SHSMD ADVANCE™ | Assess

Self-Assessment Instructions

The following self-assessment is intended to evaluate the skills and attributes necessary for the future role of healthcare strategists (e.g., marketers, planners, business developers, communicators, and physician strategists). This information can be used to provide insight into strengths and opportunities to aid in development planning and enhance leadership effectiveness.

The self-assessment is divided into two sections: 1) Performance and 2) Importance. You are being asked to evaluate your performance on each item (from Very Effective to Address Urgently) and the importance of each item (from Critical to Irrelevant).

The assessment is based on SHSMD's groundbreaking report, Bridging Worlds: The Future Role of the Health Care Strategist.

- It should take approximately 15 minutes to complete your self-assessment.

- Read each item carefully and select the response(s) that best reflects your opinion. You must provide two ratings for each item in order to advance to the next page.

- If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, please choose the "Unable to Rate" option.

- To move to the next page of items, click "Continue."

- You can change your responses by clicking the "Go Back" button, or just scroll up in the PDF.

- You can stop the self-assessment process at any time by simply saving the document. Your responses will be saved, and you may reopen the PDF to return to the assessment at a later time.

- Please contact shsmd@aha.org with any questions.

Please click the "Continue" button below to evaluate your skills using SHSMD ADVANCE™| Assess.

Continue

Understanding Your Results

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

1. Identify which skills/attributes you rated highest and lowest in terms of performance.

2. Identify which skills/attributes you rated as Critical or Very Important relative to your position.

3. Look for areas of agreement between your 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 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 results, take time to reflect on what this means in your current or aspirational role. Start to think through which skills or attributes you want or need to grow to achieve your career goals.

Skills and Attributes Scoring

For each Skill or Attribute measured, the form will calculate a score representing the comparison between your performance and the importance of the item assessed. Example: You rated your performance of a skill as "Needs Development" (2) and the importance of that skill as "Critical" (5), resulting in a score of (-3).

If the score is negative, skill development may be an opportunity.
A score of 0 indicates a strength, where your performance equals the importance, scoring (0).
A score above 0 indicates a strength above that which may be required, perhaps creating the opportunity to help others achieve that skill.

Performance:

Very effective: 5

A strength: 4

Competent: 3

Needs Development: 2

Address Urgently: 1

Unable to Rate: 0

Importance:

Critical: 5

Very Important: 4

Important: 3

Unimportant: 2

Irrelevant: 1

Unable to Rate: 0

In addition to your calculations on each item, at the end of the assessment, the tool will provide a category score for the five Bridging Worlds Key Implications for health care strategists. This calculation is an average of all the findings within the implication listed for a categorical score.

Negative scores suggest skill development opportunities. Scores 0 and above reflect strengths. Go back to your own score on each item to learn where the opportunities lie.

Please click the "Continue" button below to evaluate your skills using SHSMD ADVANCE™ | Assess.

Be Nimble to Exceed the Rate of Change: Skills

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Critical Thinking: Demonstrate skills for evaluating, clarifying, and synthesizing information. *Example: Ask questions to assess the accuracy, relevance, and completeness of data.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Design Thinking: Solve complex problems using an approach that encourages the consideration of human needs, creativity, and rapid iteration. *Example: Take time to properly frame the problem to be solved; uncover the needs of end users in order to generate ideas for improvement.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Integrative Thinking: Make meaningful connections between unrelated elements. *Example: Connect the health needs of a population to appropriate care services; forecast the impact on operational resources and financial implications.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

◄ **Go Back**   **Continue**

Be Nimble to Exceed the Rate of Change: Skills *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Pivot-ability: Adjust strategy without changing the vision. *Example: Create or adapt a product offering based on customer needs and emerging trends.* SCORE: **(P)** ____ − **(I)** ____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Process Design: Create workflows, roles, and technologies to intentionally and efficiently deliver a product or service. *Example: Evaluate and improve the discharge process.* SCORE: **(P)** ____ − **(I)** ____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Shepherding: Lead through gentle and persistent redirection toward the objective. *Example: Allow the project team adequate exploration time; discuss alternatives before selecting the way forward.* SCORE: **(P)** ____ − **(I)** ____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

Be Nimble to Exceed the Rate of Change: Attributes

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Continuously Learning: Grow and change continuously across your career; acquire new skills proactively to advance your career expertise. SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Rapidly Consumes Information: Find, consume, and process information to become highly knowledgeable and functional in a short timeframe when faced with a new challenge. SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Courageous: Challenge the status quo, stand up and advocate for an idea or position even in the face of uncertainty and opposition. SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Curious: Open to exploration, always learning; ask questions, seek opinions, listen, and pursue information to become more informed. SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Moxie: Show charismatic boldness, assertiveness, vigor, and verve. SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Be Nimble to Exceed the Rate of Change: Attributes *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Persistent: Drive to follow through; focus on the end goal; avoid being discouraged by setbacks or competing interests along the way. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Risk Tolerant: Comfortable with ambiguity; recognize that developing new ideas involves uncertainty; analyze and acknowledge risk, mitigate it, and continue to move forward. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Foresight: Anticipate and respond to potential consequences of internal and external events, trends, or patterns. Avoid unintended consequences. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Intrapreneurial: Demonstrate innovation and risk taking; observe the market and champion breakthrough opportunities within an organization; pursue new business opportunities for the organization. *Example: Create a new revenue stream by repackaging existing services.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

Continue

Create Consumer Experiences, Build Stories: Skills

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Experience Design: Visualize human reactions and responses to an interaction between a person and product or service; apply this learning to develop a solution. *Example: Create an experience map—a sequence of interactions from the patient's perspective—for online scheduling.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Rapid Prototyping: Use the simplest, least expensive representation of a concept to solicit user feedback and make refinements; focus on improving the concept rather than the prototype. *Example: Create a paper mock-up to demonstrate the sequence of interactions of a mobile app.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Storytelling: Capture peoples' imagination and interest by creating a narrative that appeals to the heart (inspiring vision), mind (credible evidence), and how-to (personal evidence). *Example: Capture the essence of learning from data in revisualizing a product or service.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Create Consumer Experiences, Build Stories: Skills *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	

Improvisation: Work out of comfort zone; spontaneously play out an idea to problem solve and collaborate.

Example: Act out what a prospective patient sees and thinks when visiting the health system's website.

SCORE: (**P**) _____ – (**I**) _____ = _____

Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

Behavioral Research: Understand principles of human behavior, observe and analyze behavior to understand and influence decision-making.

Example: Use nudge-type interventions for better outcomes.

SCORE: (**P**) _____ – (**I**) _____ = _____

Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

Human Needs Analysis: Explore and analyze underlying human values, beliefs, and motivations to gain insights into a problem and develop solutions.

Example: Observe the flow of patients and family members at registration to identify a sequence of events and pain points.

SCORE: (**P**) _____ – (**I**) _____ = _____

Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

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Create Consumer Experiences, Build Stories: Attributes

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Aware: Have realization, perception, or knowledge of conditions or problems that exist, such as in the healthcare field, across the organization and culture.	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

SCORE: (**P**) _____ – (**I**) _____ = _____

	Performance (P)		Importance (I)	
Empathetic: Identify and understand another person's situation, feelings, and motives; recognize others' concerns and needs.	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

SCORE: (**P**) _____ – (**I**) _____ = _____

	Performance (P)		Importance (I)	
Imaginative: Show inventiveness, originality, and independent thinking.	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

SCORE: (**P**) _____ – (**I**) _____ = _____

Continue

Create Consumer Experiences, Build Stories: Attributes *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Relational: Establish and maintain effective human connections with others inside and outside the organization; actively listen and connect relevant interests to develop partnerships. SCORE: (P) _____ – (I) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Thoughtful: Reflective and intentional, incorporating relevant input and data for the best possible outcome. SCORE: (P) _____ – (I) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Innovative: Generate new and unique ideas; make connections among unrelated concepts; generate new thinking. SCORE: (P) _____ – (I) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Integrate and Co-Create: Skills

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Coalition Building: Organize individuals with multiple viewpoints who agree to support an issue of shared interest, leading to productive action. *Example: Identify common objectives to align strategy, physicians, and IT in creating a clinical technology roadmap.* SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Facilitation: Engage a group of people to understand their common objectives and help them to plan how to achieve these objectives; remain "neutral" yet supportive in the discussion. *Example: Develop structured strategic activities and lead a group through them.* SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Socialization: Use informal communication with influential stakeholders to gauge their level of acceptance and support of new ideas. *Example: Discuss strategic initiatives with key leaders well ahead of formal meetings and decisions.* SCORE: **(P)** _____ – **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Integrate and Co-Create: Skills *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Assemble Diverse Teams: Engage individuals with diverse skills and viewpoints to build highly functional teams.	Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
	A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
	Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

Example: Select participants according to worldview and experience rather than job title.

SCORE: (**P**) _____ – (**I**) _____ = _____

	Performance (P)		Importance (I)	
Open Collaboration: Create new products or services by engaging a large number of contributors and making the results readily accessible to all.	Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
	A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
	Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

Example: Issue an internal challenge, supplying data and success criteria, to solve a persistent problem.

SCORE: (**P**) _____ – (**I**) _____ = _____

Continue

Integrate and Co-Create: Attributes

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Comfort with Ambiguity: Recognize that developing new concepts involves uncertainty; able to push forward with incomplete information. SCORE: (**P**) _____ − (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Comfortable Amidst Conflict: Accept that some conflict is healthy and productive; consider different viewpoints, especially those that differ from your own; manage conflict effectively toward positive dialog and outcomes. SCORE: (**P**) _____ − (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Engenders Trust: Interact with others in a way that is authentic and give them confidence in one's intentions and those of the organization. SCORE: (**P**) _____ − (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

Continue

Integrate and Co-Create: Attributes *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Temporarily Suspends Judgment: Aware of own biases; allow concepts to develop; seek to understand before passing judgment. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Agent of Change: Advocate for positive change; understand how to effectively persuade and implement new solutions or improvements. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Transparent: Communicate with candor, consistency, honesty, and authenticity; behave in a way that is predictable; inclusive. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
T-shaped: A generalist-specialist hybrid; broad, "horizontal" knowledge across multiple disciplines and deep "vertical" expertise in at least one subject area. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Erase Boundaries of Business: Skills

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Model Thinking: Understand real-world phenomenon by developing simplified representations. *Example: Create an Excel workbook to calculate the downstream impact of relocating services.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Systems Thinking: Understand how components interrelate and create a larger whole. *Example: Analyze the related components within a highly distributed ambulatory network.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

Continue

Erase Boundaries of Business: Skills *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	

Service Design: Create value by improving the interaction between customers and organizations by using a multi-disciplinary approach.

Example: Incorporate process improvement, patient experience, branding, and technology into the design of a new clinic.

SCORE: (**P**) _____ – (**I**) _____ = _____

Performance (P)		Importance (I)	
Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

Community-based Planning: Analyze and plan care delivery to meet community health needs; consider socioeconomic determinants; understand how people live, work, and play.

Example: Identify potential care sites through analysis of traffic patterns, demographic data, and proximity to other amenities.

SCORE: (**P**) _____ – (**I**) _____ = _____

Performance (P)		Importance (I)	
Very Effective (5) ☐	Needs Development (2) ☐	Critical (5) ☐	Unimportant (2) ☐
A Strength (4) ☐	Address Urgently (1) ☐	Very Important (4) ☐	Irrelevant (1) ☐
Competent (3) ☐	Unable to Rate ☐	Important (3) ☐	Unable to Rate ☐

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Erase Boundaries of Business: Attributes

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Charismatic: Connect others on an emotional level; attract and motivate others to achieve. SCORE: **(P)** _____ − **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Connected: Cultivate an active network of relationships inside and outside of organization; stay in touch; develop meaningful relationships. SCORE: **(P)** _____ − **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Deeply Informed: Expand intellectual depth as a key to creativity and adaptability; understand knowledge is a pathway to finding insights in disparate data. SCORE: **(P)** _____ − **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Negotiator: Balance multiple interests to reach a mutually satisfactory agreement. SCORE: **(P)** _____ − **(I)** _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

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Erase Boundaries of Business: Attributes *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Politically Savvy: Maneuver through complex political situations effectively and quietly; sensitive to individual and organizational motivations. SCORE: (**P**) _____ – (**I**) _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
Persuasive: Connect with people and influence them to help you achieve mutually beneficial outcomes; have a knack for motivating people. SCORE: (**P**) _____ – (**I**) _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
Rigorously Helpful: Foster a reputation for sharing knowledge; resourceful and proactively assist others to solve problems; connect others with available resources. SCORE: (**P**) _____ – (**I**) _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐

Generate Data-Driven Insight: Skills

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Visual Communication: Improve the understanding and retention of information through visual means. *Example: Use infographics and images to communicate quantitative data instead of charts and tables.* SCORE: **(P)** _____ – **(I)** _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
Data Literacy: Understand the principles of statistics, analytics, computer science, and predictive modeling in order to analyze and address complex problems and issues. *Example: Direct the analysis of future outcomes using predictive modeling.* SCORE: **(P)** _____ – **(I)** _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
Data Synthesis: Bring together data from single or multiple disparate data sets into an overall conclusion and judgment, often around complex problems. *Example: Connect consumer spending data with patient volumes to inform planning.* SCORE: **(P)** _____ – **(I)** _____ = _____	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐

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Generate Data-Driven Insight: Skills *(continued)*

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Financial Modeling: Assess the business impact of various scenarios within the overall strategic plan. SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐
Pattern Recognition: Use inference to look within and beyond the numbers to detect underlying patterns and trends. *Example: Estimate future population healthcare needs based on demographic and other data trends.* SCORE: (**P**) _____ – (**I**) _____ = _____	Very Effective (5) ☐ A Strength (4) ☐ Competent (3) ☐	Needs Development (2) ☐ Address Urgently (1) ☐ Unable to Rate ☐	Critical (5) ☐ Very Important (4) ☐ Important (3) ☐	Unimportant (2) ☐ Irrelevant (1) ☐ Unable to Rate ☐

Generate Data-Driven Insight: Attributes

Rate your performance and the importance of each item relative to your position. If you feel there hasn't been ample opportunity to demonstrate a particular skill/attribute or that the skill/attribute does not pertain to your position, select "Unable to Rate."

	Performance (P)		Importance (I)	
Articulate: Create and convey a clear vision; express ideas fluently and coherently.	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
SCORE: (**P**) _____ – (**I**) _____ = _____				
Inquisitive: Intellectually curious and willing to ask questions to further understanding.	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
SCORE: (**P**) _____ – (**I**) _____ = _____				
Pundit: Establish yourself as an expert in a particular subject or field; show willingness to be frequently called on to give opinions to the organization; develop expertise deliberately.	**Very Effective (5)** ☐ **A Strength (4)** ☐ **Competent (3)** ☐	**Needs Development (2)** ☐ **Address Urgently (1)** ☐ **Unable to Rate** ☐	**Critical (5)** ☐ **Very Important (4)** ☐ **Important (3)** ☐	**Unimportant (2)** ☐ **Irrelevant (1)** ☐ **Unable to Rate** ☐
SCORE: (**P**) _____ – (**I**) _____ = _____				

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SHSMD ADVANCE™ | Assess

Thank you for completing your SHSMD ADVANCE™| Assess self-assessment. If you would like to modify your responses, simply scroll back up to the previous relevant pages. If you are fi nished and do not wish to make any changes, click the "Submit" button.

Submit

My Overall Category Scores

After you Submit your scores (see button above), category scores for each of the five Bridging Worlds Key Implications for health care strategists will appear below. This calculation is an average of all the skills and attributes within the category. Skills approaching Zero indicate the your performance level within the category matches the importance level for the skill - an excellent finding. Negative scores suggest there may be improvement opportunities. Positive scores above zero suggests that performance exceeds importance level. Go back to the individual scores on each item to learn where your opportunities and strengths may lie.

	Be Nimble to Exceed the Rate of Change
	Create Consumer Experiences, Build Stories
	Integrate and Co-Create
	Erase Boundaries of Business
	Generate Data-Driven Insight

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