

ANVC Leadership Framework

Leadership encompasses a diverse set of skills and an ability to reflect and respond to ever changing environments, people, and situations. ANVC leaders require a unique set of attributes to grow and support the organization and its members. While these leadership attributes may change over time, in considering the needs of the organization for the next 10 years, the ANVC Board of Directors has methodically identified key characteristics that are needed by current and future leaders to ensure excellence in neurovascular leadership consistent with our organizational *Vision* and *Mission*.

ANVC's *Vision* or preferred future states that, *ANVC is dedicated to the creation of seamless neurovascular services led by evidence-empowered clinicians, that fully support the holistic needs of patients and their families.*

ANVC's *Mission* aims to drive initiatives that will promote achievement of our organizational *Vision* stating, *As the number one cause of preventable disability, neurovascular disease demands excellence in clinical services to reduce disability and death. Neurovascular clinicians depend on ANVC to empower them with knowledge and skills, because our patients deserve nothing less.*

To best support attainment of ANVC's *Vision* and the development and implementation of organizational initiatives consistent with our *Mission*, leaders of ANVC must embody the following leadership attributes described in detail below.

Visionary

ANVC leaders must be *forward thinkers* that are capable of identifying future trends, the implication of technological growth, and both practice and societal needs. As visionaries, ANVC leaders should be *inspirational* in their ability to convey a sense of followership and engagement among members, industry partners, and other strategic associates. A capability for *conceptual thinking* is foundational to visionary leadership, promoting critical analyses and strategic planning that positions ANVC to *seek opportunities* that support our *Vision* and *Mission*.

Knowledgeable

ANVC leaders must be authentic *neurovascular clinical experts* capable of identifying and developing organizational resources to support clinical practice excellence. This expertise must extend to knowledge of global clinical practice issues and emerging international research capable of driving practice change. Inherent in this expertise is an ability for *personal and professional insight and reflection* that promotes acknowledgement of knowledge limitations and identification of others whose knowledge strengths support identified weaknesses. ANVC leaders must be *life-long learners* that *pursue advancement of knowledge* and *embrace evidence-based practices* that *ensure excellence* in the quality of neurovascular clinical practice and systems of care.

Organizational knowledge is essential to ANVC leadership, including a clear understanding of the history and motivating factors that promoted ANVC's birth, and the driving forces behind our products and services. This knowledge must be integrated with personal-professional neurovascular expertise to enlarge the scope of services, products, and *Mission-based* resources offered by ANVC.

Emotionally Intelligent

ANVC leaders must have a strong capacity for self-awareness that ensures reflection on their ability to develop and maintain healthy personal and professional relationships with others. Trustworthiness, honesty, and integrity are foundational to emotionally intelligent leadership, promoting selflessness that ensures ANVC's best interests come before personal-professional gain.

Sound critical-thinking skills must support appropriate risk taking and decision making by ANVC leaders to ensure the continued growth and evolution of the organization. ANVC leaders must demonstrate an ability to work well with others, including strong skills in the management of conflict that demonstrates humility, patience, and respect for others. Collectively, these attributes encourage open exchange of beliefs, shortcomings, strengths, and opportunities for improvement that will support consensus building and organizational advancement.

Global Citizens

ANVC leaders must integrate cultural and diversity awareness with personal reflection that acknowledges inherent biases that may limit the value of others' contributions or opportunities that arise. An ability for healthy, collegial collaboration is central to ANVC service, as well as a commitment to enlarge one's personal and professional worldview. ANVC leaders must be excellent communicators that value networking with others, diverse thought and opinions, and demonstrate the ability to engage others in meaningful exchanges that promote ideas and methods to enrich *Mission-based* organizational resources.

Intersection of Leadership Attributes

The intersection of these 4 key attributes (*Visionary, Knowledgeable, Emotionally Intelligent, Global Citizen*) integrates each concept with another to further describe the ideal ANVC leader (Figure). Specifically, the intersection of the characteristic, *Visionary*, with the characteristic, *Knowledgeable*, suggests that leaders must have an ability to support ANVC as a Champion of Excellence that envisions development and delivery of the highest quality of organizational products, services, and resources for neurovascular clinicians. The intersection of the characteristic, *Knowledgeable*, with the characteristic, *Emotionally Intelligent*, suggests that leaders should have an ability to provide Insightful Guidance that ensures respect and investment in others, alongside provision of selfless organizational service. The intersection of the characteristic, *Emotionally Intelligent*, with

the characteristic, *Global Citizen*, suggests an inherent value within ANVC leaders for *Authentic Inclusiveness* that demonstrates respect for diverse thought, backgrounds, practices, and member contributions. Lastly, the intersection of the characteristic, *Global Citizen*, with the characteristic, *Visionary*, suggests leadership that ensures *International Relevancy* that maintains and builds ANVC's position on the neurovascular world stage as the organizational leader for non-physician clinicians.



How to Use This Document

ANVC's Leadership Framework provides a detailed overview of the 4 leadership attributes that must support the development and selection of future organizational leaders. The usefulness of the framework extends to proposing leadership interview questions and processes, as well as to the setting of norms and values that support the organization and its committees, task forces, and strategic initiatives. Leadership entails creating cultures that ultimately drive and impact the performance of others. It is our hope that this framework will enable the selection and ongoing development of highly

effective, positive future leaders that will steer ANVC toward a successful future that ensures development of evidence-empowered neurovascular clinicians capable of supporting the holistic needs of stroke patients.