Advisory Board Fellowship
How health care executives learn to lead transformative change
Advisory Board Fellowship in brief

PURPOSE:
Develop executives who excel at leading transformative change in health care

6
Intensives across 18 months

2
Cohorts launched each year

30–40
Executives from different health care sectors in each cohort

• Proprietary Advisory Board content
• Practicum supported by our program faculty
• Harvard Business School case studies
• Market-leading 360° assessment

over 2,500 alumni
Market mandate for a leadership leap

To excel in today’s volatile health care market, organizations must differentiate transformative leadership from change management. Change management focuses on capabilities needed to execute a circumscribed change. While essential for complex initiatives like EHR implementation, such expertise does not equip leaders to re-envision your organization’s future and advance on it with an overburdened workforce. That’s transformative leadership.

Even great change managers do not naturally evolve into effective transformative leaders. As illustrated below, leaders must often unlearn skills that made them effective change managers to master traits needed to drive transformative change. The Advisory Board Fellowship helps rising health care executives make this leadership leap and, in turn, transform their larger organization.

<table>
<thead>
<tr>
<th>Approach of effective change managers</th>
<th>Risk from change-manager approach in a volatile market</th>
<th>Approach of effective transformative leaders</th>
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<tbody>
<tr>
<td>Require exhaustive due diligence before making disruptive decisions</td>
<td>Analysis paralysis because nothing is certain</td>
<td>Take smart risks with the best available information</td>
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<td>Cascade broad goals into concrete individual action steps</td>
<td>Loss of leader credibility when action steps must change</td>
<td>Pair a clear future vision with flexible action plans</td>
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<td>Know how every aspect of their site and function works</td>
<td>Caught off-guard by new market disruptors</td>
<td>Make time to continuously expand market knowledge</td>
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<td>Prioritize speed and clarity when issuing directives</td>
<td>Proliferation of conflicting “to do’s” in matrixed leadership structure</td>
<td>Lead through collaboration and influence</td>
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<td>Buckle down with their teams to get through tough times</td>
<td>Burnout because change is constant</td>
<td>Foster a culture that embraces change as opportunity</td>
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A “game changer” for rising executives

Across 18 months, Advisory Board Fellowship participants engage in six intensives with a diverse cohort of executive peers and receive a wide range of wraparounds supports for application of what they are learning. Participants and organizational sponsors overwhelmingly report an outsized return on this investment. More than 2,500 executives have completed the Advisory Board Fellowship in the last 15 years. Most credit the experience for rewiring their approach to leadership. Here is a sampling of what participants say about the program.

“The program was one of the best experiences I have had in my career. Besides the great content and effective materials, the instructor was one of the best instructors I have ever had.”

– Juan Carlos Loubriel, Director of Community Health and Wellness, Whitman-Walker Health

“I am thinking at a higher and more broad level strategically, and recognize when I fall back into old habits.”

– Katy Cain, Director of Strategic Accounts, Johnson & Johnson Health Care Systems, Inc.

“The Fellowship was a game changer for me in terms of how I approach leadership.”

“This gave me a broader view of health care...I felt like this went a long way in closing the gap of how I understand my leadership and that of others. It was terrific to get viewpoints of multiple systems and multiple disciplines.”

– Terry Morrow, Vice President of Development, Bronson Healthcare

“The exchange of ideas with other health care leaders is invaluable. It has also re-invigorated my enthusiasm for leadership with the study materials provided and the case study discussions.”

– Larry Fagerhaug, Vice President & Chief Human Resource Officer, Carson Tahoe Health

Read on to learn more about the Advisory Board Fellowship and what differentiates it from executive MBA programs and other leadership offerings.
Our unique approach to executive development

How we develop executives who excel at leading transformative change

- Challenge deeply held beliefs
- Cultivate a “student of the industry” mind-set
- Make innovation routine
- Unlock the power of executive influence
- Support real-world application
Challenge deeply held beliefs

The first barrier to spurring rising executives to make a leadership leap is, ironically, their past success. How do you tell successful operators that they must rethink their approach to leadership to drive needed transformative change? We don’t! Instead, we challenge participants—through performance data, in-depth case studies, peer-to-peer discussion, and pointed self-reflection—to discover how their current approach will fall short in the future and why.

Here’s what we do.

- Expand outlook of what is possible through **in-depth case studies** of organizations in analogous industries
- Surface individual leadership blind spots with an **evidence-based 360° assessment**
- Force grounded self-reflection on personal impact through **Case-in-Point Teaching**
- Expose participants to alternative viewpoints through **diverse cohorts** with executives from multiple industry segments
Cultivate a “student of the industry” mind-set

Transformative change doesn’t happen in a vacuum. Rising executives must be students of their industry who marshal wide-ranging knowledge of emerging trends, new competitors, market innovations, and related fields. Unfortunately, health care leaders are often siloed in relatively narrow terrains. We draw on Advisory Board’s ongoing research and close working relationships with industry insiders to quickly advance participants up the health care market’s learning curve. Then we help them develop personal learning strategies to stay abreast of new developments.

Here’s what we do.

Equip participants to teach themselves. We recognize that industry knowledge participants gain during the Advisory Board Fellowship will quickly be outdated. So we help participants develop their own systems for staying abreast of the latest industry developments.

Expose participants to diverse industry stakeholders. We design experiences to include key players in the industry, such as national policymakers.

Teach insights from our CEO forums. Our program draws on Advisory Board’s continuous stream of research across all sectors of the industry.
Make innovation routine

The lifeblood of transformative leadership is innovative ideas. Yet far too many leaders struggle to unlock the most powerful engine of such ideas: their people. Suggestions are pedestrian, incremental, unrealistic, or simply don’t address top priorities. Throughout the Advisory Board Fellowship, we work with participants on how to simultaneously build a culture that promotes smart risk-taking and the structures needed to channel their team’s creative energy toward where their organization most needs novel solutions.

Here’s what we do.

Help participants harness the creativity of their team. We teach participants how to channel their team’s innovative energy toward strategic objectives.

Enable participants to change the calculus around risk and reward. Executives have unique power to shape culture based on what they choose to celebrate and reward. To build teams that embrace innovation, executives must be willing to encourage smart risks and celebrate failures as learning opportunities.

Challenge participants’ conventional thinking and self-imposed constraints. Many health care professionals live by unwritten rules that stifle innovation. We equip executives to help their teams (and themselves) recognize when constraints are self-imposed.
Unlock the power of executive influence

The biggest predictor of whether a change will succeed is how much team members want it to happen. This is particularly true in health care, where conflicting priorities and matrixed reporting relationships are the norm. Nonetheless, executives often try to secure buy-in for big changes by using the same materials and messaging for people in diverse roles. The Advisory Board Fellowship invests heavily in helping participants see how others might perceive transformational efforts, so they can lead with an inspiring “why” behind “what” they hope to accomplish.

Here’s what we do.

- **Show participants how to master the mechanics of inspirational influence.** It’s no longer sufficient for rising executives to have effective one-on-one conversations. They must also be able to mobilize large groups of people through compelling communication.

- **Enable participants to understand how people perceive transformative change.** Transformative change often threatens people’s sense of competence and security. The most influential executives understand how their audience will likely perceive change and adjust their communication accordingly.

- **Stop participants’ knee-jerk emotional reactions.** Leaders wield tremendous influence—often when they’re least aware of doing so because their emotions are overpowering their rational decision-making. To more effectively influence others, leaders must more effectively manage these reactions.
Support real-world application

We develop deep levels of trust in the classroom, where participants can experiment with different leadership approaches and discover how to make a leadership leap. Yet we know that the real test of the experience is whether participants can better lead transformative changes back at their home organizations. To help, we integrate work on strategic initiatives each participant is leading for their own organization into a number of intensives. Additionally, virtual support is available to all participants both throughout and beyond the 18-month period.

Here’s what we do.

- Integrate **practicum experience** centered on unique strategic projects led by each participant for their organization
- Coach **participants’ sponsors** throughout the program on how to support maximal growth and impact
- Give participants **unlimited access** to relevant Advisory Board best practices and experts

Sample impacts from practicums

- **$945,000**
  Total savings in initial year of deploying pharmacists to provide medication therapy management
  **Cox Health**
  1,000+ bed integrated delivery network based in Springfield, MO

- **$503,000**
  Reduction in agency spending in one year across system-wide cardiovascular service line through improved recruitment and retention for subspecialty clinical areas
  **Inova**
  Five-hospital health system in Falls Church, VA

- **9**
  Number of pre-surgical optimization protocols standardized across all surgical service lines
  **New Hanover Regional Medical Center**
  572-bed hospital in Wilmington, NC
Our leadership development suite

Leadership Development Program Design and Delivery

Consultative support from our leadership experts helps you design and deliver customized programs that cultivate the knowledge, skills, and attitudes most needed by your organization’s managers and executives.

Advisory Board Fellowship

Eighteen-month, cohort-based program develops executives who excel at leading transformative change in health care.

Talent Development

Workshops, delivered at your organization by our faculty, upskill your managers.

Manager Toolbox

Online app enables your managers to personalize best-practice cheat sheets in under ten minutes for day-to-day management challenges.

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