

# Leadership Development Survey

## *Introduction and Methodology*

The Leadership Development Survey was administered by the Baptist Leadership Group (BLG) and completed by one-hundred and eight (108) leaders of {Hospital}. The participation resulted in a 90% response rate. The Leadership Development Survey was administered from July 1-15, 2009.

The Leadership Development Survey is a tool that was developed to assess leaders' personal needs for development based on each leader's perspective. This survey was developed based on Baptist Health Care's leadership competencies through a leadership needs assessment and employee input into expectations of their leaders. The items represent ten leadership competencies including:

- Goal Achievement
- Team-Oriented
- Organization/Prioritization
- Personal Awareness
- People Development
- Innovation
- Reward and Recognition
- Communication
- Commitment to Service
- Resourcefulness

The following report provides your organization's results from the Leadership Development Survey based on a five-point scale rating from No Benefit to Great Benefit.

Scale	Leadership Development Needs
5	Great Benefit
4	Much Benefit
3	Some Benefit
2	Little Benefit
1	No Benefit

## Demographics

One-hundred and eight (108) leaders participated in the Leadership Development Survey. The survey respondents identified themselves based on three leader classifications. The largest respondent group was Managers at 54.6% followed by Directors at 27.8%. The table below depicts leader position classifications for all respondents:

Which of the following responses best describes your leadership classification?

Response	Frequency	Percent
Vice President and Above	11	10.2%
Director	30	27.8%
Manager	59	54.6%
No Response	8	7.4%

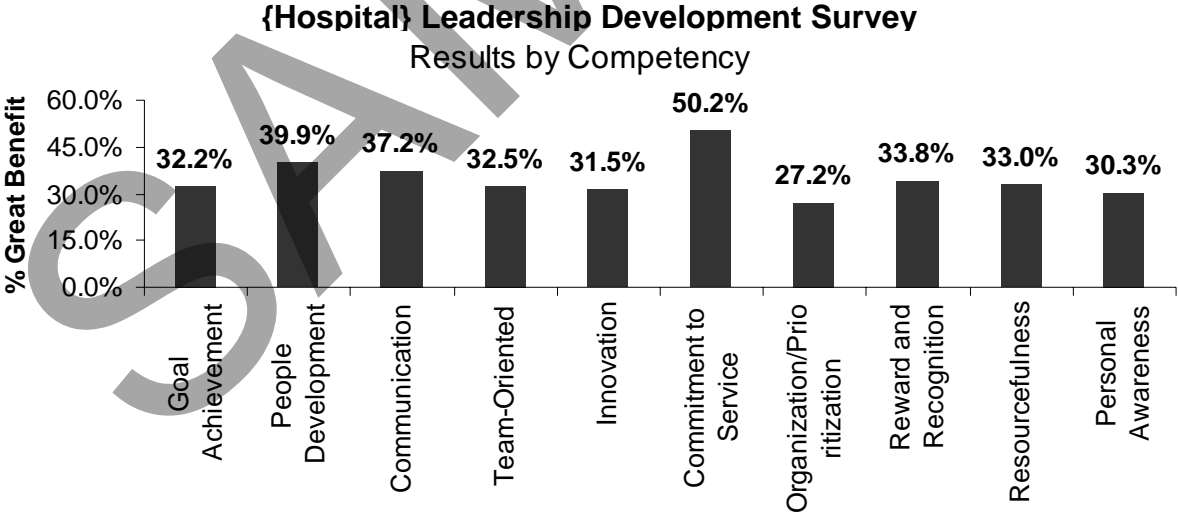
Operations/Business represented the largest group of participants by role with 37%, followed by Direct Patient Care at 32.4%.

Which of the following responses best describes your role within the organization?

Response	Frequency	Percent
Direct Patient Care (e.g., Nursing, Physician)	35	32.4%
Ancillary Support of Patient Care (e.g., Therapy, Social Work)	14	13.0%
Operations/Business (e.g., Marketing, Accounting, Finance, Materials)	40	37.0%
Non-Clinical (e.g., EVS, Laundry, Facilities)	15	13.9%
No Response	4	3.7%

## Overview of Results

The following chart depicts Leaders' ratings for each of the Leadership Development Competencies. Percent Great Benefit is graphed to show the highest priority development opportunities.



Leaders indicated the greatest benefit in development related to Commitment to Service. People Development, Communication and Reward and Recognition are also high scoring in terms of leader reported benefit.

In addition to rating development opportunities, {Hospital's} leaders were asked to prioritize the most important learnings for each competency. The table below shows by each competency the highest rated priorities for learning among {Hospital's} leaders.

<b>Leadership Development Competencies</b>	<b>Highest Rated Priorities</b> <i>(With Percent Great Benefit)</i>
Goal Achievement	<ul style="list-style-type: none"> <li>▪ Promoting partnerships with other teams to achieve common goals (23.1%)</li> <li>▪ Motivating for goal achievement (20.4%)</li> </ul>
People Development	<ul style="list-style-type: none"> <li>▪ Building morale (23.1%)</li> <li>▪ Challenging staff to implement best practices (17.6%)</li> <li>▪ Providing staff the tools they need to do their work (17.6%)</li> </ul>
Communication	<ul style="list-style-type: none"> <li>▪ Giving constructive feedback to others (29.6%)</li> <li>▪ Fostering full and open communication (28.7%)</li> </ul>
Team-Oriented	<ul style="list-style-type: none"> <li>▪ Dealing with under-performing employees (25%)</li> <li>▪ Holding people accountable for results (24.1%)</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>▪ Creating an environment that encourages continual improvement (36.1%)</li> <li>▪ Making a case for new ideas/improvements (23.1%)</li> </ul>
Commitment to Service	<ul style="list-style-type: none"> <li>▪ Achieving excellence in customer service (43.5%)</li> <li>▪ Achieving excellence in operational service (23.1%)</li> </ul>
Organization/Prioritization	<ul style="list-style-type: none"> <li>▪ Setting my team members' priorities (20.4%)</li> <li>▪ Using my time wisely (17.6%)</li> <li>▪ Delegating to others (17.6%)</li> </ul>
Reward and Recognition	<ul style="list-style-type: none"> <li>▪ Making people feel their contributions are important (32.4%)</li> <li>▪ Linking reward and recognition to improved performance (31.5%)</li> </ul>
Resourcefulness	<ul style="list-style-type: none"> <li>▪ Involving people with appropriate skill sets/expertise to solve (31.5%)</li> <li>▪ Approaching problems with a positive attitude (25%)</li> </ul>
Personal Awareness	<ul style="list-style-type: none"> <li>▪ Understanding my own strengths and weaknesses (25.9%)</li> <li>▪ Involving others with talents that complement my skill set limitations (17.6%)</li> </ul>

## Question Review for Development Opportunities

An analysis of the survey items' mean scores and percent much benefit reveals the following results in terms of greatest opportunities to develop leaders:

Top Opportunities to Build Upon	Mean Score	% Much Benefit
Achieving excellence in operational service	4.31	51.9%
Achieving excellence in customer service	4.30	58.3%
Holding people accountable for results	4.27	46.7%
Making people feel their contributions are important	4.19	48.1%
Fostering full and open communication	4.17	46.7%
Building morale	4.17	46.3%
Providing staff the tools they need to do their work	4.14	41.7%
Dealing with under-performing employees	4.11	39.8%
Giving constructive feedback to others	4.10	32.7%
Challenging staff to implement best practice	4.07	40.7%

These are the highest scoring items on the Needs Assessment Survey, and are the highest leader perceived priorities for Leadership Development at {Hospital}.

Additionally, the following items have a high percentage of Much Benefit (greater than 45%) but did not make the top 10 from a mean score perspective:

- Setting a good example: 53.7% Much Benefit
- Keeping a positive attitude: 47.2% Much Benefit
- Recognizing and caring for others' needs: 45.4% Much Benefit
- Establishing a patient centered workflow: 45.3% Much Benefit

**Question Review by Leader Position**

The table below presents the results by position classification for the ten leadership development dimensions. The leader position with the highest score is indicated in **bold** for each competency, indicating the group that feels they would most benefit from developing that competency.

<b>Competency</b>	<b>{Hospital}</b>	<b>Manager</b>	<b>Director</b>	<b>VP and Above</b>
<i>Goal Achievement</i>	32.2%	31.2%	25.0%	<b>36.4%</b>
<i>People Development</i>	39.9%	<b>42.7%</b>	26.8%	29.9%
<i>Communication</i>	37.2%	35.3%	<b>36.7%</b>	18.2%
<i>Team-Oriented</i>	32.5%	<b>35.2%</b>	22.0%	23.5%
<i>Innovation</i>	31.5%	28.8%	<b>29.4%</b>	28.0%
<i>Commitment to Service</i>	50.2%	<b>51.9%</b>	40.8%	43.2%
<i>Organization/Prioritization</i>	27.2%	<b>26.7%</b>	21.5%	23.4%
<i>Reward and Recognition</i>	33.8%	<b>33.1%</b>	31.7%	22.7%
<i>Resourcefulness</i>	33.0%	<b>34.7%</b>	21.6%	25.0%
<i>Personal Awareness</i>	30.3%	<b>32.5%</b>	19.7%	18.2%
<i>Overall</i>	34.0%	34.7%	26.2%	26.2%

### Question Review by Role

The table below presents the results by role classification for the ten leadership development dimensions. The role classification with the highest score is indicated in **bold** for each competency, indicating the group that feels they would most benefit from developing that competency.

Competency	{Hospital}	Direct Patient Care	Ancillary Support	Operations/ Business	Non- Clinical
Goal Achievement	32.2%	<b>36.2%</b>	31.4%	30.0%	31.1%
People Development	39.9%	<b>48.2%</b>	33.7%	36.5%	33.6%
Communication	37.2%	42.3%	<b>43.1%</b>	29.0%	38.7%
Team-Oriented	32.5%	<b>40.6%</b>	31.5%	25.5%	30.2%
Innovation	31.5%	33.0%	26.9%	29.6%	<b>35.6%</b>
Commitment to Service	50.2%	<b>54.3%</b>	50.0%	47.7%	50.0%
Organization/Prioritization	27.2%	<b>35.0%</b>	32.1%	17.9%	26.7%
Reward and Recognition	33.8%	<b>44.3%</b>	35.7%	26.3%	31.7%
Resourcefulness	33.0%	<b>42.9%</b>	32.7%	23.8%	35.7%
Personal Awareness	30.3%	<b>35.8%</b>	33.7%	24.6%	27.6%
Overall	34.0%	<b>40.5%</b>	34.1%	28.3%	32.9%

There is only one notable statistically significant variance in how each level of leadership perceives leadership development opportunities. A notable finding includes:

- Non-clinical leaders expressed a significantly higher desire for development on *being more productive*.

## **Open Feedback**

At the end of the Leadership Development Survey, the respondents were asked: *What other topics would help you master the ten core competencies listed above?* A complete list of the comments from the survey participants can be found in the following bullet points:

- *Learning to be more consistent with decisions and with the way employees are treated.*
- *Crucial Conversations*
- *Accountability throughout the organization*
- *Continuing education*
- *Pathway to internal growth*
- *Dealing with staff with longevity and entitlement dealing with management with longevity in the organization who view you as an outsider (longtime manager but newer to the institution )and see your view as unwelcomed*
- *Information Technology*
- *Helping the organization become more nimble.*
- *How to get ahead*
- *Delegation*
- *Career path development for staff*
- *Motivational topics that drive home the points.*
- *Progress communication.*
- *Using team/meeting ground rules, understanding what motivates people, managing conflict, adapting to personal weaknesses*
- *Performance comparison with other peer groups*
- *Getting out from under the 80/20 rule 20% of staff (poor or under performers) take up 80% of my time and others in leadership - in other words how to spend more time with the high and potential high performers rather than being so held down with the poor performers until we can 'get them off the bus'. How to be more accessible to my direct reports yet still accomplish the work I am expected to do.*
- *Team building to accomplish goals that are outlined*
- *Communication*
- *Providing appropriate data/research when requesting additional staff, equipment resources, etc.*