
Sustainability, Human & Environmental Health		X		_	_			х	_			Х				х
Teamwork & Teambuilding	X	X		X												
The Serving Leader		X	X		X	X				X						
Understanding and Demystifying the Cleveland Clinic Health System		X	X	X								X				X

CLEVELAND CLINIC ACADEMY  Course & Competency Matrix  May 1, 2010	Emotional intelligence	Leading skills	Change management	Communication	Commitment to lifelong learning	Commitment to deliver observable results	Finance	Regulatory environment	Marketing	Recruiting and hiring	Information technology	Process assessment and management	Philanthropy and development	Medicolegal issues	Managing physicians	Clinic awareness
COURSES	l	1	<b>MAN</b>	AGE	ME	NT T		CK C	OMF	ETE	INCL	ES				
Budgets & More							X	X					X			X
Building a Best in Class Quality Infrastructure		X	X			X						X				
Business Planning							X		X				X			
Collaborative Problem Solving						X						X				X
Developing Emerging Businesses						X						X				X
Human Resources: Insights for Clinic Leaders				X				X		X						
Implementing Change at the Clinic		X	X	X		X						X				X
Innovation in Health Care		X	X					X				X				X
Institutes at the Cleveland Clinic		X	X	X		X						X				X
Invention, Entrepreneurship & Start-Ups						X					X	X	X			
Issues in Healthcare Law								X						X		X
Manage Stress and Conflict to Increase Team Effectiveness	X			X	x						x					X
Marketing and Communication Essentials for																
Today's Healthcare Leader				X					X							1
Patient Experience within the Revenue Cycle							X	X					X			X
Performance Improvement						X						X				X
Quality Management in Healthcare								X								X
So You Want to be a CME Course Director?			Х	X		X						Х				X
Strategic Planning: The Process & the Cleveland Clinic Vision						Х										х
The Aligned Physician Enterprise			X			Х			х			X				Х
The Business of Healthcare							X				X	X				X
Tools & Tips for Information Management											х	х				
Understanding Financial Reporting							Х	Х					X			X
Using SharePoint for Practical Purposes						X					Х	Х				
Wellness - LifeStyle 180			X	X	X	X										X
Your Cleveland Clinic PowerPoint				Х					х		х					х
Presentation	]			11			]		11		11					41