



ADVANCE™

*The Learning Edge for
Health Care Strategists*

Assessment Results for Sample Team Report 18 Participants

August 12, 2019

UNDERSTANDING YOUR TEAM'S RESULTS

The SHSMD ADVANCE™| Assess allows you to evaluate your team's healthcare marketing/strategy skills, attributes, and tools based on two factors: 1) performance and 2) importance. How well members perform a skill or display an attribute can help you understand your team's key strengths and development opportunities, and how important a skill/attribute is relative to their position or career aspirations can help you prioritize your team's development and learning needs.

1. Identify which skills/attributes rated highest and lowest in terms of performance.
2. Identify which skills/attributes rated as Critical or Very Important.
3. Look for areas of agreement between your team's performance and importance ratings.
 - Highest-rated areas (e.g., Very Effective or A Strength) that are Critical or Very Important are strengths to leverage.
4. Concentrate on areas of discrepancies between your team's performance and importance ratings.
 - Lowest-rated areas (e.g., Needs Development or Address Urgently) that are Critical or Very Important are opportunities for development.

ROLE REFLECTION

Once you review your team's results, take time to reflect on what this means in their current or aspirational roles. Start to think through which skills, attributes, or tools they want or need to grow to achieve their career goals. Another method to consider is asking your peers and supervisor(s) for feedback to provide greater awareness of your team's strengths, areas for improvement, and learning needs. This holistic reflection will help you improve your team's work contributions.

DEVELOPING AND MAINTAINING A DEVELOPMENT PLAN

Your SHSMD ADVANCE™| Assess results and role reflection will form the basis of your team's development plan. Focus on how you might leverage the information you gained to increase their effectiveness within their current roles. Also, consider how this information might help your team prepare for additional, more complex responsibilities or other positions to which they may want to advance.







Remember that your team's development plan is a "living" document that can be revised or augmented any time. It is recommended that your team revisit their results and development plan annually.

SHSMD ADVANCE™| SKILL BUILDER

The SHSMD ADVANCE™| Skill Builder contains hundreds of resources that can assist your team's career development as strategy professionals. As you identify your team's strengths and gaps and start to formulate a development plan, the SHSMD ADVANCE™| Skill Builder can be used to find books, courses/workshops, and other online resources that tie directly to the identified skills, attributes, and tools necessary for the future role of the healthcare strategist.

Access the SHSMD ADVANCE™| Skill Builder at www.shsmd.org/advance-skill-builder.

Below are items that rated high on in terms of both performance and importance. Consider how you might more fully leverage these strengths to gain the greatest pay-off.

		1	2	3	4	5		
Inquisitive: Is intellectually curious and willing to ask questions to further understanding.	PERFORMANCE						4.3	
	IMPORTANCE						4.2	
Curious: Is open to exploration, always learning; asks questions, seeks opinions, listens, and pursues information to become more informed.	PERFORMANCE						4.1	
	IMPORTANCE						4.0	
Rigorously Helpful: Fosters a reputation for sharing knowledge; is resourceful and proactively assists others to solve problems; connects others with available resources.	PERFORMANCE						4.1	
	IMPORTANCE						4.0	
Charismatic: Connects others on an emotional level; attracts and motivates others to achieve.	PERFORMANCE						3.9	
	IMPORTANCE						3.9	

Below are items that identified as important (e.g., Critical or Very Important) but rated low in terms of performance. Consider how these lower rated items may hamper your team's overall effectiveness and impede job performance. Identify the areas of highest development priority relative to your team's positions, goals, and learning needs.

NOTE: A full team report includes links to the Skill Builder resources.

		1	2	3	4	5		
Data Literacy: Understands the principles of statistics, analytics, computer science, and predictive modeling in order to analyze and address complex problems and issues.	PERFORMANCE						2.9	
	IMPORTANCE						3.7	
Comfortable Amidst Conflict: Accepts that some conflict is healthy and productive; considers different viewpoints, especially those that differ from his/her own; manages conflict effectively toward positive dialog and outcomes.	PERFORMANCE						3.1	
	IMPORTANCE						3.9	
Intrapreneurial: Demonstrates innovation and risk taking; observes the market and champion breakthrough opportunities within an organization; pursues new business opportunities for the organization.	PERFORMANCE						3.1	
	IMPORTANCE						3.8	
Data Synthesis: Brings together data from single or multiple disparate data sets into an overall conclusion and judgment, often around complex problems.	PERFORMANCE						3.3	
	IMPORTANCE						3.9	
Agent of Change: Advocates for positive change; understands how to effectively persuade and implement new solutions or improvements.	PERFORMANCE						3.5	
	IMPORTANCE						4.2	

My Team's Overall Scores For Each Item

Group

Below are the individual skills and attributes, organized by the implications identified in *Bridging Worlds: The Future Role of the Healthcare Strategist*. To get the most out of this section, identify areas that provide additional support for the themes you noted earlier. Some skills and attributes appear more than once because they apply to more than one implication.

NOTE: A full team report includes links to the Skill Builder resources.

		1	2	3	4	5		
Be Nimble to Exceed the Rate of Change: Skills	PERFORMANCE						3.6	
	IMPORTANCE						4.2	
Critical Thinking: Demonstrates skills for evaluating, clarifying, and synthesizing information.	PERFORMANCE						4.1	
	IMPORTANCE						4.5	
Design Thinking: Solves complex problems using an approach that encourages the consideration of human needs, creativity, and rapid iteration.	PERFORMANCE						3.6	
	IMPORTANCE						4.2	
Integrative Thinking: Makes meaningful connections between unrelated elements.	PERFORMANCE						3.6	
	IMPORTANCE						4.1	
Pivot-ability: Adjusts strategy without changing the vision.	PERFORMANCE						3.6	
	IMPORTANCE						4.1	
Process Design: Creates workflows, roles, and technologies to intentionally and efficiently deliver a product or service.	PERFORMANCE						3.5	
	IMPORTANCE						4.0	
Shepherding: Leads through gentle and persistent redirection toward the objective.	PERFORMANCE						3.6	
	IMPORTANCE						3.9	
Rapid Prototyping: Uses the simplest, least expensive representation of a concept to solicit user feedback and make refinements; focuses on improving the concept rather than the prototype.	PERFORMANCE						3.1	
	IMPORTANCE						3.2	