



Hackensack Meridian
JFK University Medical Center

Position Specification

Hackensack Meridian Health

Chair, Department of Family Medicine, JFK University Medical Center (JFKUMC)

Position Specification

Ref: Chair, Department of Family Medicine, JFK University Medical Center, Central Region, and Hackensack Meridian School of Medicine
Hackensack Meridian Health

The Opportunity

Hackensack Meridian Health (HMH) and JFK University Medical Center (JFKUMC) invite applications and nominations for the position of Chair of the Department of Family Medicine. This visionary board-certified family medicine physician will oversee this Department within the JFKUMC, the 499-bed academic tertiary hub for the Central Region. Based on this leader's academic credentials, this individual additionally has the opportunity to serve as Chair of the Department of Family Medicine within the Hackensack Meridian School of Medicine.

Reporting to Dr. Joseph Landolfi, Vice President and Chief Medical Officer at JFKUMC and Amie Thornton, Chief Hospital Executive at JFKUMC, the Chair will spearhead the Department of Family Medicine's continued pursuit of the highest possible standard of patient care quality and academic achievement. The Chair will have full oversight over Family Medicine teaching programs at JFK, including its renowned Family Medicine Residency program, which has been educating residents since 1976. The Department trains 24 residents in this three-year program primarily at HMH's Family Medicine Center, located on the JFKUMC campus.

The Chair will oversee 8 full-time and 3 part-time core academic physician faculty members who practice family medicine and educate residents at the Family Medicine Center and JFKUMC. In total, the Chair will oversee 55 faculty members, inclusive of private practitioners in the region who hold hospital privileges. The Department practices full-scope family medicine including prenatal care, women's health, and care for infants through the elderly. It maintains a busy inpatient service and a large nursing home and subacute rehabilitation practice while also providing home health and telehealth services. In 2023, the Department managed 24,820 visits and 243 deliveries.

The Chair will provide inspirational leadership across its faculty members, students, and administrative support to continue to elevate the national reputation of this Department. This leader will continue to create a seamlessly integrated program across JFKUMC and its footprint, driving continuous improvement and connectivity across the HMH network. This visionary physician leader will bring clinical perspective, business acumen, and leadership to advance the Family Medicine Department through an unrelenting commitment to clinical excellence and innovation.

The Organization

[Hackensack Meridian Health](#) (HMH) is a leading not-for-profit health care organization that is the largest, most comprehensive and truly integrated health care network in New Jersey, offering a complete range of medical services, innovative research, and life-enhancing care. In 2016, **Meridian Health** merged with **Hackensack University Health Network**, parent of Hackensack University Medical Center, to create Hackensack Meridian Health. The following year, Hackensack Meridian acquired another not-for-profit network, **JFK Health**. As of Fiscal Year 2023, annual revenues are approximately \$7.8 billion with an operating margin of 3.0%. This year, Fitch rated HMH as AA- with a stable outlook.

At a Glance

HMH employs **37,000 team members** and more than **7,000 physicians** and is a distinguished leader in healthcare philanthropy, committed to the health and well-being of the communities it serves. The network is comprised of:

- 18 Hospitals
- 3 Academic Medical Centers
- 1 University Teaching Hospital
- 8 Community Hospitals
- 2 Rehabilitation Hospitals
- 2 Children's Hospitals
- 1 Behavioral Health Hospital
- 1 Long Term Acute Care Hospital
- 1 Center for Discovery & Innovation
- 1 School of Medicine

Additionally, the network has more than 500 patient care locations throughout the state of New Jersey which include ambulatory care centers, surgery centers, home health services, long-term care and assisted living communities, ambulance services, lifesaving air medical transportation, fitness and wellness centers, rehabilitation centers, urgent care centers and physician practice locations. The Hackensack Meridian School of Medicine opened in 2018, the first

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private medical school in New Jersey in more than 50 years with its campus located in Nutley and Clifton. HMH's extensive breadth of services enables the Network to provide care to two-thirds of New Jersey residents.

The Chief Executive Officer of HMH, Robert C. Garrett, has been a visionary leader within the organization since 2009. With his guidance, the network has forged exceptional partnerships to advance cancer treatment, behavioral health care, medical education, and innovation. In December 2016, HMH made history by announcing a 10-year strategic partnership with Memorial Sloan Kettering Cancer Center to develop an exceptional network-wide standard of care and enhance research and discovery in New Jersey. Together, HMH and Memorial Sloan Kettering serve the most patients with cancer in the region. Committed to improving behavioral health care, Mr. Garrett also led efforts for the Network to merge with Carrier Clinic, New Jersey's largest and most respected provider of mental health and addiction treatment. The merger, which took place in January of 2019, resulted in more coordinated and advanced treatment for behavioral health, as well as a new addiction treatment center that opened in 2019.



180,857

Patient Admissions



16,381

Babies Delivered



115,181

Surgeries
(Inpatient and Outpatient)



676,491

Emergency Visits



2,058,577

Outpatient Visits

HMH also launched a partnership with the New Jersey Innovation Institute, an affiliate of the New Jersey Institute of Technology, the state's leading technology university, to help companies develop trailblazing products and services. The fund's first investment was in Pillo, a health robot that empowers patients to better manage their health at home while connecting them with caregivers and family members. These recent affiliations have joined the ranks of the Network's already-established partnerships with organizations including: AllSpire Health Partners, the largest interstate health care consortium of its kind in the country, which focuses on the sharing of best practices in clinical care and the achievement of efficiencies.

The mission of Hackensack Meridian Health is to provide the full spectrum of life-enhancing care and services to create and sustain healthy, vibrant communities, and its vision is to lead the pursuit of excellence in health care. For further information, please visit <https://www.hackensackmeridianhealth.org/>

Hackensack Meridian School of Medicine

Hackensack Meridian School of Medicine (HMSOM), which opened in 2015, is New Jersey's only private medical school. Originally affiliated with Seton Hall University, the Hackensack Meridian School of Medicine became independent in 2020, graduated its first doctors in 2021, and received full accreditation from all governing agencies in 2023.

The School of Medicine is led by an innovative, forward-looking leadership team, spearheaded by Dean Jeffrey R. Boscamp, M.D., who has served as Dean since December 2022 after serving as interim dean since for nearly a year. Dr. Boscamp previously served HMH as co-chief academic officer (CAO). As Dean, Dr. Boscamp continues to promote lifelong learning across the continuum of undergraduate medical education, graduate medical education and continuing medical education.

HMSOM has experienced tremendous growth since its inception with continued forward momentum, offering a cutting-edge curriculum with growing influence in the medical field. Since its inaugural class of 18 doctors in 2021, the School has seen annual growth in both class size and admissions. In June 2024, HMSOM awarded medical degrees to 102 graduates in its fourth graduating class with an upcoming incoming class of over 160 students. Students are accepted to leading residency programs at prestigious institutions, including Stanford Health Care, NYU Langone, Yale – New Haven Hospital, New York Presbyterian, and Hackensack Meridian Health. Graduates match into various specialties, including family medicine, pediatrics, diagnostic radiology, surgery, neurology, emergency medicine, and internal medicine.

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The HMSOM campus is also home to the Hackensack Meridian Center for Discovery and Innovation which researches cancer treatment and prevention, immunology, infectious diseases, and other disciplines to accelerate science from “bench to bedside.” The Center attracts leading researchers from around the globe. The Institute for Multiple Myeloma has already opened as a result of a research partnership between the Hackensack University Medical Center John Theurer Cancer Center and Georgetown Lombardi Comprehensive Cancer Center, a National Cancer Institute-designated Comprehensive Cancer Center.

Mission, Vision and Beliefs

Mission

Transform health care and be recognized as the leader of positive change.

Vision

Innovation is in our DNA, compelling us to create a world where: the highest quality care is human-centered, accessible and affordable; we deliver outcomes that matter most; and excellence is the standard.

Beliefs

Creative ... I will do my part to make things better.

Courageous ... I will do the right thing.

Compassionate ... I am the human experience.

Collaborative ... I embrace teamwork.

Connected ... I am part of something bigger.

JFK University Medical Center (JFKUMC)

Founded in 1967, JFK University Medical Center (JFKUMC) has been a pillar in the community, offering advanced healthcare services to residents of Middlesex, Union and Somerset counties - and beyond. As the third largest hospital within HMH network, JFK University Medical Center is a 499-bed tertiary care hospital providing the most advanced medical and surgical interventions and the most advanced acute rehabilitation care to its communities.

JFKUMC has a proud tradition of clinical excellence in numerous medical and surgical specialties, including two world-class institutes under one roof – The Neuroscience Institute and the Johnson Rehabilitation Institute. The Neuroscience Institute has been rated as the number one hospital in New Jersey for the treatment of stroke and complex neurological disorders. Since 1992, the institute has provided a multidisciplinary approach to the diagnosis and treatment of adult and pediatric brain, spine, and nervous system disorders – all under one roof. The Johnson Rehabilitation Institute has received a national designation in rehabilitation medicine and traumatic brain recovery.

As an academic medical center, JFKUMC is a place where groundbreaking ideas are born, medical advancements are pursued, and future healthcare leaders are nurtured. Demonstrating its commitment to the future of medicine, JFKUMC offers converted residency and fellowship programs in family practice, physical medicine and rehabilitation, neurology, general practice dentistry, as well as brain injury, pain, and sleep medicine. The Internal Medicine Residency currently housed at Raritan Bay Medical Center will be relocating to JFKUMC in July 2025. JFKUMC has also applied to the ACGME to launch a new Surgery residency in July 2025.

JFKUMC offers a range of advanced services, including a state-of-the-art cardiac catheterization laboratory, enhanced digital mammography at the Breast Center, and the comprehensive Center for Wound Healing. From cutting-edge technology for diagnostic imaging and radiation therapies, a track record of more than 5,000 robotic-assisted procedures, and a pediatric and adult emergency department, JFK University Medical Center remains on the forefront of delivering high quality care for all patients within one of the most diverse populations in the state.

In 2023, JFK University Medical Center generated \$775 million in net revenue.

JFKUMC Awards and Recognition

- *Nationally recognized for excellence in stroke, neuroscience care, and acute rehabilitation:* Healthgrades evaluation as a delivering superior clinical care and surgical outcomes.
- *Gold Plus Award for Improving Emergency Cardiac Care:* for six consecutive years, JFK University Medical Center's emergency medical services has received the American Heart Association's Mission: Lifeline® EMS Gold Plus Award for excellence in treating patients experiencing severe heart attacks.
- *Breast Imaging Center of Excellence:* JFKUMC is designated as a Breast Imaging Center of Excellence by the American College of Radiology (ACR), considered the gold standard in medical imaging excellence.
- *Leader in Bariatric Surgery:* JFK University Medical Center's JFK for Life program is accredited by the American College of Surgeons and is the only bariatric surgery provider in the area recognized for delivering the highest quality care by these leading insurance providers: Blue Cross, Aetna, and CIGNA.
 - Accredited by the American Society for Metabolic and Bariatric Surgery
 - Aetna Institutes of Quality for Bariatrics
 - Bariatric Surgery Excellence Award™ from Healthgrades (2019-2023)
 - Blue Cross Center of Distinction for Bariatrics
 - Designated a Cigna Bariatric Center of Excellence
 - MBSQIP Accredited Bariatric Center
- *Comprehensive Cancer Care:* JFKUMC is one of only 30 percent of hospitals nationwide to be accredited by the American College of Surgeons Commission on Cancer (COC) as a Comprehensive Community Cancer Program. Additionally, JFK has received the COC's Outstanding Achievement award for ensuring high quality cancer care.
- *Advanced Cardiac Care:* JFKUCM is the first designated HeartCARE Center of Excellence in New Jersey, a national distinction from the American College of Cardiology, ensuring each patient receives the highest level of medical and surgical procedures.
 - Cardiac Cath Lab Accreditation with PCI by the American College of Cardiology
 - Chest Pain Center and Heart Failure Accreditation with PCI and Resuscitation by the American College of Cardiology
 - Intersocietal Accreditation Commission Echocardiography Accredited Facility
 - Heart Failure Accreditation by American College of Cardiology
- *The Joint Commission Gold Seal of Approval®:* JFKUMC's Stroke Center is designated as an Advanced Comprehensive Stroke Center by The Joint Commission, the first stroke center in the tri-state area to receive this designation.
 - Healthgrades America's 100 Best Stroke Care Trophy
 - Healthgrades America's 100 Best Stroke Care Medallion
 - Healthgrades Five-Star for Treatment of Stroke Medallion
 - Healthgrades Stroke Care Excellence Award Medallion
 - American Heart/Stroke Association: Get With The Guidelines for Stroke
 - American Heart Association Certified Comprehensive Stroke Center
- *Nationally Recognized for Excellence in Women's Care:*
 - JFKUMC is a Baby-Friendly designated hospital, a distinction granted to facilities that support the Baby Friendly Hospital Initiative, developed by UNICEF and WHO
 - Among the top 5 percent of hospitals recognized for superior care of women during and after childbirth

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- Among the top 10 percent of hospitals recognized for superior surgical outcomes in gynecological care
- *Leaders in International Research*: the medical center sits at the helm cutting-edge research and clinical trials that lead to new treatment discoveries in cancer, neurology, orthopedics and more.
- *Magnet Designation from the American Nurses Credentialing Center*
- *Joint Commission Certifications in wound care and sepsis; joint replacement hip and knee*

For more information, please visit: <https://www.hackensackmeridianhealth.org/en/locations/jfk-university-medical-center>

The Role

The Chair of the Department of Family Medicine is responsible for the visionary, strategic, and administrative leadership of Family Medicine at JFKUMC. Reporting to Dr. Joseph Landolfi, Vice President and Chief Medical Officer at JFKUMC, and Amie Thornton, Chief Hospital Executive at JFKUMC, the Chair will ensure advancement of the overarching mission of HMH, working in concert with hospital, regional, and network medical staff and partner with operational, nursing, regulatory, quality, and physician enterprise leadership. This leader will be progressive, thrive on change and be passionate about spearheading an exceptional organization founded on excellence in academics, care delivery, and research.

As Chair of Family Medicine, this Chair will oversee Family Medicine academic teaching programs and the administration of the Department at the Hospital, including outpatient services at the Family Medicine Center and inpatient care at JFKUMC. The Chair is expected to lead the development and enhancement of the department's clinical, educational and research activities while partnering with JFKUMC's Chief Hospital Executive and Chief Medical Officer in improving the medical center's quality of care and goals. This leader will be responsible for all of the department's educational programs including undergraduate and graduate medical education. The Chair will work in conjunction with the JFK Family Medicine Center's Practice Manager on the overall planning, management and assessment of the quality of care at the JFK Family Medicine Center. The Chair will interface with leaders of the HMH Medical Group to help influence the delivery of top-quality family medicine care across the region's numerous clinics.

The Chair of Family Medicine for JFK has the opportunity, based on relevant academic and scholarly credentials, to serve as the academic Chair of Family Medicine for the Hackensack Meridian School of Medicine. This Chair of Family Medicine for HMSOM would partner with leaders in the School of Medicine to elevate and promote the academic mission across HMH, in order to foster an outstanding teaching environment, while continuously improving the medical education curriculum and research programs.

The next Chair will be a respected and courageous leader, someone regarded as an excellent clinician, researcher, faculty mentor, and collaborative partner. This leader will be an energetic and creative thinker, continuing to challenge the status quo and advance the Department's tripartite mission. This leader will mentor a community of physicians and students. The Chair should demonstrate the ability to strategically plan and continue to build programs that uplift the faculty and enhance the Department's academic and educational stature. The successful candidate will be well-versed in leading large, dynamic departments with expert operational and managerial capabilities. Critical to this leader's success is deep experience driving results in matrixed environments where success is dependent upon the ability to build relationships, collaborate, and effectively leverage resources. The successful candidate will draw on a combination of robust clinical expertise and leadership skills, actively engaging in clinical responsibilities to ensure a firsthand understanding of the challenges faced by fellow clinicians.

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Key Relationships

- Reports to:**
- **Joseph Landolfi, DO**, Vice President, Chief Medical Officer, JFK University Medical Center
 - **Amie Thornton**, Chief Hospital Executive, JFK University Medical Center
- Direct Reports:**
- Vice Chairs
 - Division Directors
 - Medical Directors
 - Director, Clinical Operations
 - Family Medicine Residency Program Director
 - Total team: 55 faculty members, including 13 academic faculty members (4 MDs, 4 DOs, 3 part-time MD/DOs, 2 Nurse Practitioners); additional APPs and support staff.
 - 24 residents
- Internally Relates To:**
- JFKUMC Leadership
 - Peer Department Chairs from other specialties at JFKUMC
 - Service Line Leadership
 - HMM network leadership
 - HMSOM leadership
 - Nursing leadership
 - Nursing staff, physician assistants, and other care providers
- Externally Relates To:**
- Patients and families
 - Community-based physicians and stakeholders
 - National and International Professional Societies
 - National Institutes of Health (NIH) and other federal funders
 - Other external funders, such as foundations
 - Government and regulatory bodies
 - Additional state and national regulatory bodies
 - Hospital and health system affiliates
 - Alumni
 - Donors
 - Community stakeholders

Location: This Chair of Family Medicine role is based at JFKUMC which is located in Edison, New Jersey. As such, relocation to the central New Jersey area is required for this leadership role.

Key Responsibilities

Craft and Implement a Visionary Strategy for this Premier Department

- Develop and articulate a shared vision for the strategic growth, innovation, and direction of the Department in alignment with HMM and JFKUMC strategic imperatives
- Serve as the face and voice for the Department of Family Medicine's internal activities, while interfacing with leaders, colleagues, faculty and staff across the HMM enterprise.
- Deploy and ensure a balanced strategy that drives sustained progress across clinical, education, and research missions.

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- Unite, motivate, and inspire a diverse group of faculty members to achieve a unified vision.
- Strategically align the Department of Family Medicine's vision with overall priorities for HMH.
- Further elevate the national profile of this Department and represent the Department in interactions with external stakeholders.
- Support collaboration, and initiate strategic plan-driven projects including those related to the quality of medical education, service, and research/scholarship and innovation, as appropriate, with the support of the Office of Medical Education and Research and Graduate Studies, respectively.

Lead, Develop, and Recruit a High Performing Team

- Recruit, support, and develop a high-performing and vibrant team of Vice Chairs, Division Directors, Section Chiefs, and administrative leaders to unite and inspire the Department.
- Lead strategic hiring and workforce planning to achieve organizational goals, including those around diversity, equity and inclusion.
- Develop and clearly communicate faculty research, teaching, and clinical expectations; and manage individual performance to expectations.
- Support a growth-oriented culture that emphasizes the mentorship, development, and support of faculty across the junior, mid-career, and senior faculty levels.
- Create and implement programs to foster professional development, wellbeing, and advancement through promotion processes.
- Sustain and evolve a departmental culture, environment, and climate that consistently promotes a welcoming and inclusive environment throughout all levels of JFKUMC.
- Lead the Department's efforts to foster diversity, equity, and inclusion for patients, trainees, staff, and faculty.

Deliver Top-Tier Clinical Service and Optimize Clinical Operations

- Oversee the Department's clinical care delivery for JFKUMC, effectively delivering results within HMH's dynamic and complex ecosystem.
- Develop and implement programs and protocols that promote excellent care delivery and seamless care coordination, centered around the patient.
- Deliver on JFKUMC care quality goals and continue to bolster HMH's national rankings in the U.S. News and World Report while maintain top-tier safety ratings.
- Effectively manage clinical and administrative activities within the department through cooperation with the Nursing Service and the hospital Administration in matters affecting patient care, including personnel, supplies, special regulations, standing orders and techniques within the department.
- Assist in the preparation of the Department budget, using mission-based budgeting to clearly delineate the clinical, administrative, educational, service and research units therein.
- Demonstrate an active clinical practice and presence by role modeling outstanding clinical care delivery.

Direct and Develop Education and Training Programs for the Next Generation

- Continue to support an environment that embraces the importance of training the next generation of clinicians, including advocating on behalf of Family Medicine faculty for supported teaching time.
- Oversee all aspects of the Department of Family Medicine's residency and fellowship programs including accreditation requirements and provide sufficient resources to maintain a high-quality teaching environment.
- Contribute to the development, and oversee implementation, of curricula and educational programs for medical students, residents, and fellows.
- Drive continued improvement of educational programming for faculty, providers, and learners to ensure the Department of Family Medicine and JFKUMC continue to be at the forefront of educational innovation.
- Contribute to institutional efforts to ensure LCME accreditation requirements are met across the HMSOM.

Advance Research and Academia in Alignment with Institutional Areas of Focus

- Embody and promote scientific excellence and a culture of discovery and innovation across the faculty and within training programs, encouraging research studies, industry sponsored trials or investigator-initiated projects, high-impact publications, and presentations at national and international meetings.

- Elevate the national and international reputation of the Department through leadership in relevant academic medical and research societies within and beyond the disciplines of Family Medicine.
- Facilitate and guide both physician scientists and PhD scientists in research careers supported substantially by extramural grant support, particularly from peer-review federal sources, such as the NIH.
- Encourage and facilitate faculty and student scholarship and identify opportunities for research, including collaborative research across departments and centers
- Provide mentoring and guidance to faculty and students regarding opportunities for research including required qualifications and description of the protected time and/or funding available.

Serve as a Financial Steward of the Department and Overall Enterprise

- Oversee and improve the administrative and financial structure that will advance each component of the Department's overall mission and strategy.
- Ensure that the Department remains financially strong and maintain effective internal controls, ensuring that the integrity and reputation of JSKUMC are enhanced.
- Serve as a financial steward of the Department, while demonstrating business acumen when allocating resources across its components.
- Demonstrate the savviness and creativity to effectively build teams and leverage shared resources in a cost-effective and responsible manner across the broader HMH enterprise.
- Serve as a leader and active champion for donor and alumni engagement, while being an enthusiastic and convincing advocate to broaden and deepen the Department's fundraising efforts.

Candidate Profile

The successful candidate will be a proven strategic leader with a track record of delivering results in dynamic academic medicine environments. This leader will demonstrate exemplary clinical, teaching, and academic achievements, coupled with strong interpersonal and communication skills, and an entrepreneurial spirit. This individual will be a nationally recognized physician with a forward-looking perspective on the future of the field of Family Medicine and the potential of this Department. This individual must be a savvy relationship builder and capable of effectively navigating the growing, evolving HMH ecosystem, representing the Department's goals while united under a common mission of providing premier patient care across a vast clinical footprint. This Chair will have an unrelenting commitment to excellence across the tripartite mission. Ideally, this individual will possess the requisite academic and scholarly qualifications to be dually appointed as the Chair of Family Medicine at the Hackensack Meridian School of Medicine.

The Chair of Family Medicine will possess the following qualifications:

- Medical degree (MD or DO) from a nationally accredited and recognized medical school.
- Fellow of the American Academy of Family Medicine and board-certified by the American Board of Family Medicine, or comparable credentials.
- Administrative and leadership experience at an academic medical center, such as Chair, Vice Chair, and/or Section/Division Chief.
- Nationally recognized as a clinical leader in the field of family medicine
- Interest in maintaining an active clinical practice.
- Research and/or teaching achievement, commensurate with appointment to the faculty at the rank of Professor or Associate Professor.
- Experience growing research programs and promoting scholarship.
- A magnet for talent with experience developing and mentoring clinical leaders; demonstrated ability to identify and recruit a high-performing, diverse faculty at all levels.
- Experience building innovative and integrated family medicine programs and services.
- Strong operations experience; track record of improving efficiency and quality of services.
- Distinguished track record of advancing clinical and education missions.

- Strong business acumen and communication skills; ability to influence and negotiate within a highly matrixed, large and complex organization.
- Ability to respond effectively to elements that drive competitive advantage under dynamic conditions, such as healthcare industry changes, competitor actions, and technological trends.
- Demonstrated ability to build and sustain collegial relationships with peers, faculty, departmental staff, hospital administration, representatives of outside organizations, and community stakeholders.
- Possess a broad understanding of national health policy, and the future challenges and opportunities for inpatient and outpatient surgical care.
- Candidate must meet requirements for medical licensure in New Jersey.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- The ability to create and articulate an inspiring vision for the department, not only for the areas they are directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

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Driving Sustainability

- Firmly believes that both sustainability and profit are in the organization's best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands and incorporates viewpoints from all key stakeholders to drive decision making and share the benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets audacious business and sustainability goals, driving concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders

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