**Executive Development Acumen (EDA) Self-Assessment**

**Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Employment Summary: 1) Where have you worked and why? 2) What is your educational history and why? 3) What do you want to me when you grow up and why? 4) What do you hope to accomplish in the program?**

**The WHY is really more important than the static answer.**

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**To make any progress in our development, we must first know where we are at so we can decide the best path forward. The more accurate your assessment, the more meaningful the focus of the learning in areas that will allow you to move ahead.**

Below is the scale you will use to rate your current status (consider your experience, licensure (or lack thereof), ability and interest) in each of the departments when choosing your score.

5 = I’ve worked as an FTE in this department and can do many of the tasks without support. I know exactly how the department should perform. I would know when the department was not performing adequately and know how to support them. I could step in and do the job myself and would not need help.

4 = I’ve worked as an FTE in the department and can do many of the tasks in the department. I know how the department should perform and would know when the department was not performing adequately. I could step in and do the job myself if I had to but might need some help.

3 = I know most of the tasks in the department and could do some of them but have not been an FTE in the department. I would know when the department was not performing adequately and know how to support them. I could not step in and do the job myself and would need help to support them.

2 = I know the essence of how the department should perform but have not been an FTE in the department. I would know when the department was not performing adequately but would need help to support them. I could not step in and do the job myself. I would need help from resources outside the facility.

1 = I know the essence of how the department should perform. I may or may not know when the department is performing adequately. I could not do the tasks in the department nor do the job myself. I would need support to help this department function adequately.

Technical

1. Administration – By Laws, Governing Board, Admin Assistant, etc. \_\_\_\_\_\_\_
2. Providers – Physician recruitment and management \_\_\_\_\_\_\_
3. Business Development \_\_\_\_\_\_\_
4. Intake \_\_\_\_\_\_\_
5. Utilization Review \_\_\_\_\_\_\_
6. Inpatient Clinical Services \_\_\_\_\_\_\_
7. Outpatient Clinical Services \_\_\_\_\_\_\_
8. Nursing \_\_\_\_\_\_\_
9. Maintenance \_\_\_\_\_\_\_
10. Performance Improvement \_\_\_\_\_\_\_
11. Regulatory Compliance \_\_\_\_\_\_\_
12. Human Resources \_\_\_\_\_\_\_
13. Business Office \_\_\_\_\_\_\_

Total \_\_\_\_\_\_\_ out of 65 = \_\_\_\_\_\_ %

Executive Development

The EDA score above represents your current knowledge and exposure in a particular department. The difference in the ratings is an important one. You will notice that the 80th percentile (four or five) and above gives credit only to having worked in the department. This is because one cannot simulate the experience for having worked in a department. Even if one oversees the department, knows the metrics inside and out and could adjust initiatives and be successful, they will still lack a crucial element for proficiency which is the ability to relate to the staff that do the job. Much of what will be referred to throughout the program is not only the technical parts of a job or knowing the ‘jargon’ but your social acumen and the degree to which you can inspire/motivate others to perform the job because of how well you understand it.

A person does not need to have worked full-time in every department to be a successful executive. In fact, most current CEOs have a clinical path (a clinical degree or having worked up and through clinical departments) while some have marketing paths (up through the front door business development/intake). There are a lot of CEOs with professional degrees (e.g., MBA, HCA, etc.) and plenty that don’t have business backgrounds at all. There are CEOs that have risen through the financial path (e.g., business office/finance) and some are even physicians. There are not any CEOs (that are commonly known) that have done EVERY position in a hospital. It is not because it wouldn’t be valuable but simply because paths are often linear and or align somewhere between what has become available, what is in the best interest of the facility and of course what is in the best interest of the individual.

What is consistent however, is that the more utility a person has from their path/experience combined with their emotional intelligence (assuming a baseline of a relatively high IQ to even be this far already), the more successful they will be on their journey. There are a lot of extremely intelligent, accomplished individuals that fail to attain their potential (relatively speaking). The truth is, there are many more variables that will influence a person’s potential (many of which are out of their control) than simply how smart they are and how hard they are willing to work. Some of those variables include timing, priorities, life events, expectations, chemistry and more.

In theory, the higher your EDA score, the less time and training that will be needed to allow your advancement. Furthermore, the higher you are willing to get your EDA score during training, the better positioned you will be to recruit, train and lead departments at various levels of proficiency. For example, if you are in a situation where you struggle to recruit 5’s (from scale above) and the best option you have is a 3, if you have the acumen in the department to support them, this can be a successful selection. Conversely, if you the best option you have is a 2 or 3 and you lack the acumen in the department to support them yourself, you are at a greater risk for this selection to fail.

With a high EDA score, you have more flexibility in creating the exact dynamics for a team that yield success. Part of building a successful culture is in balancing ever-evolving priorities. You will want to be able to consider being able to promote from within because its so good for morale. However, promoting a person generally comes with a degree of inexperience and in knowing they will need more support be it in leadership or otherwise. You will need to provide your high-functioning teams continued learning and exposure to keep them engaged which means you will need to continue to learn so you can teach. While it is certainly reasonable to need help from others (i.e., corporate or other facilities) to get

a department performing adequately, the more you must do this, the more you are restricted to select your employees and ultimately create your culture. The outcome of a scenario where you don’t have options is where the concepts of luck come in to play.

As your score EDA gets higher (which should take years not months) you should start to qualify for positions that are larger and more complex in scope. This again will be largely influenced by variables that might feel a lot like luck and it is. It is your responsibility to be “ready” so that when luck shows its head, you are ready to cash in. After all, we all get lucky at times but the concept of return on luck (ROL) is where you will truly start to realize your potential and be given the opportunities that you seek.

Lastly, the Executive Development Program (EDP) is merely an experience. It is not a linear path or a guarantee that on the other side is a promotion or any sort of monetary reward. As with all experiences, it is up to you regarding how you leverage the experience. The EDP will commit to deliberately exposing you to more. Experientially, we will combine reading, activities, processing and discussing to create exposure. No one will check your work per se. At this point in your career the motivation needs to be intrinsic. Without intrinsic motivation to achieve, your path will invariably plateau and it may even plateau if you are motivated. Again, the variables we referred to will very much influence your journey and it is your responsibility to do your part.

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