

Early Careerist Leadership Study

Studer Alliance for
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Study Questions

- ▶ What specific skills do leaders need at the beginning of their career?
- ▶ How well-prepared are new healthcare management graduates?
- ▶ What gaps exist between the skills they possess and those that are most important?

Method

- ▶ Web-based survey
- ▶ Examined 27 competencies most commonly taught in graduate-level healthcare mgmt programs
- ▶ Asked 3,712 current healthcare leaders:
 - ▶ How competent were you on these skills at the beginning of your career?
 - ▶ How competent are today's early careerists?
 - ▶ How important is each skill for early careerists?

Summary of Findings

- ▶ Significant gap between the skills of MHA students and those they need to be successful leaders
- ▶ Students are generally very well prepared on the basics such as effective communication, knowledge of healthcare trends and financial mgmt
- ▶ However, they are much less prepared in the interpersonal aspects of leadership
- ▶ Current leaders recall their skills as early careerists very differently than they view today's graduates

Top 5 Competencies Among Early Careerists

Current leaders reflecting back on the start of their career

1. Writing skills
2. Professional contribution
3. Presentation skills
4. Working with physicians
5. Ethics

Today's graduates

1. Writing skills
2. Presentation skills
3. Healthcare trends & issues
4. Information technology
5. Financial management

Bottom 5 Competencies Among Early Careerists

Current leaders reflecting back on the start of their career

1. Marketing
2. Strategic planning
3. Organizational dynamics
4. Financial management
5. Information technology

Today's graduates

1. Hiring and firing
2. Holding individuals accountable
3. Engaging employees
4. Aligning team behaviors
5. Negotiation skills

Most Important Competencies for Early Careerists

- ▶ Holding individuals accountable
- ▶ Leading and managing others
- ▶ Aligning team behaviors
- ▶ Engaging employees
- ▶ Change management

Least Important Competencies for Early Careerists

- ▼ Marketing
- ▼ Professional & community contribution
- ▼ Organizational dynamics & governance
- ▼ Strategic planning
- ▼ Healthcare trends & issues

The Opportunity

Competency	Very important skill (%)	MHA grads very competent (%)	MHA grads not at all competent (%)
Holding individuals accountable	75.8	3.3	20.7
Leading & managing others	71.8	3.3	8.1
Aligning team behaviors	66.3	3.3	19.0
Engaging employees	64.2	3.4	19.2
Change management	59.5	3.3	16.6
Time management	57.5	3.2	3.5
Hiring & Firing	55.3	3.5	24.0
Ethics	50.8	3.4	3.5
Decision making	49.1	3.3	15.4
Running effective meetings	47.6	3.3	15.3

Recommendations

- ▶ MHA programs should consider focusing more on the interpersonal skills deemed most important and also most lacking among early careerists
- ▶ Residency/fellowship preceptors should ensure that the on-the-job training these experiences provide address interpersonal skills
- ▶ Employers should examine how their leadership training addresses this gap; consider supplementing with training specific to these topics