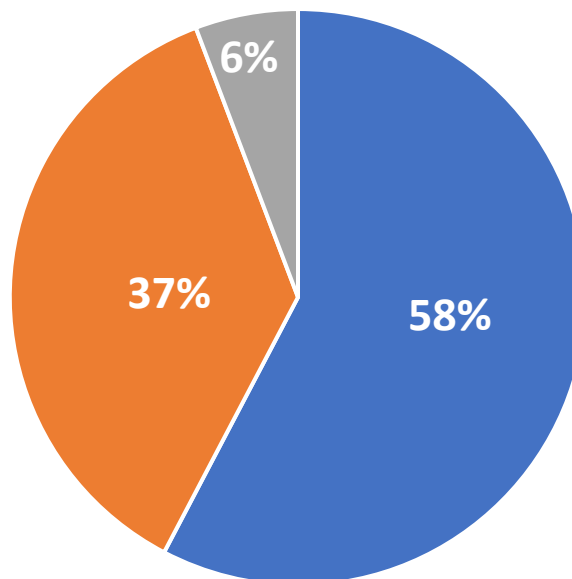




## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

Total Responses = 52



■ Healthcare Provider ■ Healthcare Supplier ■ Other



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

What qualities do you look for in a young leader who you want to develop for future leadership/executive opportunities (pick your top 3)





## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

**"Other" responses to What qualities do you look for in a young leader who you want to develop for future leadership/executive opportunities?**

A high "Drive-for-Results" quotient

Authenticity, Integrity, Humility-based confidence  
grit/perseverance

Humble Confidence

Integrity

Self-awareness

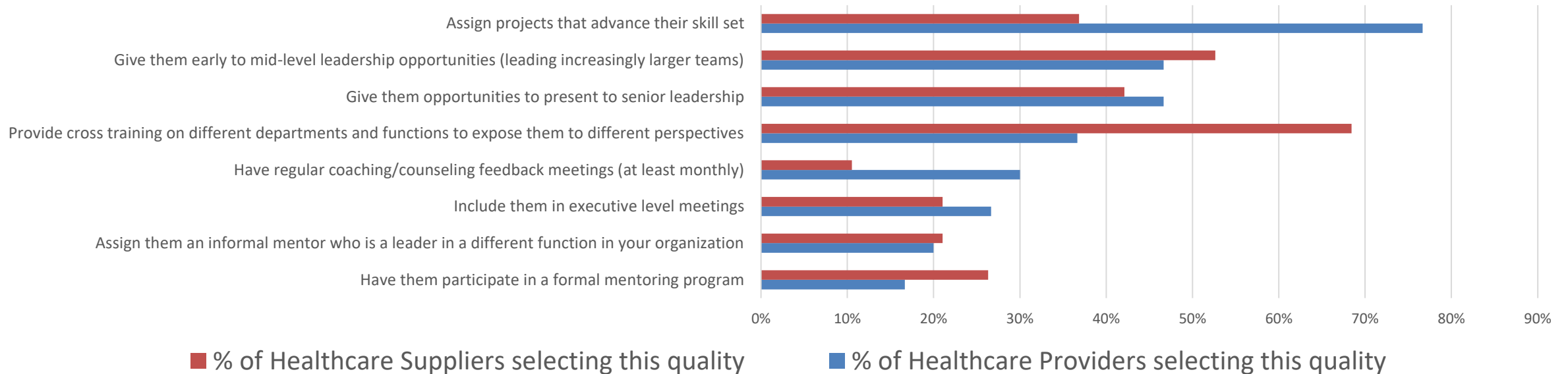
Works well with various stakeholders, doesn't get too functionally focused, raises hands to stretch assignments, has confidence of other key leaders.



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

**In your opinion, what are the best ways to develop young leaders to move into executive roles? (pick your top 3)**



**Other: Assign them to a reputable leadership coach**



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

#### Healthcare Providers responses to:

*What question would you most like to ask young leaders about what they need from their current leadership so they can advance into executive roles?:*

What is your passion and what is your ultimate leadership role?
Young leaders need to constantly identify, understand and come to terms with their failures. So, my question in this regard would be along the lines of what do they think they need to be curious and secure enough to look back at those projects that didn't work out.
how can we best support you so you can reach your goals
What motivates to stay with the same company long term?
How do you see yourself as a leader and how can we partner to make that happen (think of your 10 year out resume and what does that look like)?
What tools do you not have in your toolbox that you think you'll need to excel in the role you're aspiring too?
With our organizational strategic plan, where do you want to focus contributions for the next 24 - 36 months?
How can we better support you in getting to your next level? What do you believe is needed to enhance your current skill set?

I like to ask general questions about work ethic, interests and do they have a "fire in their belly" to be a future leader?
What are the roadblocks, what is holding you back from being successful?
Understanding the type of experience, they are truly wanting, for example, are they wanting more classroom vs hands on vs job rotation?
What will keep you with the organization and working to progress rather than thinking you should leave and get a new title with no experience?
What are your interests and what are your career goals?
As a young leader, I'll say that it's "give me a path!" Young leaders need a path with a reasonable timeline to set expectations and let them know that their goals will actually happen at some point. Not knowing when or if that next step will happen makes people want to leave and look for advancement elsewhere.
What is the best way to help you grow as a leader? What do you think you should be involved in to mature as a leader?



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

**More Healthcare Provider responses to:**

***What question would you most like to ask young leaders about what they need from their current leadership so they can advance into executive roles?:***

How can I help grow their weaknesses into a passable state and help fully uncork their superpower(s).
What do they believe are the best ways for them to develop and ultimately advance into executive roles?
What type of leadership gives you confidence to try new things?
What do you want to be doing and where are your gaps in experience or knowledge?
Exactly that. Ask them first what they need from me before I try to tell them what they need.
I think that is the question - what do you need - because that can vary based on the individual and current skills and continued growth needed.
What are you doing to prepare for your next leadership opportunity outside of your current role and duties?

Do you understand what PATIENCE and FORTITUDE really means?
What do you need to be successful in your role?
Besides your official job function, what cross-functional experience do you think would most-complement the supply chain department and be useful to you in the future?
From their own perception, what do they see as their most important development opportunity and does your current role
Do you believe that you can advance into an executive role at your current department/organization or do you think you will need to move departments and/or organizations?
What do you consider to be the key factors for you to be succesful
What are their career goals over the next 5 to 7 years?



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

#### Healthcare Supplier responses to:

*What question would you most like to ask young leaders about what they need from their current leadership so they can advance into executive roles?:*

What fills their bucket - what motivates them - how can I support your goals and ambitions?
How can you further your career journey without being pushed internally?
What roadblocks in your current role are slowing/preventing your personal development? How can we assist in removing?
Is our organization doing enough to develop leaders for the future?
What are your biggest gaps or barriers that keep you from excelling at your current role?
This is the right question, and I would ask them directly what they feel they need from current leadership to grow and develop in their current role.
What gaps do YOU feel need to be developed?
Whom is the one person you have learned or observed the most when it comes to leading? Please explain why?
Are you feeling challenged by their current assignment
Tell me how you believe you are evaluated when up for promotions?

What's the one hurdle you need to overcome to belong at the next level? What's the one impediment you need someone of influence to remove?
Is our organization making the investment in resources (time, money, mentors, experiences, etc) necessary to advance your skills and competencies required for an executive role? If not, what's missing?
What is the culture surrounding development or advancing within our organization? Do you have a clear understanding of the development that needs to take place to step into a leadership role?
Are you comfortable reading a profit/loss statement?
What is your why?
What do you feel is a gap in your development that I can help you fill? (I like them to have some self-awareness in this area).
What do you intend to do with the investment leadership is putting into your development?
Please share best-practice examples of experiences that have helped you grow rapidly in a professional setting.



## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

#### Healthcare Providers Responses to *What single experience earlier in your career helped you develop into the executive you are now?:*

I was influenced into taking on a mid-management leadership role.
I watched the decorated career of a very competent CFO come apart abruptly because a director on their team made and concealed a very big mistake. Even the best of us can fail spectacularly. So be humble.
Not one, but many, having different roles, working in different organizations for different leaders
informal mentorships
Waiting tables to put myself through college, taught me that you have to work hard to get where you want to go.
Given the chance in an administrative fellowship where I was able to work for the hospital CEO and was able to work with executives, board members and community leaders.
Lateral cross functional project(s) which required adoption and support from multiple divisions.
Taking on diverse challenges.

Having a strong mentor that allowed me to participant in all governance and leadership meetings to learn and adapt, take on new projects/leadership positions, etc.
Working for great leaders
When my leader provided me the opportunity to lead an organization wide project. My leader took a back seat so I could lead, he was there to mentor and consult, but really allowed me to run the show.
The ability to be exposed to different functions and styles. Seeing that there are different ways to lead and how people utilized their own styles.
I had an informal mentor that didn't fully realize he was my mentor and I soaked up everything I could from him. He was my first CFO that I reported to, and he helped me propel my career and encourage me to go on to get a graduate degree.
I'm not an executive yet, but a while back when I reacted immaturly to a situation, my leader was upset but had me read the "Emotional Intelligence in the Workplace" book, which changed how I approached work and how I acted. It was life changing and I highly recommend it.





## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

#### More Healthcare Providers Responses to *What single experience earlier in your career helped you develop into the executive you are now?:*

Assigned as the administrative officer for a regional reorganization effort. I was involved in every aspect of the work of the team.
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Working for an organization who had a culture of curiosity, opportunity if you had interests in seeking them, and safety in risk taking
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Having the opportunity to both build new service lines and to turn around a struggling service line within a health system. I personally believe that you learn more and advance more quickly via turnarounds and developments than you do serving as a caretaker for an already successful service line, function, and or department.
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A leader who believed in me even though I was young and inexperienced. Gave me confidence and encouraged me to believe in myself.
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Being allowed to lead significant efforts.
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A mentor encouraging me to share my thoughts while working through an answer instead of waiting until I had the answer. It allows others to build upon it as a team and ultimately come to a much stronger solution.
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Ability to interface with executive leadership to present and show knowledge and depth of understanding of task/projects.
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I was given the autonomy to lead a major project 3 months into my tenure with my current organization. It showed that my leaders believed in me, and that hard work would result in future larger opportunities.
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10+ years in Healthcare Consulting before joining the provider side.
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Strong servant leadership traits.
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I volunteered to lead a commodity launch team that no one else wanted to touch. I was told it was career-suicide.
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Not succeeding in a role.
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Having a mentor who intentionally invited me to meetings, projects, and "tables" that were beyond my comfort zone. This forced me to think strategically and move beyond what I was already good at.
--

Care of patients that have no resources and assisting them to a better quality of life
--

Formal leadership training sponsored by my health system for my peers and me who were recognized as future senior level executives - this included a 360 feedback using "The Leadership Circle" profile graphic for self-assessment compared to assessment of 30 or so peers, leaders, sales representatives, and senior executives...it was the biggest pivotal experience in my long leadership journey.
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## June 5, 2023 Quick Quiz Results

### Developing Future Leaders

#### Healthcare Suppliers Responses to *What single experience earlier in your career helped you develop into the executive you are now?:*

Mentoring from an owner of the company, tremendous responsibility early in my career.
Recognition for successful work.
Effective mentoring program.
Observing leaders who empowered and trusted their teams
Leaders who believe in me
Formal mentorship with executive leader early in my career
Working for a series of great leaders
Given teams that needed a turn around.
Inclusion in other meetings led by and involving senior leadership
Become light enough to lift. Someone needs to take a chance on you. Leave no doubt that you can execute.
Worked for a great leader and mentor who committed to my growth and development as an executive.

Exposure to project and leaders within the organization.
Training for General Management at Covidien
A supportive mentor.
I relocated to a different part of the country to open a new office for a previous company. Taught me a lot of lessons, both good and bad, but all of them shaped my development.
Leadership responsibility at corporate HQ requiring relocation. Learned inner workings of corporation- personal dynamics, priorities, leadership qualities.
Managing a P&L
Advice from Sr leaders.
Being a combat hospital corpsman in Vietnam.
Be a lifetime learner.