CVS Health Leadership Competencies Development Guide

Thinks Enterprise

Sets Direction

Delivers Results

Leads Others
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Introduction
The pace of change, complexity of our business and our evolving growth strategy all require leaders who have the skills, knowledge and experience to perform at the highest level in order for our business to be successful. Leadership can be thoughtfully and intentionally nurtured. To be effective in a wide variety of leadership roles and situations, leaders have to master new competencies, instead of always relying on a limited set of natural capabilities; they have to become well-rounded. Development is a gradual, continuous process that takes place through a combination of:

70-20-10 Learning Model

- Coaching, feedback & evaluation
- Seminars/conferences
- Formal or online classes
- Reading resources
- On-the-job experiences
- Stretch/ challenging assignments
- Special projects

A significant part of development occurs through practical experiences (on-the-job).

- Adults learn when their day-to-day responsibilities and challenges require it - and when they have the opportunity to engage in experiences, draw lessons and insights from those experiences, and apply the new knowledge and skills to the next experience.

The more varied the practical experiences, the greater the likelihood of developing a broad repertoire of skills.

- Leaders who continue to focus only on doing the work that they are already good at are less likely to broaden their capacity.

- Leaders who step into new situations and face challenges that call for untested abilities continue to develop their capacity and successfully take on higher levels of leadership responsibility.
About the Guide
The guide is organized around each leadership competency and includes the following sections:

- **Context**: Provides background on why this competency is important.
- **Derailers**: Behaviors that get in the way of progress.
- **Take Action**: Targeted, practical on-the-job development suggestions and ideas for each behavior.
- **Coaching Your Team**: Suggestions for leaders to coach and develop their team.

Please note that this guide is not meant to be a comprehensive list of every possible way to develop these competencies, nor are the competencies themselves the only things that need to be developed in order to have a successful career. Technical skills, business acumen, and functional knowledge will always be important to all professionals' career growth. However, our leadership competencies are the building blocks of superior performance at CVS Health.

How to Use the Guide
This guide is not intended to be read from front to back, cover to cover. It is best to refer to it selectively as a starting point towards an overall plan to address your developmental needs.

1. Identify two to three competencies to leverage as strengths, and focus on one to two development needs.
   - Completing a 180-Degree Assessment using the mySuccess tool is a good way to assess your own development needs and to solicit feedback from your Manager.

2. Read the sections of the guide that addresses your identified development needs. Consider all of the presented development strategies and decide which options are best for you.

3. Document your commitment to development by creating an Individual Development Plan in mySuccess.
   - Review your IDP with your Manager so that he or she is aware of and can best support your efforts via feedback and stretch opportunities.
   - Review your plan periodically to track and assess your progress. Don't be afraid to go back to the guide to look for different strategies for development, and keep learning!

Works Cited
The strategies, tools, and techniques offered in this guide are grounded in best practice research across the fields of Organizational Learning and Organizational Development. We would like to acknowledge the following resources as the most integral contributors to these guides:
Thinks Enterprise

Considers the needs of the enterprise before the needs of the team or oneself

Applies Growth Mindset – Actively seeks new ways to grow and be challenged for the better of the enterprise

- Shares knowledge of all parts of the business to enable self and others to see enterprise opportunities more clearly
- Seeks broader perspectives and gathers information to understand business issues, priorities and the culture of how we operate across various stakeholder groups
- Contributes to the performance of other units/teams; and leads his or her team to do the same
- Respectfully pushes boundaries and creates tensions to produce enterprise results
- Demonstrates resilience and resourcefulness when faced with challenges and obstacles
- Shows intellectual curiosity, is an agile learner, and applies learning from failures
- Demonstrates humility and self-awareness by recognizing own limitations and allowing others to contribute or lead
- Gains the confidence and trust of others through honesty, integrity, and authenticity

Context:

Leading from a ‘Thinks Enterprise’ perspective empowers us to take full advantage of our integrated model, which is a key competitive advantage. An “enterprise leader” sees the enterprise as a whole and acts for its greater good. An enterprise leader is not a job title — the term represents a way of thinking and behaving. Our business is wide, varied, and geographically dispersed. It takes agility, self-awareness, and a mindset of continuous learning to navigate our environment. Leaders are challenged to set the standard and demonstrate what it means to ‘Think Enterprise.’ It may be easier to work within our own silo, but when we collaborate towards our common purpose we can create the products and services that truly have an impact on peoples’ lives.

Derailers:

- Pursues own area’s goals without considering the impact on the broader organization
- Lacks curiosity and a desire to learn new things
- Is comfortable with the status quo; isn’t open to new ways of doing things
- Avoids and/or has trouble taking feedback
- Avoids sharing information
Take Action:

Shares knowledge of all parts of the business to enable self and others to see enterprise opportunities more clearly

- **Shift your view of success from personal to enterprise.** Do you find yourself holding information or resources back from other parts of the organization? Often times, this is not maliciously done, but comes from a desire to perform well personally as compared to others. Change your definition of success from personal performance to enterprise performance. Contribute to enterprise success by sharing information, knowledge, and resources openly. When the enterprise wins, we all win.

- **Create an enterprise ‘open door’ policy.** You may have an open door policy with your team, making them feel free to drop by to discuss ideas, concerns, and progress. Consider making yourself just as available to people across the enterprise who may be seeking your insight, expertise, and functional knowledge.

- **Cascade your learning to your team.** As a leader, it is not only your role to model the types of behavior you want to see in your team members, but also to share information with your team. Don’t limit information to just yourself; share it with your broader team. Cascade appropriate content from leadership or high-level meetings to your team. Consider making learning about different areas of the business a regular activity for your team.

Seeks broader perspectives and gathers information to understand business issues, priorities and the culture of how we operate across various stakeholder groups

- **Learn about other parts of the business, even if you don’t see an instant connection.** New ideas for enterprise opportunities rarely come from staying within your silo. Seek out and meet with people from across the enterprise so that you can learn about what their team does, even if you don’t see a connection right away. The conversation might create a new insight, form the basis for a new idea, or give you a new perspective. You might find a way for your teams to collaborate, and at the very least, you’ll make a new connection.

- **Seek out best practices from leaders across the organization.** While many business challenges vary from team to team, there are many that stay the same. People management, operational efficiency, and leveraging data are common challenges across the enterprise. Tap into other leaders who you admire across the business to gain perspective on how they tackle common challenges, and how they have shaped their team’s micro-culture to respond positively to these challenges. Take away any best practices to use with your team.

- **Gain insight on new or changing stakeholders.** Prepare yourself and your team for a change or addition in stakeholders by reaching out across the organization. Invite these leaders into your team meetings to share key information about their business, initiatives, challenges, and priorities. Find out how you can collaborate more effectively with them.
Contributes to the performance of other units/teams; and leads his or her team to do the same

- Seek out opportunities to collaborate and support other areas of the business. If you see someone struggling with reaching a goal or solving a problem, think about whether or not you have information that could help them come to a solution. Reach out and offer to share your knowledge with them or offer to sit down and brainstorm potential solutions. Set the standard for proactively supporting other areas of the business, and you will have many more people willing to do the same for you.

- Encourage your team to make collaboration a priority. Be explicit with your team that answering questions and offering assistance to colleagues across the business is part of their jobs and of our values as an organization. Recognize and reward colleagues for modeling CVS Health’s values in this way.

- Consider a variety of ways to contribute to other teams. Helping another team doesn’t have to mean sharing budget or headcount—it can be as simple as offering to have an open flow of information. Think creatively about ways to share information, best practices, and business knowledge that will enhance the ability of other teams to perform their duties. Consider ‘loaning’ talent for a part-time or stretch assignment to help another team get through a big push.

Respectfully pushes boundaries and creates tensions to produce enterprise results

- Use shared purpose when introducing challenging ideas. When bringing something to the table that might be new or uncomfortable to your stakeholders, use a shared purpose to bring the idea into focus. Relating a suggestion or challenge to a shared purpose can help you drive towards a ‘win-win’ solution, keeping the focus on enterprise outcomes instead of individual or team goals.

- Start with facts, not opinions. Facts are non-judgmental, and are hard to dispute. Starting with the objective instead of the subjective helps to keep emotional reactions out of potentially difficult conversations.

- Choose your battles wisely. Consider the following questions when deciding whether or not to pursue a boundarypushing strategy:
  - Does this have a direct impact on business performance?
  - Who is or will be affected?
  - Who wants or needs this to be addressed?
  - Could pursuing this damage important relationships?
  - Is this an obstacle to reaching my team’s goals?
  - Is this an obstacle to reaching our enterprise goals?

Demonstrates resilience and resourcefulness when faced with challenges and obstacles

- Take positive action. Resilience is all about taking action. When you run into an obstacle, or when something doesn’t work as expected, don’t give up. Take a step back to assess the situation, seek out wise counsel, and decide what factors you can and can’t influence. Then decide what small step you can take to make an immediate, positive impact on the situation, and take it. Build your momentum, and get back to working towards your goal.
• **Change your lens.** Don’t get stuck repeating the same thing and expecting different results. If you’re feeling stuck, get yourself and your team un-stuck by taking a look at the situation through a variety of different lenses. Recognize your biases and blinders, and ask your team to do the same. Try looking at the issue from an outside perspective, and from the perspectives of your stakeholders. Engage stakeholders and trusted colleagues who will all have different lenses on the situation to help find ways around obstacles. Don’t be afraid to go back to these techniques multiple times.

• **Go back to what really matters.** Challenges, setbacks, and obstacles can be emotionally as well as professionally draining for you and your team. As a leader, you need to be able to bounce back quickly if you are going to help your team do the same. Take care of yourself by focusing on what drives you so that you can best support your team. Remember the work you’re passionate about doing and why you started it in the first place. Make the best of your current role, maximizing the tasks you enjoy, and work to trade or delegate the ones that drain you. If that’s not feasible, get your less-favored tasks out of the way first so that you can enjoy and reconnect with what you love.

• **Be aware of the mood elevator.** Take a step back and think about your mood. Are you feeling defensive or anxious? When your mood is low, you will be less able to constructively respond to challenges and obstacles. If possible, put the important decisions on hold, and come back to them when your mood is higher and you will be more likely to respond creatively and strategically.

*Shows intellectual curiosity, is an agile learner, and applies learning from failures*

• **Crystallize current learning for use in the future.** Build time for reflection into the end of projects so that you can fully consider what you have learned along the way. This can be as casual as taking time for personal reflection about what you might do differently next time, or as formal as planning a post-project review or offsite meeting. Steer your conversations and reflections towards what you learned that you can take into your next project or assignment. In this way, you will learn as much from failures as you do from successes.

• **Use CVS Health as your personal learning lab.** The organization is broad, and there are always opportunities to learn something new. Choose three tasks you’ve never done before, or three things you know nothing about, and find ways to go do them and to gain knowledge. Similarly, support other colleagues when they want to learn about your area.

• **Give yourself a deadline-driven learning challenge.** Practice stretching your learning agility by taking on a project or team where you are not the subject matter expert. Offer to lead a workshop on a topic that you’re only partially familiar with. Throw yourself into learning everything you can from your team members, colleagues, and from research. You’ll be surprised what you can accomplish when you challenge yourself in this way.

*Demonstrates humility and self-awareness by recognizing own limitations and allowing others to contribute or lead*

• **Work to understand your own strengths and limitations.** Do a self-inventory check and think about times when you have been most successful, and times you have been least successful. Look for patterns – what attributes have contributed to your success, and which ones have held you back?
Consider asking for feedback from peers, bosses, and your team members to help broaden your perspective and combat potential blind spots.

- **Learn how to receive feedback constructively.** Reacting to feedback defensively or emotionally not only makes people less likely to share honest feedback with you, but can also lead to blind spots when understanding your personal strengths and areas of opportunity. Practice staying calm, and pausing before responding to lessen the chance of an emotional reaction. If the feedback doesn't align with your own perspective, ask for further information, but don't argue. Those giving you feedback are taking a risk by sharing their perspective with you, and argument will discourage them from taking these risks in the future.

- **Identify colleagues who are strong in your areas of opportunity.** Get your broader team working at the top of its collective game by utilizing their strengths. Forget the assumption that because you are a leader, you have to lead every charge. Demonstrate your self-awareness and humility by finding team members and peers who can contribute their strengths to areas where you need help, and ask for their assistance. Not only will this accelerate their professional development, but it will demonstrate the importance of putting the team before personal interests and encourage your team to seek similar opportunities.

- **Ask for feedback.** Ask your team for feedback about how you have demonstrated this competency. Asking in and of itself will demonstrate humility and your understanding that everyone has room to develop, and you can learn valuable information about how others perceive your ability to build relationships, see different perspectives, and collaborate across the enterprise.

*Gains the confidence and trust of others through honesty, integrity, and authenticity*

- **Bring your authentic self to work.** While some people think that the workplace should be all about business, bringing your authentic self to work creates a culture that is good for business. Qualities like compassion, excitement, and showing genuine care for your colleagues add to an environment of trust and collaboration, and are part of our values as an organization. As a leader, having a genuine interest in what matters to your team can help you motivate, engage, and develop them to greater heights.

- **Deliver on your promises.** One of the best ways to gain the confidence and trust of others is to consistently deliver on your commitments. If you find that you are not demonstrating accountability consistently, try to find out why. Do you overpromise? Develop a more realistic view of what you can actually deliver. Miss deadlines? Learn about time management. Getting to the root cause can help you to ensure that you are able to deliver on your commitments.

- **Align your words and your actions.** Our colleagues pay significant attention to the shadows we cast with our actions. When leaders say one thing and act in a different way, they project an air of deceptiveness that calls their credibility into question. If you find that you have trouble gaining the trust of your team or peers, ask someone you trust for feedback. You can only close the gaps when you have a full grasp on the issue.

- **Tackle strained relationships.** Seek out constructive feedback from a colleague with whom you have struggled. Stay open to what you can learn about yourself, and what you can do to improve your overall performance.
Coaching Your Team:

- Consider sharing some of the challenges you have overcome in your career with your team members. By doing this, you model resilience and show them that it is possible to learn from mistakes. This may also make them more comfortable discussing their mistakes with you in a constructive manner.

- Encourage intellectual curiosity on your team by inviting colleagues to share something they have recently learned, or are excited about, with the rest of the team.

- Encourage colleagues to explore other areas of the business. Allow them to assist on a project-basis, or to pursue joint projects. Ask them to share what they learned with the rest of the team, and consult them for their insight when you find yourself working with the group that they explored.

*The passion for stretching yourself and sticking to it, even (or especially) when it’s not going well, is the hallmark of the growth mindset. This is the mindset that allows people to thrive during some of the most challenging times in their lives.* – Carol Dweck
Sets Direction
Collaborates with others to set direction aligned to our purpose of helping people on their path to better health

Demonstrates a Deep Understanding of the Business and Market – Applies knowledge of our business to best serve our customers and clients

- Has a strong understanding of customers’ needs and expectations across multiple market segments we serve
- Understands how we differentiate from our competitors to deliver value for our customers and shareholders
- Regularly digests market data to create insights that promote new products and services for our customers/clients
- Understands the links and connections between functional areas/business units, and factors them into decisions and plans
- Recognizes the levers and assets we can use to align CVS Health and customer/client strategies with our purpose of helping people on their path to better health

Context:
For our business to be successful, it is critical that leaders have a strong understanding of our business, customers/clients, industry, market, and competition. Developing a deep understanding of all parts of the business enables you to see enterprise opportunities more clearly and can help guide decisions and actions that benefit both your business unit and the enterprise. It is the ability to combine these things that serves as the foundation for creating the direction for your team and CVS Health as a whole.

Derailers:
- May lack significant exposure outside of own function
- Being defensive about customer feedback
- Being too busy to learn about market
- May focus too heavily on internal operations and get blindsided by customer issues
- May focus only on own agenda without considering entire organization

Take Action:
Has a strong understanding of customers’ needs and expectations across multiple market segments we serve

- Go on a listening tour. Seek out ways to gather feedback from your customers, whether through visits to clients or surveys to your customer base.
  - Consider asking to see customer complaint data, or speak with one of our call center representatives to better understand what they hear every day. Understanding the market research that our company collects can also be helpful in understanding our customers.

- Encourage people to consistently seek feedback from their customers. While as an individual, you will be seeking customer feedback for yourself and your function, you should infuse the same spirit into your team as well. One good way is to have a formal
feedback process, in which every member of the team gathers and shares the customer feedback for his/her own work.

- **Seek out expertise from across the business.**
  - Invite a colleague who serves a different customer base to come to a department or team meeting to share insights on their customers/clients, and then reciprocate. Encourage your team to keep this new insight in mind when considering their customer base.
  - Volunteer in a retail store, call center, and/or customer supporting department.

*Understands how we differentiate from our competitors to deliver value for our customers and shareholders*

- **Read annual reports of key competitors.** Annual reports for public companies can generally be found on their websites. Consider not only their financial position in relation to CVS Health, but also their stated and unstated strategies. Compare this data to what you know about CVS Health’s strategy and imperatives.

- **Create a detailed profile of the company’s top competitors.** Use corporate reports, industry analyses and publications like *Standard and Poor’s*, to answer the following questions about each competitor.
  - What are their strengths and weakness?
    - How have these changed in the last year or two?
    - What are their unique competitive strengths?
    - What strengths do we want to replicate?
  - What is their strategy?
    - Are there any indicators of a change in strategy?
  - How are they different in the marketplace?
    - What is their advantage? Is it sustainable?
    - What can you tell about where they see their future advantage?
    - Who are their customers?
    - What products/services do they offer?
  - What is the strength of their management team?
    - Who are they? What does it tell you?
  - Consider other areas including:
    - Growth, the rate of change, change drivers
    - Bargaining power of vendors/suppliers and customers
    - Government regulations

- **Familiarize yourself with direct competitors by conducting a visit to one of their locations.** See what their stores, pharmacies, urgent care, long-term care or skilled nursing facilities, etc. look like, and what services they offer.
  - Compare this directly with our customer-facing environments and services.
- Note points of differentiation and potential opportunities for further differentiation. If your business does not support a physical service location, similar insights can be gained from online research and comparisons.

- **Win back a lost customer or client.** Lead or participate in an initiative to gain back a lost customer/client or account. Analyze why they left and put together a presentation on the differentiated value that CVS Health can bring to them if they return.

*Regularly digests market data to create insights that promote new products and services for our customers/clients*

- **Sign up for a news alert service, centered on relevant topics.** Google Alerts is an easy and reliable service ([www.google.com/alerts](http://www.google.com/alerts)). This service will deliver news on your chosen topics directly to your email, and can help you stay up to date in real-time. Consider creating alerts on CVS Health, direct competitors, and general marketplace topics. Think broadly, and consider creating alerts that include trend-setters, innovators, and indirect competitors.

- **Stay current on news by reading key periodicals.** Consider publications like the Wall Street Journal, Fortune, Business Week, New York Times, and Barron’s. Pay particular attention to financial topics, economic trends, industry and company analyses, financial markets, and changes in legislative and regulatory environments.

*Understands the links and connections between functional areas/business units, and factors them into decisions and plans*

- **Draw a flow chart.** This can help to illustrate and clarify how resources and revenue move through the organization.
  - Think as broadly as possible about all the different parts of the organization that your work touches and include them in your flow chart. This can be a useful exercise either drawing by hand for your own use, or by using software that creates PERT or GANTT charts that can be used in later presentations.

- **Read about systems thinking and consider how it applies to CVS Health.** Systems thinking supports the idea that organizations work as an integrated system, made up of smaller pieces. Bringing systems thinking into your mindset can help with the following:
  - Understanding CVS Health’s overall strategic vision
  - Understanding CVS Health’s business model and how the business units fit together as a whole
  - Understanding synergies and opportunities within the system

- **Build an informal network of peers.** Ask peers from other parts of the business to share their insights with you, or to walk you through how their part of the business works. Return the favor by helping them understand the same about your group.

- **Volunteer for a task force or enterprise project.** Volunteer for a project outside of your functional area that spans multiple parts of the enterprise. Keep a journal of what you learn about the business, our clients/customers and navigating the organization.
Recognizes the levers and assets we can use to align CVS Health and customer/client strategies with our purpose of helping people on their path to better health

- **Review CVS Health’s annual report.** Read the report to gain a better understanding of how we generate revenue and value for our stakeholders and customers.

- **Do your own analysis of our purpose statement.** What does ‘helping people on their path to better health’ look like in action?
  - Think about the different elements of CVS Health, and try to map them back to our purpose of providing better health outcomes to our customers, clients and patients that we serve. Some maps will be more direct than others, but it is important to understand how the strategies we enact today will make an impact on people’s lives tomorrow.

- **Read myLife, our company intranet, every day.** Sign up for alerts to get business updates, feature stories about the business, colleagues and our community.

- **Understand our enterprise by addressing customer issues.** Sponsor or participate in a project or program that solves a recurring customer/client problem or complaint. This will give you a better understanding of customer experiences, their expectations, and how we can deliver value to them.

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**Coaching Your Team:**

- Ask a member of your team to consider how a project they are working on could be utilized or leveraged by another business unit. Encourage them to share this information across the enterprise, and test their thinking.

- Consider making discussion of industry trends, marketplace shifts, and regulatory changes part of your team meetings. By making this a priority, you are signaling to your team that this is information they need to know in order to be effective in their roles.

- When colleagues are presenting plans and strategies, listen to ensure they have considered the customer. Ask how their plan will affect their end customer, or how their plan will solve a customer need. Reinforce a customer-focus to their work.

- If colleagues are having trouble understanding how their plans affect other parts of the organization, ask them to create a map of all of the other areas of the business that will be involved in an upcoming plan. Check to make sure they are including areas that are both directly and indirectly involved, and help them to see any connections they may have missed.

- Include a customer-focus in the annual goals that you and your team set. This not only keeps customers at the top of their minds throughout the year, but also allows you to reward this mindset at the year’s end.

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*To succeed in business, to reach the top, and individual must know all it is possible to know about that business.* – J. Paul Getty
Sets Direction
Collaborates with others to set direction aligned to our purpose of helping people on their path to better health

**Thinks and Acts Strategically** – Sees ahead to future possibilities and translates them into breakthrough strategies

- Anticipates changes in the market and adjusts strategies and plans to meet shifting priorities
- Keeps focused on long-term, strategic goals while executing against short-term objectives
- Identifies potential risks and subsequent mitigation strategies when developing plans
- Aligns team, department and/or business unit goals with CVS Health imperatives
- Creates plans that align the people, culture, communications and processes needed to take action and make decisions
- Is adept at working within the realities and constraints of the organization, understanding when to work within an existing framework and when to push for change

**Context:**
There are more people that are good at producing results in the short-term than there are visionary strategic leaders. Both approaches add value, but as a leader it is a critical requirement of your role to be thinking and acting strategically. CVS Health depends upon its leaders to make thoughtful, strategic decisions and plans, see what’s around the corner that will help shape the future of the organization, drive strategic growth and help people on their path to better health.

**Derailers:**
- More comfortable in the tactical, ‘here and now’
- Responds to short-term pressure without consideration of long-term implications
- Ignores new information or changing circumstances
- Gets caught off guard by problems due to the lack of contingency plans
- Spends time and resources without a clear purpose, strategy, or plan

**Take Action:**
*Anticipates changes in the market and adjusts strategies and plans to meet shifting priorities*

- **Anticipate what’s to come.** Don’t be too busy getting today’s work done to think about tomorrow.
  - Keep one eye on the horizon
  - Study emerging trends
  - Question what things will mean for the future
  - Meet with colleagues to understand events and trends and how they might impact you/your team and/or your work
- **Make good decisions during changing circumstances.** Generate a number of different solutions before making decisions by considering the following steps:
  - Evaluate the likely outcomes of different solutions
  - Think about different alternatives from the perspective of CVS Health’s purpose, mandate, and strategic imperatives
  - Develop the discipline to properly evaluate a decision and resist the urge to act quickly for short-term gain
- **Review external factors that have the potential to impact CVS Health.** Consider the changing dynamics of the industries in which we are engaged, as well as political and regulatory environments that have the opportunity to impact our business.
- **Observe the best.** Do you know a colleague who always seems to be able to ‘see around corners’?
  - Ask to speak with them about their methods for anticipating trends and market shifts.
  - How do they identify opportunities?
  - How have they developed this ability over time?
  - Consider asking for either a conversation or a longer-term, mentoring relationship.

**Keeps focused on long-term, strategic goals while executing against short-term objectives**

- **Psychologically prepare for work.** Continually think about planning and modifying plans based on the outcomes generated.
- **Prioritize based on long-term wins.** When faced with competing demands ask yourself, “What is the most important activity/action to impact the business and support our long-term strategy?” Use this litmus test to keep your focus on critical priorities.
- **Regularly review your progress.** Managing against long-term strategic goals requires persistence and patience. Set a periodical cadence to review the work that you and your team have done since the last review. Are your accomplishments appropriately balanced between short-term objectives and long-term goals?
- **Keep strategic goals top of mind.** Regularly discuss these with your team, and reinforce how their daily work and accomplishments contribute to this broader strategy.
  - Create a “dashboard” of performance indicators that support your strategic goals.
  - Review the indicators regularly – keep them at your fingertips to improve the likelihood of achieving long-term goals by ensuring clarity of purpose and roles.
  - Consider posting the dashboard for the entire group to see. Speak to your progress often.
- **Don’t get derailed.** Urgent matters are sure to arise, and can occasionally derail a leader or team from focusing on strategic goals. Consider evaluating each urgent matter in using the following questions:
  - How does this fit into my daily plan? Is the matter both urgent and important, or is it just urgent? Act accordingly.
  - How can I meet this urgent need without negative impact to my strategic goals?
  - What are the potential trade-offs that need to be made in order to address this?
Which solution offers the best alternative or least trade-offs to be made?

- **Get a Mentor.** Seek out a mentor who demonstrates exceptional ability to think strategically and balance short and long-term objectives. One of the best ways to learn to think strategically is to work closely with the “experts” you can observe and learn from their actions and behaviors and absorb their ways of thinking.

**Identifies potential risks and subsequent mitigation strategies when developing plans**

- **Make contingency plans.** Consider the impact of unexpected changes that could impact the viability of your plan. Think about what could potentially happen and make contingency plans accordingly. Don't think of this as a “nice to do” but a critical element to your planning.

- **Get an outside perspective.** Share your plans with a trusted peer in or outside of your business unit for review. Their objective perspective may bring to light potential issues that you would not have otherwise seen.

- **Bring a critical eye to your planning.** Play the part of a third-party without an emotional connection to the strategy or plan and identify areas of potential weakness.
  - Which timelines are most aggressive?
  - Where are you making the largest assumptions about market forces or relying heavily on the work of others?
  - What are the potential regulatory implications of your plan?
  - What potential risks could impact your strategy/plan?
  - Once you have identified these risks, create strategies to either ensure the risks do not come to pass, or plans that will serve as ‘back up’ should something change.

- **Learn from history.** Do a postmortem on a project or initiative that failed. Identify several key reasons for the project’s failure. Apply what you learned to your current work.

- **Try a systematic analysis.** Tools like SWOT Analysis can help you to identify potential risks for your plans.
  - To do a SWOT Analysis, list all of the **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** of your plan.
  - Look closely at Weaknesses and Threats to help you decide which contingency plans you might need to make.

**Aligns team, department and/or business unit goals with CVS Health imperatives**

- **Fully understand CVS Health’s goals, strategies, and imperatives.** Use sources such as the annual report, town hall meetings, and business unit meetings to fully understand the enterprise strategy. Use the mySuccess tool to view the leadership imperatives and annual goals of the CEO and any BPC members aligned to your department.

- **Consider how your team, department, and/or business unit can contribute most.** Identify at least two ways that your group can materially contribute to reaching the goals, strategies, and imperatives that you identified.
o Be sure to include the ways in which your group supports other functions to reach these goals.

o Schedule monthly or quarterly check-ins with other leaders.

o Keep these in mind as you write your personal goals and when cascading them to your team.

• **Align your direct reports’ goals.** Ensure consistency among your managers’ strategies so that your entire area will be aligned with strategic goals and imperatives.

*Creates plans that align the people, culture, communications and processes needed to take action and make decisions*

• **Involve your direct reports in the planning process, where appropriate.** Not only will they feel more ownership of the plans, they will bring their deep knowledge of workflows, team skill sets, and organizational processes to the table.

• **Communication is a key to alignment.** Research shows only 5% of front-line colleagues know and understand business strategy. As a leader, you are instrumental in communicating the strategy of the organization and your group. Learn how to create a communication plan to provide key information to internal and external audiences.

  o Use the Communication Plan Tool in the Change Management Resource Center.

  o Once you have created your plan, use it to share information widely, regularly, and through multiple modes of communication to reinforce the key messages.

• **Observe what it takes to align these factors.** Monitor and follow a new product or service through the entire idea, design, test market, and launch cycle. Ask the project leader to include you in meetings and/or copy you on emails so you can observe, and share their planning process with you.

*Is adept at working within the realities and constraints of the organization, understanding when to work within an existing framework and when to push for change*

• **Consider other stakeholders’ perspectives when you receive push back.** Instead of getting frustrated, do a quick analysis and try to find a mutually agreeable outcome. Ask yourself the following questions:

  o What constraints are currently challenging the group?

  o Do they have challenges with headcount, technology constraints, or regulatory bodies that you may not be aware of?

  o How does your request affect their workflow? Does your request potentially affect their relationship with other constituents?

• **Work to not only understand key policies, practices, and procedures, but also their origins and the reasoning behind them.** This will help you identify stakeholders in such practices as well as the internal and external environments that brought the practices and policies to bear. Think carefully about today’s internal and external environments to determine if a change in practices and policies makes sense.

• **When advocating for change, come prepared.** Bring business reasons and a full understanding of organizational implications for the suggested change.

  o Consider testing the waters by sharing your thoughts informally with a tenured leader before presenting them to a broad audience.
Ask for that leader’s perspective on organizational dynamics as they pertain to your suggested change.

Coaching your Team:

- Use these prompts with your team members to start a discussion when preparing for future projects:
  - What will success look like?
  - How will the objectives benefit the team, department, and enterprise if you achieve them?
  - What steps do you need to take to achieve those objectives?
  - What resources do you need? Consider time, headcount, funding, etc.
  - What barriers might arise and how will you overcome or avoid these obstacles?
  - Whose support do you need and how will you ensure that you have that support?

- Ask colleagues on your team to explain how your business unit adds value to the enterprise strategic imperatives. Listen to assess their knowledge of the strategy and their understanding of how their work supports it.

Successful business strategy is about actively shaping the game you play, not just playing the game you find. – Adam Brandenburger and Barry Nalebuff
Delivers Results

Creates an environment of shared accountability to deliver outcomes that make a difference

**Fosters Agility and Innovation** – Easily adapts to change and encourages continuous challenge of the status quo

- Seeks, evaluates, and applies best practices from inside and outside CVS Health to drive meaningful and impactful solutions
- Creates an environment that encourages colleagues to explore and pilot new ways of looking at problems, processes and solutions
- Fosters creative thinking by bringing a diverse team of colleagues together to promote and nurture innovation
- Manages through ambiguity and complexity to take calculated risks to solve problems, forge new paths for growth and/or achieve challenging goals
- Rapidly adjusts strategy and priorities to meet changing business requirements
- Conveys a strong sense of urgency to drive issues to closure

**Context:**

In our current business landscape, very few things are constant. Rapid change has become the new normal; the industry is evolving, margins are compressing and leaders are required to deliver more with fewer resources. In order to stay competitive, grow our business and deliver results, our leaders must create environments that foster and encourage adaptability, agility, resourcefulness and innovation.

**Derailers:**

- More comfortable with what is practical or routine; likes the status quo
- Perfectionism
- Risk avoidance (fears making mistakes)
- Solves problems based only on what has worked in the past
- Does not understand or value innovation
- Narrow perspective
- Limits their workload so as to be able to control/manage details

**Take Action:**

*Seeks, evaluates, and applies best practices from inside and outside CVS Health to drive meaningful and impactful solutions*

- **Look for internal parallels.** Reach out to a colleague in another department to find out how they handle a process or problem that is similar to one you are facing. Think carefully about which pieces of their solution apply to your situation and which pieces do not.
- **Look for distant parallels.** Don’t assume that you will only be able to find applicable best practices within your own industry – think about the root of the challenge, and brainstorm other companies or industries that have similar challenges. For example, financial services and credit card companies face similar challenges to the ones we have in processing huge amounts of transactions within a highly-regulated environment.
• **Challenge the status quo.** Think carefully about why your group does things the way they do.
  - Challenge your team to uncover the reason why an antiquated process goes unchallenged.
    - Are there strong structural, regulatory, or efficiency reasons for operating within the status quo?
  - If you could change one or two things that would lead to a big impact on your work, what would they be? List and track.
  - Think about best-in-class operations that have side-stepped your issues, and consider their strategies in relation to your work.

• **Network.** While soliciting a direct competitor for advice and insight into their best practices may not be practical, many professionals are open to exchanging ideas about process, challenges, and solutions. Consider:
  - Individuals who have created or implemented transformational changes and who are willing and/or eager to talk about their success.
  - Former colleagues or others within your professional network to learn more about their company’s approach.
  - Networking tools like LinkedIn. Reconnect with your network, or ask a mutual acquaintance for an introduction to someone with whom you’d like to speak.
  - Networking meetings at conferences or industry associations.

*Creates an environment that encourages colleagues to explore and pilot new ways of looking at problems, processes and solutions*

• **Look at the way you have managed your team in the past year and determine the environment you created for new ideas and suggestions.**
  - Have your recognized your team for spending time developing innovative ideas?
  - Have they been ‘punished’ or penalized or discouraged?
  - Determine if you play it safe with new ideas and approaches from your team.
  - Make adjustments as necessary.

• **Start with ‘curious.’** Model appreciation for creative and innovative ideas for your team by starting from a place of curiosity instead of jumping directly to what won’t work. Establish a new norm of discussing what people like about a new idea first, rather than starting with what they dislike or see as potential barriers.

• **Get comfortable with taking risks.** In order to innovate, you must take risks and try something new. Don’t get discouraged – even the most successful problem solvers often don’t nail the solution until their second or third try. The key is to remember the ‘fail fast, fail cheap’ mantra by piloting your ideas and getting out quickly if they aren’t working. Build time and resources into your plan to support these quick and inexpensive pilots, and try new things often.

• **Experiment with novel solutions to old problems.** Allow colleagues to be reenergized by giving them time to think about and try out new approaches. You may even want to designate one person per month or quarter to be the keeper of innovative ideas.
• **Reframe failure for yourself and your team.** Failure doesn’t always mean catastrophe – in fact, some failures have minimal negative impact and bring you closer to your ultimate solution.
  
  o Accept that mistakes happen and are part of the process of innovation.
  o Build in immediate feedback loops for yourself and your team when trying new things to increase opportunities for learning.
  o Condition yourself and your team to see value in learning from these types of failures and be sure to celebrate the effort as well as the results.

• **Empower your team.** Show you’re solidly committed to innovation and open to a new way of doing things.
  
  o Let them know that they have the ability to influence and contribute to the future of CVS Health by creating new services, processes, ideas, etc.
  o Create a safe environment that encourages them to present their ideas without fear of ridicule or criticism.
  o Give them time and tools to innovate, and let them know that innovation is part of everyone’s job, regardless of level or function.

• **Reward innovation in your team.** Bringing a new idea to the table can be a scary prospect for your team members. Make it easier for them to share their ideas by explicitly recognizing and rewarding innovation among your team. Consider positively recognizing effort as well as success.
  
  o Create an award, trophy, etc. for the most innovative idea.

• **Facilitate a brainstorming session.** Be sure to define and clarify the problem/opportunity, and come out with a list of ideas that you want to hone, test, and implement.

*Fosters creative thinking by bringing a diverse team of colleagues together to promote and nurture innovation*

• **Use diversity to increase creativity to tackle your toughest problems.** Studies have shown that groups with a wide diversity of backgrounds produce more creative solutions to problems than groups of people with similar backgrounds. Diversity not only means race and gender, but also diversity of thought and experience. When putting together your groups, consider asking colleagues of different functions, levels, and disciplines to participate – even consider including someone from a different part of the business. Bringing in diverse perspectives has the potential to break down assumptions that might be limiting your group’s ability to find solutions.
  
  o Reflect on the last group you worked with or brought together; how diverse were they?

• **Start small.** Very few innovations are pure breakthroughs. Most innovations are extensions of existing ideas. Give yourself and your team credit for innovations that are variations on a theme, borrowed from other fields, or putting old ideas together in a novel way. Don’t underestimate the value of ‘little i’ innovations.

• **Consider a fluid management style for ‘creative’ and ‘non-creative’ people and situations.** Many times ‘creative people will need space and time to think. When asking your team to take on a creative challenge, or when managing a colleague brought in specifically for their creative horsepower, allow them unstructured time to think, brainstorm and be mindful.
• **Bring together different parts of the business to produce enterprise outcomes.** Lead or participate in a cross-functional task force where you will interact with people from different backgrounds and areas of the organization.

**Manages through ambiguity and complexity to take calculated risks to solve problems, forge new paths for growth and/or achieve challenging goals**

• **Assess your tolerance for taking risk.**
  - Look back over your life/career and identify times when you have successfully taken a gamble or tried something new.
  - How do you handle constructive feedback or challenges?
  - How do you deal with the added stress of non-routine activities
  - What will it mean if you fail?

• **Embrace the ambiguity.** While very few people are motivated by situations that seem chaotic and uncertain, there can be great rewards to tackling the unknown. Focus on the potential payoff that can come from successfully navigating through this situation to help yourself stay motivated. Think of yourself as a trailblazer, forging new paths where no one has been before.

• **Approach the unknown with both curiosity and pragmatism.** Ask yourself the following questions:
  - What do you know about the situation?
  - How can you leverage your expertise and experience, and translate it to the current setting?
  - Where do you need to seek insight from others?

• **Seek out opportunities to gain new exposure, new insights, and new perspectives.** The more you expose yourself to things that are complex or undefined, the more comfortable you will feel operating and leading in these types of spaces. Make a list of things you can do to get that exposure that will create more insights and new perspectives, and get started.
  - Discuss with your manager different ways you can stretch and grow through additional assignments and experiences.

• **Practice dealing with ambiguity within well-defined parameters.** Lead or participate in an organization transition such as an acquisition or merger, handling ambiguous factors involving structure, systems, or processes. These transitions are often time-limited, and while they encompass large amounts of complexity, they give you the opportunity to build this capacity without committing to it forever.

• **Look for an opportunity to stretch yourself.** Increase the scope or complexity of what you are currently doing, which will take you out of your comfort zone while still needing to make decisions and effectively contribute.

**Rapidly adjusts strategy and priorities to meet changing business requirements**

• **Anticipate change.** Pay attention to myLife and other sources that will tell you what is happening in the organization and the marketplace. While some changes are hard to predict, others are easier to foresee. Think proactively about how your priorities might shift given this information, and what you can do now to get ready for that shift.
• **Prioritize your group’s projects and goals.** List all of the team’s goals in order of priority. Consider conducting a ‘start and stop doing’ exercise, listing things that you need to start doing in order to achieve your highest priority goals, and the things you will have to stop doing in order to free up capacity. Do this exercise often – priorities shift quickly. This is also useful when considering your personal workload and priorities.

• **Create and fall back on your contingency planning.** When something changes, examine your existing strategy and contingency plans. Are any of them useful for this situation? If not, go back to your initial strategy planning mindset. Given your original direction, how would you plan for this contingency? Use this train of thought to help guide you in the right direction.

• **Be straightforward with others when you must change priorities.** It can occasionally be difficult as a leader to tell your direct reports that there has been a change of plans, especially when it means asking them to change course immediately. Despite this feeling of discomfort, delaying the conversation will only put your team behind in terms of meeting this new deadline. If you feel uncomfortable with this conversation, seek out a more experienced colleague or your direct leader for advice on how to best have these conversations.

**Conveys a strong sense of urgency to drive issues to closure**

• **Urgency can be a double-edged sword.** If you fail to convey urgency, deadlines will be missed. If you convey urgency too often, people may have trouble discerning what is truly urgent, which may cause unnecessary stress and resentment. Ask yourself the following questions:
  - Do you convey urgency on the right projects?
  - Do you convey urgency on too many projects?
  - Do you convey urgency only on your own projects?

• **Give context for urgency.** When you introduce a critical initiative, new project, or urgent issue, clarify its importance to the business and your group. Be sure to give clear deadlines and expectations. When people clearly understand what actions must be taken and why, they are more motivated to achieve results.

• **Use a ranked priority list to set the level of urgency behind each piece of work.** Be transparent with your team about changes to this list, and the thought behind decisions. Include them in this process – be sure you are well aware of what is urgent for them to accomplish in order to reach their stated goals.

• **Practice managing urgency under pressure.** Take on a time-sensitive project that will force you to manage priorities and instill a sense of urgency in your project team.
Coaching Your Team:

• When colleagues want to change a work process or organizational structure, check to see if they are involving people who can help them anticipate problems or the effect that their change will have.

• Help colleagues get “unstuck” when dealing with ambiguous situations by asking them to sort information into the following categories:
  - What do I know?
  - What do I want to know and can probably find out?
  - What do I want to know but cannot find out?

• Ask colleagues if they have enough time to be creative. Innovation requires time for reflection. Guide colleagues through the innovation process by allowing them some elapsed time to return with suggestions and ideas.

• Suggest books, articles, blogs, etc. on innovation that could be read on their own time.

• Ask a high-potential team member to lead a book study on innovation.

Learning and innovation go hand-in-hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow. – William Pollard
Delivers Results
Creates an environment of shared accountability to deliver outcomes that make a difference

Makes Sound Business Decisions – Collaborates with others to make timely and well-informed decisions that advance priorities, capitalize on new opportunities, and resolve problems

- Asks the right questions to get to the root cause in order to define problems before moving to solutions
- Makes fact based decisions that balance analytic insights with personal experience
- Seeks input from people with relevant knowledge and expertise to make timely and well informed decisions
- Takes risk and shifts courses of action when necessary
- Determines course of action even when based on incomplete information, precedent or in the face of uncertainty

Context:
Making timely, sound business decisions requires a balance of analysis, intuition, experience, and judgment. It means operating comfortably in an environment where ambiguity and uncertainty are the norms, and where there is no precedent for much of the work we do. None of the decisions of our business can be made in a vacuum, so the abilities of engaging others, soliciting feedback, and working collaboratively towards a common goal are critical. The strength of the decisions of our leaders translates directly to the strength of our company.

Derailers:
- Avoids risk and exposure
- Perfectionism; waits too long for all of the data or needs to always make the “right” decision
- Unwilling to seek others’ insight and opinions
- Undervalues data
- Freezes without a clear plan
- Easily intimidated
- Makes decisions too quickly based on impulse or emotion

Take Action:
Asks the right questions to get to the root cause in order to define problems before moving to solutions

- Take the time to locate the essence of the problem. Leaders often don’t take enough time or ask enough questions to truly understand the essence of the issue or opportunity at hand. It is easy to focus on desired outcomes or solutions, and work backwards towards the problem. In order to be able to move through complex and ambiguous situations, it is important to discipline yourself to take enough time to fully understand the essence of the problem at hand before moving to solutions.
• **Use an established technique to help you get to the root cause of the issue.** Create a Fishbone diagram (also called an Ishikawa diagram) to help map and understand more complex issues, or use the “5 Whys” technique to help you come up with multiple underlying causes of your issue. To do this, first describe the problem in a statement, and then ask yourself why this occurs. After you answer that first question, continue to ask and answer the question ‘why’ for a total of five times until you get to an underlying cause. See how many underlying causes you can come up with, and look for commonalities and patterns within these to help inform your eventual solution.

• **Recognize the broader implications.** Be sure you know the answers to the following questions prior to making a judgment or decision. If you cannot answer these completely, you may be looking at the situation too narrowly.
  - What is the ‘big picture?’
  - Are there larger, strategic issues at stake beyond the immediate circumstances?
  - Are there people implications?
  - Are there political or regulatory issues involved?
  - How will this decision affect the customers/clients?

• **Develop your ability to wait.** Develop your emotional maturity to be able to tolerate ambiguity until the right answers emerge versus forcing things with quick, decisive, and often misinformed, actions. Practice:
  - Seeing an array of possibilities in the situation before you that both concern and excite you
  - Recognizing and accepting how people are feeling, both positively and negatively, about the situation

• **Get involved in a fix-it or turnaround situation.** You can’t fix a problem if you don’t know what it is. Avoid jumping right in and make sure that you fully understand all of the reasons why this situation needs fixing or turning around. Be careful of acting on only your assumptions or on hearsay without assessing the situation yourself.

Makes fact based decisions that balance analytic insights with personal experience

• **Check for common errors in thinking.** Ask yourself these questions about your decision-making skills:
  - Do I present opinions or assumptions as facts?
  - Do I tend to attribute cause and effect to relationships when in fact I don’t know if one actually causes the other?
  - Do I tend to generalize based on a single example, without knowing if that example is truly representative of the norm?

• **Know your biases.** Everyone has biases, beliefs, opinions, and favorite ways of doing things that influence the way we think. The key is to not let them affect your ability to make objective decisions. Before making any large decision, do a quick inventory of potential biases that may be coming into play:
  - Am I playing favorites?
  - Am I avoiding certain topics, people, groups, or functional areas due to inexperience or discomfort?
  - Am I falling back on my favorite solution too often?
• **Draw on your experience.** Identify situations you have faced before that are similar to the one you face now to look for insight and ideas. What worked in the past? What options did you have then? How could this be adapted and applied to today’s situation?

• **Avoid decisions based on emotions only.** Emotions play an important part in the decision-making process. Your emotions and the emotions of others signal how important an issue is. Try to be aware of when your emotions are playing too large of a role in your decisions by looking at the situation from a third party perspective.

• **Analyze the data.** Collecting relevant information is important in the decision-making process, but collecting it is not enough. Research shows that collecting data tends to raise your confidence in the decision making process, but it doesn’t actually help you make better decisions unless you analyze the data. To evaluate your skills, do a post-mortem on one of your recent decisions that did not turn out so well. Ask yourself:
  - What information was missing from your decision-making process?
  - Where were there errors in thinking or information?
  - What action did you *not* take that might have helped?

• **Use decision-making tools to increase accuracy.** If you feel more comfortable when you have a tool to leverage, consider such tools as a Force Field Analysis, SWOT, PESTEL, and Ansoff Model Analysis.

*Seeks input from people with relevant knowledge and expertise to make timely and well informed decisions*

• **Pay attention to the emotional landscape of situations; address and integrate multiple and opposing points of view.**
  - Involve key stakeholders. Involving the right stakeholders at the right time is the best way to gain their support and to successfully execute an informed decision.

• **Assemble a team to brainstorm solutions.** Enlist people with diverse functional backgrounds and experience to brainstorm potential positive and negative effects of decisions or actions. Consider including your team, your peers, and other leaders to broaden the scope of the team.

• **Test your decision with a trusted colleague before making it public.** Give people permission to give you honest feedback. This may not feel comfortable at first, but it is essential to get this type of feedback.

• **Do an assessment of your ability to make timely decisions.** Do you make decisions slowly? Too quickly? Do you hesitate in some areas and push ahead in others? Do you get lost in ‘analysis paralysis,’ or have trouble meeting deadlines? Think carefully about whether any of these potential issues apply to you and face them head-on. Identifying your bad habits is the best way to begin changing them.

*Takes risks and shifts courses of action when necessary*

• **Assess your tolerance for risk taking.** Look back over your life/career and identify times when you have successfully taken a gamble or tried something new. Look for patterns and areas where you can either push yourself to take more risks or think harder before taking risks. Ask yourself:
  - How do you handle criticism or challenges?
  - How do you deal with the added stress of non-routine activities?
o What will it mean if you fail?

• **Determine the business reason for change.** Start with understanding why being versatile in your area is important and identify the driving force behind the need to change course. Your team members will be more likely to adapt quickly if they understand the business need for the shift.

• **Take on a tough negotiation.** Handling a tough negotiation with an internal or external client or customer will give you the experience to help you make tough choices, take risks, and, if needed, change your approach when you feel as though you’re hitting a wall. Ask for feedback to enhance your learning.

• **Protect your team when they take risks.** Recognize what is at stake and make sure people, especially project leaders, are protected and rewarded for taking calculated risks. You can serve as a buffer for your team members. If they trust you to be that buffer, they will be more likely to take those risks that can produce great business results.

_Determines course of action even when based on incomplete information, precedent or in the face of uncertainty_

• **Let go of perfection.** You may never have 100% of the data, and it is impossible to be correct 100% of the time. Practice making small decisions with little to no information and build up to larger decisions. Learn to trust your intuition.

• **Determine the risk of a potential mistake.** All mistakes are not created equal. When making a decision, work to better understand the potential consequences of a mistake by asking yourself ‘will this mistake materially affect the outcome?’ Carefully distinguish between mistakes that will materially alter results achieved and those that will not.

• **Convey your intentions.** Even if you don’t have all of the answers, you can still move forward. Speak honestly with your team about what’s going on; share what you know and what you don’t know. If you don’t have a set plan, share your intention about what you’re aiming for, and how it supports the ultimate goal or purpose. Understanding these intentions can energize and align your people, and they can in turn help you formulate a more concrete plan.

• **Find a mentor.** Seek out a model decision-maker and ask that person to mentor you with regard to decision making. Periodically review decisions with him or her by sharing your thought process with them. Ask them to review their decision-making rationale with you.
Coaching Your Team:

- Encourage colleagues who have difficulty making decisions to keep a log of all work-related decisions they make for three to six months. Review and discuss their track record with them. The purpose is to illustrate to them that most of the time, they are making good decisions, and that most obstacles that arise can be made to work out.

- Ask colleagues to walk you through the logic of their decisions. Listen to see if there are any underlying assumptions or biases that they might be using and offer feedback accordingly.

- Ask colleagues to think about how they make decisions. Do they tend to decide on their own, or to consult other individuals or groups of people? Encourage them to broaden their approach, and to think critically about which approach is appropriate for the situation.

- Engage your direct reports in a conversation about root causes related to the work they are doing. Test their understanding of the root causes of the situation or issue they are working on, and if necessary, employ the ‘5 Whys’ exercise with them interactively to model ways to better assess the issue.

- Coach team members to understand and apply best practice decision making methodologies, techniques and principles. Encourage them to develop capabilities related to analysis, alternatives, development in information gathering and building appropriate assumptions.

You’ll never have all the information you need to make a decision. If you did, it would be a foregone conclusion, not a decision. – David J. Mahoney Jr.
Delivers Results
Creates an environment of shared accountability to deliver outcomes that make a difference

Ensures Outcomes – Collaborates with others to consistently deliver results that make a difference

- Works collaboratively to create clear goals, accountabilities and outcomes
- Holds self and colleagues accountable for delivering results
- Orchestrates the pace and process of change to ensure delivery of outcomes
- Ensures that others have the resources, information, authority and support needed to execute initiatives
- Partners cross-functionally and across the enterprise to achieve individual, team or shared goals
- Knows how to get things done through formal channels as well as relationships with colleagues across the organization
- Takes pride in personal, team and enterprise outcomes

Context:
Understanding the drivers of clear goals, accountability and outcomes is an essential part of a leader’s role, but is only part of the equation. It is more than just the results we deliver – it’s about how we deliver them. Developing a clear understanding of the purpose of the work and what outcomes will make everyone proud, collaborating together, and caring and trusting is the other half of the equation. Valuing both “what” results we deliver and “how” we deliver them is the true essence of a great leader.

Derailers:
- Unable to deploy the necessary resources to deliver on plans
- Uncomfortable giving feedback
- Prefers to ‘do’ versus ‘lead’
- Micromanages
- Disorganized or just throws work at people without proper thought
- Fails to set clear goals and responsibilities
- Unwilling or unable to engage cross-functional partners

Take Action:
Works collaboratively to create clear goals, accountabilities and outcomes

- Work with your team to create SMART goals. It can be difficult to drive forward when you don’t know where you’re going, or what’s expected of you along the way. Use the following formula to ensure that the goals you and your team set are clear and leave no room for misunderstanding:
  - S: Specific
  - M: Measurable
A: Achievable
R: Relevant
T: Time-bound

Consider your goal. Will you and your team be able to reach it without significant collaboration from other parts of the organization? If the answer is no, identify the other functions that you will need to work with, and engage them early.

- Ask them to join you in planning sessions to ensure that their group is aligned with the volume and timing of cross-functional work required to meet your goal.

Develop a list of people who have a shared goal or common interest.

- Schedule meetings, conference calls to advise and share upcoming events, key milestones, and progress-to-date and current challenges.

Track instances of confusion or inadequate direction. If you spend a lot of time clarifying instructions, restating goals, or re-setting expectations among your team members, you may want to try a tracking exercise to see how you can improve.

- During the course of a project or assignment, keep a log of any times there were unclear accountabilities or inadequate direction.
- Include the cause of each misunderstanding and reflect on how you as a leader can improve in the future to avoid these situations.
- Consider asking your team for feedback if you find yourself struggling with giving direction and guidance.

Holds self and colleagues accountable for delivering results

- Learn the difference between ensuring accountability and micromanaging. Focus on results instead of insisting that the results are achieved in the exact same way that you would go about doing that specific task.

- Hold people accountable for the right things. To hold people accountable, you must hold them responsible for making decisions and getting results appropriate to their level of authority. If they do not have the authority to make a certain decision, or are functionally only able to affect a part of the outcome, make sure that you are only holding them accountable for what they themselves are able to influence or control.

- Regularly measure progress. Hold regular progress update meetings or ask for regular progress reports from your team to ensure goals are on-track for delivery. Let your team hold you accountable for your part of the work as well by sharing your progress updates with them.
  - Revisit priorities. What has changed or dropped off? If something is added, what can be stopped or moved?

- Own up to your own mistakes. Mistakes are a part of life and therefore a part of business. Model accountability for your team by taking responsibility for your mistakes, and by demonstrating how to limit damage by being open with others who are affected by that mistake. Most importantly, create a culture of learning instead of blaming by publicly sharing what you have learned from your mistake, and then moving on.

- Don’t shy away from giving feedback. Learn how to give constructive feedback in a timely manner so that your team can course-correct when necessary to ensure goals are being met. When giving feedback regarding a mistake or issue, keep your comments focused on the issue instead of on the person. Keep in mind that specific, factual, in-the-
moment feedback is much more likely to be impactful than feedback delivered days or weeks later. Test yourself by volunteering to work on a project that involves looking at performance results and take responsibility for delivering feedback to those involved.

*Orchestrates the pace and process of change to ensure delivery of outcomes*

- **Learn as you go.** Goals, projects, circumstances, and situations change quickly, and often in new and unexpected ways. Don’t let the fact that you haven’t dealt with a specific situation stop you from moving forward. Define the issue and goals quickly, break the work into incremental steps, and get moving. Expect that the plan may change and that you may have to adjust quickly as you push forward towards the new solution.

- **Keep the process moving.** Check in on progress regularly with your team and come up with a framework for how to deal with deadlines that may be missed.
  - If set deadlines are being missed regularly, ask the accountable member of your team to assess the reasons why and share a plan to get back on track.
  - If a deadline is in danger of being missed, partner with your team to put together a plan to mitigate that danger. If you use this as a tool instead of a punishment, your team will be more likely to be up front about deadlines that are in danger. This way you can think of solutions as a team and remove roadblocks if necessary.

- **Keep your team moving at the speed of the business by adapting quickly.** If you are up-to-date on the general marketplace in which CVS Health operates, you may sometimes be able to anticipate changes that will affect your team. However, even the most well-informed person will have a surprise or two during their career.
  - Practice staying calm under pressure, and focus on what tasks are ahead of you and your team. Demonstrating this quality to your team will help them to mirror your reaction and get on to new solutions without spending too much time feeling frustrated or unsettled by the change.

*Ensures that others have the resources, information, authority and support needed to execute initiatives*

- **Find the appropriate decision makers.** In each situation, think about whom is the appropriate decision maker. In action, this is more than delegation – it is accurately identifying who wants to be involved, and who will bring ownership and pride to the task, project, strategy, etc.
  - Ensure they have what they need to be accountable for the outcome.

- **Evaluate how much responsibility and authority you should give each team member.** Your team needs to feel that they have the latitude to get their work done without having to come to you for approval on every single step. Make a list of different levels of authority and assign that level to each team member as you see fit. Use the list to hold yourself accountable if you start to overstep. Consider the following levels of authority as suggestions when creating your list:
  - Proceed without approval
  - Proceed and inform leader of actions
  - Obtain approval before proceeding
• **Be accessible to those who might need you.** One of your primary leadership responsibilities is to be available to answer questions, address concerns, and generally support your team.
  
  o Set up regular meetings with your team to answer questions and get updates on their work.
  o Keep your calendar up-to-date so your team members can schedule time with you if needed outside of their regular meetings.
  o Make time for unscheduled contact with your team by walking around the office, asking how things are going and how you can help.
  o Be sure to include your remote colleagues in these activities and encourage them to contact you in between meetings if needed.

• **Consider current workloads when faced with new work.** When new projects, assignments, or issues arise, think carefully about the resources that your team will need in order to execute on this work, especially given their current workload. If you are unsure of what resources they might need, bring them into the conversation.
  
  o Be realistic about expected funding or headcount before you make any firm commitments or set deadlines.
  o Make sure this is an ongoing conversation with your team. You will not always be able to give them all the resources they want, but you should always strive to give them what they need to complete their work.

*Partners cross-functionally and across the enterprise to achieve individual, team or shared goals*

• **Develop relationships with the leaders of the groups that affect and are affected by your group’s work.** Ask your team members to do the same with their counterparts. This will help ‘set the stage’ for open sharing of information and successful partnerships.

• **Set up regular meetings with your cross-functional partners.** Things like status updates and evaluating how things are working between the groups are best addressed regularly. It is important to keep these meetings, even if you are pressed for time, so that you can establish a strong working relationship. It is difficult to maintain a good relationship if you only speak when there is a problem to be solved.

• **Think about providing help when working cross-functionally.** Don’t just ask your cross-functional counterparts for something; think about how you can also provide expertise, advice, or help. Be sure that you are providing your partners with all the information they need, and work to see the situation from their perspective. Try to find common goals or outcomes that will benefit the entire enterprise when engaging other teams.

*Knows how to get things done through formal channels as well as relationships with colleagues across the organization*

• **Identify key players and their informal roles within the organization.** Think about the organization, and identify the people who play informal roles like ‘gatekeepers’, resisters/stoppers, guides, and ‘movers and shakers’.
  
  o Examine the patterns of the ‘movers and shakers’ for insight about how to get things done through informal channels.
  o Seek out the ‘guides’ and ‘gatekeepers’ and try to avoid or go around the stoppers.
• **Take the time to observe and learn the enterprise.** CVS Health is a complex organization, and it will take time and deliberate focus to fully understand both the formal and informal structures.
  
  o Take note of not only what is happening ‘front and center’ in the work, programs, initiatives but also what’s happening in the background. Observe and learn the intricacies that exist in all structures.
  
  o Block time in your calendar to learn about different parts of the enterprise. Apply what you’ve learned to find more efficient ways of getting things done.

• **Be patient.** It is important to balance driving your projects forward in a timely manner with the time it takes to move initiatives forward within the organization. It may not matter if you know all of the formal and informal channels to get something done if you are unwilling to wait until the major gatekeepers can actually pay attention to your needs.

*Takes pride in personal, team and enterprise outcomes*

• **Find connection.** Figure out what makes you most proud and ask your team to do the same. A simple question to ask yourself and your team: In 1 year, what will make me/us proud?
  
  o As a group, create unity of purpose, meaning from shared goals and plans around specific work.
  
  o Decide how your team’s work leads to that feeling of pride and purpose. For many people, CVS Health’s purpose of helping people on their path resonates deeply. How does your work contribute to the organization’s ability to help even one person on their path to better health?

• **Publicly celebrate wins.** Express your pride in the work of your team, function, or in CVS Health.
  
  o Think about ways to express this in conversation, team meetings, team building activities, or even special celebrations like a lunch or early dismissal.
  
  o Regularly discuss team “wins”
  
  o Create a “pride” wall for the team to share the work that makes the proud.
Coaching Your Team:

- When a team member gives external reasons or obstacles to explain why goals actions, or results were not achieved, ask him/her what could have been done differently to overcome them.
  - Listen
  - Asking probing questions
  - Create an action plan for learning
- Work with your direct reports to understand and dissolve the “us versus them” mindset that can occur between business units, departments, functions, etc.
- To help colleagues consider other areas of the business in their plans, ask your direct reports the following questions:
  - Who have you thought about including from outside our department?
  - Who do you know in that area of the business?
  - How are you planning on making sure that they get the information and updates they will need throughout the process?
- Encourage colleagues to think about and check action items before they leave meetings. This can be to help them check their understanding of their own accountabilities and to remember to be explicit about their expectations of others.
- Resist taking responsibility for your team members’ decisions. Avoid second-guessing, taking over, or immediately suggesting alternative strategies. Instead, provide feedback and use thoughtful questions to help colleagues evaluate their own decisions.

To conquer frustration, one must remain intensely focused on the outcome, not the obstacles. – T.F. Hodge
Leads Others
Engages, inspires and develops others to fulfill our purpose

Builds High-performing Teams – Creates an environment where team members have the opportunity and freedom to perform at their best

- Identifies and selects the best talent with a range of diverse backgrounds and experiences
- Conveys confidence in others ability and desire to do their best
- Gives team members responsibility and accountability and steps back to let them do their work
- Reallocates people and resources appropriately to deliver on priorities
- Rewards and recognizes colleagues who deliver results and demonstrate our values

Context:
Great teams don’t just happen. Building them requires attention and intention, starting with hiring the best and most diverse talent. Teams require a shared purpose, vision, operating practices, and excellent communication skills. They require the appropriate time, resources, and autonomy to grow and create significant outcomes. As a leader, you set the tone and environment for your team to become greater than the sum of its parts.

Derailers:
- Hires too much in own image, or only from one type of background
- Emphasizes individual results and outcomes over team results
- Unclear about team purpose and goals
- Uncomfortable with conflict
- Has difficulty motivating others
- Does not easily build relationships

Take Action:
*Identifies and selects the best talent with a range of diverse backgrounds and experiences*

- **Fine tune your interviewing skills.** Structured interviewing methods such as Behavioral Event Interviewing have been shown to produce better talent selection results than non-structured interviews.
  - Speak with your Talent Acquisition or HR Business Partner to learn more about Behavioral Event Interviewing and available interview guides.
- **Practice those interviewing skills.** Interviewing candidates for positions you are very familiar with is easier than interviewing for positions you don’t know as much about.
o Volunteer to interview candidates for positions that will not report directly to you. Be sure to ask the hiring manager what he or she is looking for in a candidate and consider interviewing them for some of our leadership competencies.

- **Hire complimentary, not identical, talent.** Carefully consider the strengths and areas of opportunity of both yourself and your current team. Are there areas or skill sets that you shy away from? Tasks with which you regularly need help?
  o Consider hiring someone who is strong in those areas to compliment your existing team.

- **Take stock of the diversity of your team.** Bringing together diverse skill sets and backgrounds will not only make your team more balanced, but will also broaden the scope of the team’s perspective and thinking.

- **Identify and set reasonable hiring standards.** Making a hiring decision too quickly or too slowly will make the probability of future issues much higher. Don’t assume that anyone can learn the job, or that filling the role is better than an open seat. Conversely, don’t hold out for perfection so long that you lose a very good candidate – your perfect candidate may not exist! A good rule of thumb is to look for candidates who have around 80% of the skills that you are looking for (around 70% for internal candidates) – it may be extremely difficult to find a 100% match.

- **Surround yourself with talent.** Some leaders hesitate to hire ‘A Players’ for fear that they will be overshadowed, or that their hire will eventually leave your team.
  o Don’t let insecurity keep you from making a great hire. In fact, bringing exceptional talent into the organization and succession planning are two of your responsibilities as a leader.
  o Surround yourself with the best people and build your reputation as a magnet for superior talent.

*Conveys confidence in others’ ability and desire to do their best*

- **Be explicit.** If you are entrusting a critical task to a team member because you are confident that they are up to the challenge, tell them. If you are counting on your team to pull together to create solutions to a difficult problem, knowing that their desire to do a great job will create a good outcome, share that feeling in a meeting. Leaders often make decisions like these because they have confidence in their teams, but this can be lost in translation if it is not made clear to the team members themselves.

- **Assume ability and desire.** When a team member makes a mistake, it can be tempting to write off the occurrence by thinking that your team member either doesn’t care or is incompetent. Instead, talk to your team member about the mistake in a way that assumes that he is both competent and cares about the outcome unless you are explicitly proven otherwise. This not only conveys your confidence in your team member, but it will allow you to fully investigate and understand the root of the mistake.

*Gives team members responsibility and accountability and steps back to let them do their work*

- **Focus on clear expectations right from the start.** When giving responsibility to a team member, setting and communicating clear expectations, priorities, outcomes, levels of authority, decision making and deadlines at the outset is very important.
Unanswered questions about these aspects of the work or lack of clarity will only lead to confusion, miscommunications, and delays down the line.

• **Match the responsibility to the team member.** Delegate work and assign responsibilities that will either compliment your team member or will stretch them in a realistic manner.
  - Think about whom is the appropriate decision-maker in each situation. This is more than delegation; it is accurately identifying who wants to be involved and who will bring ownership and pride to the work.

• **Agree on the ‘what’ and the ‘why’ – leave the ‘how’ up to your team.** One particularly difficult piece of leadership to perfect, especially at the beginning of your leadership career, is allowing your team members to go about their work in ways that differ from how you would tackle the same task. If you and your team are clear and share a common vision of what needs to be accomplished and why it is important, allow them the space to use their own methods to get to that shared goal.

• **Let your team members make decisions.** To hold people accountable, hold them responsible for making decisions appropriate to their role. By allowing your team members to make decisions and deal with the consequences, you are allowing them to develop their decision skills and helping them to understand the implications of their decisions.

• **Delegate effectively.** Think carefully about the skills, knowledge, and experiences of your team members. Align those with critical pieces of your deliverables and delegate appropriate work to those team members. Be sure to create clear accountabilities, levels of authority, and lines of sight towards the larger goal. This way, you can get the most out of one of your most valuable resources – the people on your team.

• **Get feedback from your team.** Ask colleagues for specific examples of situations where they would like more or less autonomy and/or responsibility. Be sure to act on their feedback.

*Reallocates people and resources appropriately to deliver on priorities*

• **Create a strong plan and rework it when priorities shift.** Consider breaking down large, complex projects into smaller tasks in order to better appreciate the resources required.
  - Think carefully about the resources you have, what you need and who controls those resources.
  - Separate ‘mission critical’ work from trivial work and be sure to engage your team to validate your ideas before setting a plan. If you often have to shift resources, consider setting aside a small chunk of time each week specifically to review and reevaluate your resource plan.
  - Think about how you can partner across boundaries to take care of some of your resource needs while also contributing to enterprise outcomes.

• **Work with what you have.** There are not many organizations in which resources are unlimited. CVS Health is no different.
  - Think carefully about how to optimize the resources you already have.
o Be sure to involve your team in these discussions, and carefully manage the expectations of your stakeholders regarding to end product and timing.

o Don’t let the fact that you don’t have all the resources you would like keep you from getting started.

• **Learn new ways to gather resources.** It can be easy to get stuck in a rut by always turning towards the same, reliable resources. However, this won’t always work.

  o Seek out a colleague who is adept at getting needed resources and observe their methods.
    ▪ How do they negotiate for resources?
    ▪ How do they speed requests through internal processes?
    ▪ How do they leverage their network?

*Rewards and recognizes colleagues who deliver results and demonstrate our values*

• **Recognize successful projects as well as successful individuals.** When recognizing the success of a project, be sure to specifically recognize the contributions of the individuals who made that outcome possible, no matter how small. This reinforces the message that both team outcomes and personal contributions are valued.

• **Create a culture of recognition within your team.** Make recognition a standing agenda item at your team meetings, nominate a team member for a Breakthrough Award, or leverage the Values in Action system. Informal recognition is just as important as formal recognition. Make it a point to thank your team members regularly for their contribution. Saying a simple ‘thank you’ or ‘good job’ goes a long way when it is sincere and comes from a leader.

• **Tie recognition to our company values as well as to outcomes.** This means recognizing when colleagues demonstrate caring and accountability as well as hitting their performance metrics. If you have trouble identifying what demonstrating our values might look like on your team in real-time, brainstorm actions your team members can take that demonstrate our values and use that list as reference. Think about what a person on your team might do to demonstrate the following:
  o Innovation
  o Collaboration
  o Caring
  o Integrity
  o Accountability

• **Make recognition public.** Make the success of your colleague’s visible to one another, to the broader team, and when appropriate, to the entire organization. People appreciate a sincere and specific ‘thank you,’ and many will appreciate having someone act as an advocate to make their accomplishments known on a larger scale.

• **Tailor recognition to your team.** While many people appreciate public recognition, some colleagues may not be comfortable being in the spotlight. Ask your team how they like to be recognized. One size does not necessarily fit all.
Coaching Your Team:

• Provide feedback to colleagues who may be unintentionally insulting, ignoring, or disrespectfully treating others who are different from them. It is your responsibility as a leader to facilitate a safe workplace for all individuals.

• When a member of your team is hiring a new colleague, resist the temptation to share your feedback on the candidates first. Ask your team member responsible for hiring to share his or her thoughts before you share yours. This will encourage them to make a selection based on their feedback, not yours.

• Share with your team members the concept of “Lead versus Do.” Help them to understand the difference between leading work and doing the work, especially if leading work is new for them. Help your leaders find the balance.

• Encourage colleagues to keep a running priority list in a format that is easy to edit (for example a whiteboard or an electronic document) to emphasize that these are expected to change. Ask them to evaluate and update this list daily and to consider resources including time, headcount, and funding for each priority as a percentage of the whole pool of resources available to them. This will provide a visual representation that they cannot spend 60% of their time on each of three priorities and may need to redistribute resources appropriately.

Coming together is a beginning. Keeping together is progress. Working together is success. – Henry Ford
Leads Others
Engages, inspires and develops others to fulfill our purpose

Impacts and Influences – Aligns others around the purpose in order to gain support and commitment

- Actively develops open and trusted relationships across the organization
- Involves and creates synergies with others whose input and collaboration is critical to achieving targeted outcomes
- Seeks to understand and appreciate the perspectives of colleagues and stakeholders who have a range of different thoughts and experiences; suspends judgment before taking action
- Reads others accurately and addresses their unstated concerns, interests, and levels of commitment
- Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders

Context:
No man is an island, and nothing great is ever accomplished within an organization without the involvement of others. This means working with others to uncover meaning, aligning around the purpose of the work and finding solutions that positively address stated or unstated concerns is critical to influencing and impacting. Superior performing leaders consider that we influence each other and know success is from and for their team, customers/clients and for the organization.

Derailers:
- Failure to align around the real purpose of the work
- Focuses only on person or own team’s interests
- Has trouble building relationships
- Does not listen to or effectively respond to objections
- Defensive in the face of criticism or disagreement
- Believes that using a standard approach to influencing is appropriate in every situation
- Relies solely on formal authority to expedite decisions

Take Action:
Actively develops open and trusted relationships across the organization

- **Maintain contact with people across the enterprise.** Keep in touch on a regular basis with people you know and meet through work so it doesn’t feel like you only reach out if you need something. If you have trouble remembering to connect regularly, try scheduling time to get together or setting a calendar reminder to reach out.

- **Get to know new people.** Broadening your network may sound intimidating, but it can be as simple as making an effort to sit with different people at meetings. By sitting next to someone new, you signal your openness for conversation and exchange of ideas.
• **Develop two-way relationships.** Make the relationship beneficial to both parties by sharing information, supporting one another, and assisting each other as needed. By making these interactions work both ways, you also avoid being seen as only sharing information or making requests for your own personal gain.

• **Follow through on commitments.** The best way to gain another’s trust is by following through on commitments. While it can be easy to consider these commitments to be outside the scope of your normal role and therefore not as important, it is critical to reframe honoring these commitments as part of your professional development.

• **Connect with people at all levels of the organization.** While it can be tempting to only forge relationships with people who hold positions of authority above us, it is important to remember that it takes people at all levels to make this organization run effectively. Having relationships at all levels of the organization will not only allow you to gain support from those levels (grass roots vs. top-down), but will also give you a built-in feedback channel to better understand how your decisions as a leader affect those at different levels.

• **Put yourself in a situation to learn more about your colleagues.** CVS Health is a large organization and it’s not always easy to meet colleagues from other areas of the business. Get to know more of your fellow colleagues by joining a CRG or getting involved in a volunteer event. These informal connections can form the starting point for trusted relationships.

Involves and creates synergies with others whose input and collaboration is critical to achieving to targeted outcomes

• **Identify who needs to be involved in order to achieve your outcomes.** Think about which functions, teams, and individuals are critical enablers and decisions makers that will help you get to where you need to go, and engage them. Consider the following categories when asking people to collaborate with you:
  o Thought Partners – people and groups whose input will allow for the best possible strategies and outcomes
  o Execution Partners – people and groups whose expertise and functional spans of control are essential for bringing your project to life (think IT or Operations, for example)
  o Sponsoring Partners – people and groups who have sway within the organization and whose support can help move your initiative forward

• **Look outside of your immediate work environment for partnerships.** Consider engaging with people who contribute to the same core business as you do or with people who support a different core business but in a similar function. Cross-functional synergies will allow for broader ideas and more support across the organization.

• **Start collaborating early.** People tend to have a higher level of interest in progress and outcomes when they are involved from the beginning. Bringing in others early allows them to feel ownership and pride for the project, and they in turn help to build organizational support.
Seeks to understand and appreciate the perspectives of colleagues and stakeholders who have a range of different thoughts and experiences; suspends judgment before taking action

- **Talk to your stakeholders regularly.** Stay on top of their situations – what they need and want, their plans, current activities, how your actions affect them, etc. Listen and identify the following:
  - What is important to them?
  - What are their main concerns?
  - How do they hope to benefit from the work you are doing?

- **Seek out a dissenting voice.** In an organization as large as CVS Health, there will always be one person or group that either disagrees with your plan or has reservations. Don’t avoid dissent – seek it out and learn more about it. You may find that you wish to make changes to your plan after gaining further insight. At the very least, you will better understand the impact that your plan has on the enterprise, and you will be better prepared to address any concerns.

- **Remember the human element.** To really understand a full range of perspectives, it is essential that you see others as equals, no matter their title. Each colleague and stakeholder with whom you interact is a unique person who, like you, has their own range of strengths and weaknesses.

- **Fully consider the impact of new strategies and major decisions.** Identify and seek out the individuals and groups who will be affected. Learn more about their work so that you can fully understand the potential impact. Share your initial thoughts with other groups’ leadership, where appropriate, and ask for feedback. Keep them informed of any decisions as they are made.

- **Avoid passive acceptance of the status quo.** Use questions, critical analysis, probing, etc. to ensure that you fully understand others’ perspectives. Don’t take it for granted that people actually agree with you without doing some digging. Share your thoughts openly to ensure that they understand your perspective as well.

Reads others accurately and addresses their unstated concerns, interests, and levels of commitment

- **Open the door to confirm your ‘read’ on others’ concerns.** To ensure that you are correct about others’ concerns, don’t leave things unstated. Try asking direct and tactful questions or offering hypotheses as a way to open the door for others to openly express their concerns. Follow these with respectful silences and without judgment to make people feel comfortable being open with you. Think about the following prompts to help facilitate these conversations:
  - What’s the impact to your team if we proceed with this?
  - What’s the worst-case scenario for you if we move forward with this?
  - If I were in your role, I know I would be concerned about ________.
  - I imagine that if we go this route, your team might experience ________.
• **Practice reading the landscape.** If you feel like your antennae aren’t picking up on cues to help you read others effectively, practice your observation skills. Learn how to recognize how people are feeling, both positively and negatively.
  - Pay attention to non-verbal behaviors and what they may signal – i.e. leaning forward in a chair signals interest, while crossing of arms usually means defensiveness or a lack of engagement.
  - Think about people’s word choices and speech patterns – do they focus on taking action, on concepts, or feelings? Once you have some hypotheses, test them out by trying to anticipate what people will say or do based on these clues.
  - Keep practicing until you feel more confident.

• **Give yourself a leg up by anticipating the positions of others.** If you have an idea of what reactions might be to your idea or proposal, you may have an easier time addressing concerns and leveraging positives.
  - Consider what you already know about your stakeholders’ reactions to past situations, good and bad. Does any of that apply?
  - Consider categorizing your stakeholders – who do you think will support your idea? Be neutral towards it? Try to block it?
  - List reasons why you think someone will block the idea and prepare yourself for those reactions.

• **Expect and deal with emotional reactions.** It is very tempting to try to leave emotion completely out of business decisions and go straight to action, but you likely won’t get very far.
  - Deal with the emotional reactions you face by understanding and acknowledging objections. You may need to allow for some emotional venting. Once the emotions have calmed, you will have the opportunity to bring logic back to the table. By addressing and listening to emotional reactions, you are much more likely to have a partner willing to look for a solution than if you had ignored the emotions.

• **Get involved with change.** Join or lead a team that is managing a change initiative. This will force you to practice balancing stakeholders and addressing concerns and different levels of commitment.

*Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders*

• **Look for commonalities across stakeholder groups.** Think about the expectations that each stakeholder group has of your team and about the expectations that are put onto that stakeholder group. For example, some groups are measured on speed and accuracy of delivery, while others have more flexibility on timelines due to the strategic nature of their work. Some groups will expect you and your team to produce exceptional services, while others will be more focused on organizational growth, or cutting costs. Try to find a common thread across your stakeholder groups to help bring your solution together.

• **Focus on purpose and strategy.** Sometimes your stakeholders will have opposing needs and it will be up to you to find a way forward. Your stakeholders will
understandably be focused on the impact to them and their groups. Shift the focus instead to the strategy at hand and the purpose of the work.

- Ensure that they see the benefit to the broader organization. You may never get to perfect alignment, but at least you can help your stakeholders understand why you are pushing for a specific objective.

• **Stay impartial.** Be sure that you are balancing needs of stakeholders based on what is best for the enterprise, not on which group is easiest to work with, or which individual you have a relationship with. If you can stay true to this ethos, you will be seen as a fair judge and people will come to accept that your recommendations always have the enterprise’s best interests at heart.

• **Monitor changes in your stakeholder groups.** Priorities shift, teams bring on new people, and viewpoints change. Don’t assume that the position your stakeholders take at the outset of a project will stay static. It is important to continually stay connected with your stakeholders, and keep an eye out for changes.

• **Work on enterprise projects.** Volunteer to work on a team tasked with finding a way of aligning processes or systems across the enterprise. Practice your skills to best understand the perspectives of the different business units and find solutions that will work for everyone. Expect resistance to your ideas and work to bring stakeholders together around our shared purpose.

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**Coaching Your Team:**

• Bring a colleague to a meeting with you where they can see influence tactics and strategies in action. Debrief the meeting afterwards to discuss what they observed.

• Provide feedback to colleagues on the influence tactics that you observe them using. Remind them that logical reasoning is only one tactic of many available choices.

• When your team members approach a new project or proposal, be sure to discuss their intended stakeholder’s interests and ‘hot buttons.’ Ask your colleague for their perception first, and then add your thoughts. Discuss how you each came to your conclusions if your perceptions differ.

• Introduce your team members to influential or well-connected colleagues here at CVS Health. Be clear that this is an effort to help your team members build their network.

• Provide feedback on non-verbal behaviors that may be diminishing their attempts to influence.

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*The key to successful leadership today is influence, not authority.* – Kenneth Blanchard
Context:
Passion for our purpose fuels much of our work at CVS Health. For leaders, instilling excitement and pride surrounding the work your team is doing is essential — not only for the team members’ personal fulfillment, but also because highly engaged teams drive better business results. Engaged people go the extra mile, they put in the extra effort, and they feel personally responsible for helping every person on their path to better health.

Derailers:
- Treats everyone the same; uses a “one-size-fits-all” approach to motivation
- Refuses to consider and incorporate the views of others
- Has trouble relating to others’ preferences and drivers when different from one’s own
- Believes everyone should be naturally engaged; does not see the importance of doing work to drive engagement
- Doesn’t show emotion or passion
- Not oriented toward possibilities

Take Action:
Listens actively and respectfully to others in a way that makes them feel valued and heard
- **Get feedback on your listening skills.**
  - Ask for specifics on what you do well or could improve upon.
  - Monitor your conversations to see how often you interrupt.
- **Put the concept ‘Be Here Now’ into practice.** The small things that you can do to fully focus your attention on the person with whom you are speaking make all the difference.
  - Remove distractions by putting your cell phone away and shutting your laptop. Don’t answer phone calls or allow others to enter your office during a conversation.
  - Use small cues to signal that you are paying attention, like nodding.

Leads Others
Engages, inspires and develops others to fulfill our purpose

**Engages and Inspires** – Instills a sense of energy and excitement and fosters pride in CVS Health purpose
- Listens actively and respectfully to others in a way that makes them feel valued and heard
- Empowers others to capitalize on new opportunities to continuously innovate/reinvent
- Maintains momentum by continually recognizing and celebrating short-term wins and shared successes
- Unifies a culture that promotes energy, enthusiasm and pride
- Generates excitement among team members for what can be
- Ask clarifying questions.
- Confirm that you understand the message by paraphrasing what you’ve just heard. This will not only show that you are listening, but will also ensure that you comprehend.

- **Pay attention to non-verbal cues and behaviors.** Pay attention not only to the behavioral cues of the person with whom you are speaking, but also to the ones that you are giving off.
  - Be aware of how your body language is received. If you are unsure what a particular non-verbal behavior that you are observing means, ask that person what he or she is thinking. Remember:
    - 80% of the messages we send and receive are done so without ever saying a word
    - 55% of messages received and processed by your brain are based on your body language.
    - 38% of messages are processed based on your tone of voice.
    - Only 7% of your received meaning will be based off the words you are saying.

- **Use more open-ended questions.** This will encourage the other person to speak at length and demonstrates that you are genuinely interested in hearing their views. This will make your conversations livelier, more engaging for others and more interesting for you.

- **Use change to sharpen your skills.** Volunteer to lead a group through a change that is highly resisted. Take time to really listen to and understand people and how they feel about this change as you guide them through it.

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*Empowers others to capitalize on new opportunities to continuously innovate/reinvent*

- **Value both ‘Big I’ and ‘Little i’ innovation.** Being innovative at CVS Health is about both game-changing, disruptive ideas (‘Big I’) and continuous improvement efforts (‘Little i’). ‘Little i’ efforts are just as important as ‘Big I’ efforts. Be sure to keep this in mind when thinking about how you and your team can innovate.

- **Challenge your team to look for areas to improve.** Look at your own area and ask your team members what you could all be doing better or more efficiently. Solicit suggestions and ask your team members to identify root causes, challenge assumptions, and to think about potential solutions. Choose one or two to work on and let your team members lead the efforts.

- **Allow your team the time and autonomy to work on new opportunities.** Challenge them to add this type of exploration to their goals, set aside a few hours a month for brainstorming and planning, and communicate your openness to hear suggestions at a regular meeting or one-on-one. It is important to adjust your expectations of your team accordingly, as pursuing these projects will add more to their workloads.

- **Take your ego out of the equation.** Understand that sometimes a new process or colleagues’ suggestions will contradict a process that you created or have been using for
years. Be conscious about your reaction to improvement suggestions, and do your best to think about them from a logical and practical perspective, instead of an emotional one. If you are able to separate your ego from these suggestions, your team will be more likely to openly share their thoughts and ideas with you.

*Maintains momentum by continually recognizing and celebrating short-term wins and shared successes*

- **Include celebrations when creating your project plan.** Early on, identify key milestones either on your own or with the help of your team. Create an environment where small victories and reaching milestones – not just reaching the final state – are worthy of celebration.
  - Include recognitions at regular update meetings and ask your team for ideas on how to best celebrate milestones in ways that demonstrate the most value to them specifically.

- **Keep the vision front and center.** Use the vision to inspire your team and to remind team members and yourself why this work is important.
  - Consider creating a slogan, symbol, or logo that represents the vision.
  - Make it visible in your physical workspace. Emphasize the vision when your team needs a boost, and encourage team members to use it to engage their coworkers and help hold each other accountable whenever it is needed.
  - Remind people why their hard work and commitment is important.

*Unifies a culture that promotes energy, enthusiasm and pride*

- **Help your team connect their work to the purpose.** Purpose and passion fuel individual and group performance. By ensuring that your team members understand the connection between what they do every day and the broader strategy and purpose of the company or project, they can find meaning in their work, which will naturally add to their enthusiasm and pride in what they do.

- **Share what makes you proud.** Not only will an appropriate amount of personal disclosure allow your team to get to know you better, it will set the stage for them to be proud and energized in their work as well. If a leader is disengaged, the team may feel uncomfortable expressing their enthusiasm. By being explicit in your own excitement, you create an environment that allows and celebrates this feeling.

- **Help your team identify what makes them proud.** Work with your team to identify the real purpose of the work and outcomes that will make everyone proud. Try an exercise asking each of your team members to identify this for themselves by finishing the sentence “In one year, I will be proud of…” and share your answers.

- **Create an environment that makes work enjoyable.** Give your team the freedom to create their own fun at work – fun does not have to lower productivity, and in fact can help motivate your team. Gather ideas from outside sources and ask team members to contribute ideas about how to make the work environment more enjoyable. Implement them a few at a time to see what works.
• **Consider joining a Colleague Resource Group (CRG).** Observe how the leadership teams keep members engaged and excited about the group’s activities, and how a shared vision can bring together diverse groups.
  
  o Volunteer to take the lead on a particular activity or apply for a leadership position within the CRG to practice this skill.

Generates excitement among team members for what can be

• **Conveying your enthusiasm, your passion and excitement will motivate others.** Enthusiasm for what is possible can steer others in a positive direction or renew or redirect energy.

• **Try a team visioning exercise.** Ask the team to envision successfully completing a project or reaching a goal. What does the ‘future state’ look like for the team, for their stakeholders, their customers, and the organization? What are all of these groups saying? Think about that ideal world, and how to get there. Use this exercise to help your team get excited about the potential impact they can make in the function, organization, and world.

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**Coaching Your Team:**

• Model the active and respectful listening behaviors that you expect from your team members. Listen and provide support for them when they are having challenges, and partner with them to help resolve the issue or reduce its impact on job performance.

• Use the principles of storytelling to deliver messages designed to teach and generate excitement. People are drawn to the drama of stories and will naturally engage to find out how the conflict is resolved.

*Those who lead by example and demonstrate passion for what they do make it much easier for their followers to do the same.* – Marshall Goldsmith
Leads Others
Engages, inspires and develops others to fulfill our purpose

Develops Talent – Provides opportunities, guidance and feedback to develop colleagues and ensure a pipeline of talent for the future

- Provides timely and ongoing feedback, both appreciative and developmental
- Balances assignments that capitalize on people's strengths with stretch opportunities to enable maximum development in and across the organization
- Acts as a trusted coach and mentor both within their line of responsibility and beyond
- Formulates a talent strategy that ensures engagement, retention, succession plans and capabilities needed for the future
- Holds direct reports accountable for developing their people

Context:
Developing talent is a critical part of every leader's job. Set high standards for the caliber of talent you will have on your team and take deliberate action to strengthen the team by providing stretch opportunities, coaching and feedback, and an environment that encourages growth at all levels. Having better talent at all levels of the organization allows us to outperform our competitors. In order to perform to our highest standards, we as an organization need talent that is not only ready now to meet business requirements today, but also developing capabilities that will support our business in the future. As a leader doing this effectively will help you and your team to become more productive, efficient, and engaged.

Derailers:
- Doesn’t make time for and/or prioritize development
- Avoids delivering difficult feedback
- Too focused on short-term needs; doesn’t plan for long-term needs or build bench strength
- Plays it safe – hesitant to assign away work that would really stretch a colleague
- Prefers to gain skill sets by hiring, not through development
- May not be aware of aspirations of team members; doesn’t have career discussions

Take Action:
Provides timely and ongoing feedback, both appreciative and developmental

- **Give real-time feedback when possible.** The best way to reinforce a good habit is to catch someone in the middle of that action/behavior and provide feedback. Timely feedback, both positive and developmental, is important because it helps them adjust and make corrections immediately instead of waiting until a project has failed. It reinforces that you are there to help and that you value the work they are doing. Finally, it ensures that they will not be surprised by any developmental feedback during a performance review.
• **Keep it simple.** Giving feedback can be as simple as finishing these prompts:
  o What I appreciate about you is….
  o I feel you can be even more effective if….

• **Avoid a knee-jerk reaction.** While timely feedback is ideal, it is important not to give feedback regarding a mistake when you are emotional. Take a moment to cool off before you approach the colleague so that you can sit down and discuss the mistake in a non-emotional, non-critical way.

• **Make it a process.** Feedback is most effective when it is part of a regular discussion rather than a single conversation. It cannot be limited to formal, annual performance reviews, observations on a single situation of performance, or one-time use of a feedback tool. Insight evolves over time through a series of exchanges.

• **Focus on discovery and alternative solutions.** Make feedback conversations discussions of different perspectives, not declarations of what a colleague has done wrong. Work towards mutual understanding of the situation. Focus on what can be done differently next time, and not just why the mistake was bad.

*Balances assignments that capitalize on people’s strengths with stretch opportunities to enable maximum development in and across the organization*

• **Expect that development will be difficult.** Meaningful development is not about reducing stress – it is often stressful and challenging for the person developing. Manage expectations that while these experiences will not be easy, they will be highly beneficial. Be sure that you are offering truly developmental opportunities by using the following criteria:
  o The assignment is something that has to get done
  o The assignment is something that the person has not done before
  o The assignment calls for a skill that the person needs to develop
  o Whenever possible, when you add a development assignment, take something off of the person’s plate so that they may focus appropriately

• **Delegate for development.** One way to get started developing people in your organization is to delegate pieces of your job that are no longer challenging for you, but would be developmental for a member of your team. Brainstorm with your direct reports to come up with a few such tasks, and delegate them. Ensure that this experience is valuable for them by giving them the appropriate level of decision-making authority.

• **Balance development opportunities with responsibilities that the colleague does well.** Development can feel scary and unsafe to many colleagues. Balance this by allowing them to also perform in areas where they shine. This will not only make the colleague feel more confident in their ability to perform, but will also retain that functional strength for your team.

• **Develop your team members in assignments throughout the enterprise.** One of the best ways to strengthen the enterprise and to help your colleagues gain visibility and new skill sets is to encourage your people to work across different business units and functions. Whether this is taking a promotion in another group, a lateral move to build skills, or leading a cross-functional project it will reap benefits for both the colleague and
the enterprise. Consider the best interest of your team members and the enterprise before considering what is most comfortable for your own work.

- **Learn how to partner with your team on their Individual Development Plans.** Work with members of your team to create a customized Individual Development Plan and review and appraise progress regularly. Remember, they are responsible for driving their own development process, but it is your job as a leader to help them get access to these developmental experiences and to give feedback.

Acts as a trusted coach and mentor both within their line of responsibility and beyond

- **Build trust through transparency and win-win approaches.** Trust is the foundation of any effective coaching relationship. To build trust, consider the following points:
  - Listen intently to the needs and concerns of your coachee. Demonstrating that you have their best interest at heart, and genuinely are looking for a win-win outcome, will help them open up to you.
  - Be clear about what people can expect from you, and follow through on your commitments. Be careful not to overpromise.
  - Know your own limits as a coach, and consider engaging others to help your coachee develop in your areas of opportunity. Be willing to admit when you have made a mistake.

- **Don’t develop in silos.** Seek out collaborative partners when thinking about coaching and mentoring. These partners can include HR and other business units. By sharing insight and best practices on development activities, you learn new ways to engage your team. By sharing views on high potential talent, you are more likely to be able to help facilitate stretch assignments for colleagues in both groups. Recognize how your strengths can be valuable to colleagues across business units, and how other leaders can bring their strengths to bear in the development of your team.

- **Coach with questions.** Ensure that the colleague you are working with is driving their own development by resisting the urge to give them answers. Instead, facilitate their growth by asking questions designed to help them clarify their own thinking, and create their own action plans. Emphasize that they are ultimately responsible for their development by being specific about using “you” or “your” in your questions. Examples include:
  - What’s your goal? Where are you now in relation to that goal? What else do you need to do in order to get there?
  - What alternative courses of action might help you move your project forward? What might help or hinder your progress?

- **Try the FUEL model.** The FUEL model and Coaching Conversation Guide are great tools to help you to have productive conversations that allow the colleague you are working with to drive their own development.

- **Set up a mentorship.** Volunteer to mentor someone outside of your team or business unit. Consider participating in a formal mentorship program through a Colleague Resource Group, or establishing an informal mentorship. Be sure that you understand their goals and expectations, and that you’re tailoring your approach to fit.
Formulates a talent strategy that ensures engagement, retention, succession plans and capabilities needed for the future

- **Use the 70:20:10 rule to develop your people and keep them engaged.** Research tells us that about 70% of our learning comes from on-the-job experiences and practice. Twenty percent comes from mentoring, coaching, and receiving feedback from others, while 10% comes from formal training programs, reading, and classes. When formulating your talent strategy, consider how you can use these three levers of development to keep people interested, learning, and engaged in their roles.

- **Decode your retention issues.** Some churn in staff is normal – people get promoted, move away, and retire. There will occasionally be losses that you don’t anticipate, and ones that perhaps could have been prevented if only you’d know that the colleague was unhappy. Encourage your team to be honest and open about why they are moving on through exit interviews, and conduct regular check-ins with your team members who are still on your team. Are there common issues that surface? Try tackling those issues with your current team to avoid losing any more key talent, and keep an open dialogue to ensure that new issues don’t build up.

- **Focus on developing leaders.** Begin by identifying people in your organization who have the potential to take on leadership roles or bigger challenges. Identify your potential replacement, and potential replacements for key positions on your team. Ensure that these individuals have development plans in place, and that you are actively engaging them in development activities, including rotational assignments, coaching, and job shadowing, that will get them ready for succession.

- **Anticipate future talent needs and capabilities.** Start with the present, assess where your team sits in terms of being able to meet the challenges of today. What skills and abilities do they currently have? Then look to the future using your knowledge of the trajectory of the business. What skills and capabilities will be critical to success in the future? Compare this with the current state of your team, and begin addressing any gaps now. This will help to ensure that your team is both capable and ready to tackle the challenges of today, as well as those of the future state of CVS Health.

- **Develop your entire department.** Offer to lead or participate in the creation of a 2- to 5-year plan for your department to develop capabilities that are needed for your business unit. Research ways to develop those capabilities, and present your plan to your leadership. Focus on CVS Health’s strategy and the skills needed to execute on that strategy.

**Holds direct reports accountable for developing their people**

- **Model the behavior.** Your team will take their direction as much from how you act as from what you say to them. Cast your shadow to demonstrate the importance of developing talent by developing them. They will personally see the benefits of having help developing professionally, and will hopefully want to pass that benefit along to their people.

- **Include talent development as a performance metric.** Measure your own success, and the success of your direct reports, in developing talent in terms of the development, movement, and professional growth of your team members. Include this when speaking about management expectations. Encourage your direct reports to have career
conversations with their teams. Add talent development as a regular agenda item to your check-in discussions with your direct reports.

Coaching Your Team:

- Make a list of the members of your team and then write down the number of times you have provided feedback to each of them. Consider sharing your own learning experiences with colleagues and team members to emphasize your personal commitment to learning and development.

- Ensure that you, and any managers on your team, have succession plans in place, especially for key roles. Help them to develop IDPs for these colleagues to ensure that they can be ready for succession.

- Allow people to give themselves feedback by asking them what they would say to you if your roles were reversed. People often know how they performed, and this is a good way to test their self-awareness. Ask them what they would do differently in the future, and allow them time to think and get past the obvious or surface answers.

- Schedule specific meetings with each of your team members to discuss their development and career aspirations. Work to provide development opportunities and support. Consider these suggestions to help them along their path:
  - Encourage colleagues to discuss work interests and needs
  - Generate ideas about how to satisfy those needs
  - Introduce direct reports to others who could benefit their careers
  - Help direct reports to refine their development plan

_Talent is the multiplier. The more energy and attention you invest in it, the greater the yield._ – Marcus Buckingham