



Guiding Principles | Behavioral Expectations

RESPECT

Treat everyone, regardless of position or authority, with the kindness and courtesy we want to be treated ourselves.

- Recognize every member of the team as having important contributions to achieve team goals.
- Treat others as you expect to be treated.
- Responsibly use resources – people’s time and organizational funding.

ETHICAL INTEGRITY

Do the right thing, even when it’s hard or inconvenient.

- Always put the learner at the center of all education decisions, the patient at the center of all care decisions, and the scientific method at the center of all research decisions.
- Own your mistakes.
- Seek ethical guidance when making challenging decisions.

COMMUNICATION

Have clear and timely communication that is focused on achieving solutions.

- Seek to understand first. Ask questions with open curiosity.
- Be transparent. Communicate as much relevant information as possible and acknowledge when you must withhold information and why.
- Bring a positive and collaborative spirit to all interactions.
- Focus discussions on solutions and stop discussions that ‘admire the problem’ or focus on fixing blame.

ACCOUNTABILITY

Know and do what is expected of you in your role.

- Prepare for every meeting, patient interaction, research assignment and/or educational activity.
- Transparently measure what matters.
- Celebrate success and achievements. Notice more of what you want.

DRIVE FOR EXCELLENCE

Continuously deliver and improve your best work.

- Foster a growth mindset at every stage of life.
- Routinely ask, “Have I/we given our best effort?” Never settle for mediocrity, either personally or for your team.
- Value and intentionally seek diversity. Recognize that diverse experiences, perspectives and ways of thinking lead to smart decisions and great discoveries.