



## Checklist for Tier II applicants who did not attend Tier I

*While the Arizona Healthcare Leadership Academy is one program, with two Tiers, we recognize that there are some managers who, because of their experience and prior training, will want to attend Tier II without having attended Tier I. These individuals will be considered if the application is accompanied by a letter of recommendation (or email message) from a senior executive at the facility employing the applicant. The following ten objectives serve as a guideline for senior executives recommending an applicant for Tier II. Circle the appropriate number for each objective using the following key:*

- 1 = Does not meet this objective
- 2 = Occasionally meets this objective
- 3 = Often meets this objective
- 4 = Role models this behavior

*Applicants who do not meet all or most of these basic objectives should attend Tier I of AzHCLA.*

Please circle the appropriate number as to the Applicant's ability to:

1. Analyze the role of leaders in a complex work environment  
1    2    3    4
2. Identify relevant performance measures (organizational, quality, financial, etc.)  
1    2    3    4
3. Identify effective team building skills  
1    2    3    4
4. Develop skills to improve work group relationships  
1    2    3    4
5. Identify skills necessary to improve supervisor-subordinate relationships  
1    2    3    4
6. Describe components of effective conflict management techniques  
1    2    3    4
7. Identify negotiation techniques  
1    2    3    4
8. Define and evaluate appropriate communication method  
1    2    3    4
9. Identify skills necessary to adapt to challenging work environments  
1    2    3    4
10. Identify time management strategies to empower self and staff  
1    2    3    4