

Advisory Board Fellowship FAQ

Your answers to commonly asked questions about Advisory Board Fellowship

What is the Advisory Board Fellowship?

Advisory Board Fellowship is an immersive development experience for future healthcare CXOs. The program leverages Advisory Board's deep knowledge of the healthcare landscape and the leadership skills needed to navigate it.

More than 3,000 fellows from over 300 healthcare organizations have attended the Advisory Board Fellowship. The program centers on an advanced 18-month curriculum made up of six 2.5-day classroom intensives. We bring together senior leaders from across the healthcare industry to create a rigorous yet supportive environment — one where participants' deeply held beliefs are challenged, their curiosity ignited, and their leadership identities renewed and reformed.

The experience is participant-centered and discussion-rich. Throughout the 18 months, leaders learn and practice how they need to lead differently amid complexity. They have the opportunity to apply these learnings in real time to their current challenges so they can make progress on what's most important to their teams and their organization.

Who can attend?

Senior leaders across the healthcare industry directing critical, cross-enterprise priorities within two to three organizational levels of the CEO are welcome to attend. We want leaders who are deployed against key priorities and whose scope of leadership is increasingly enterprise-wide.

Why do organizations join Advisory Board Fellowship?

Advisory Board's world-class research and insights help leaders see the powerful forces shaping the healthcare industry with clarity. Advisory Board's work has been rooted in research for over 40 years. Our advanced leadership curriculum, grounded in concepts of adaptive leadership, challenges participants to think differently, take risks, and lead transformative change. And our sophisticated assessment tools identify participants' development opportunities in ways most likely to drive organizational performance.

We focus not just on developing individual leaders, but on developing leadership itself as an organizational competency and source of competitive advantage.

What is the participant selection process Advisory Board Fellowship?

We recommend that organizations begin by considering what, not who. In other words, "**What** are your most critical priorities?" Then, "**Who** are the rising leaders I want deployed against this work?" This approach helps you leverage your investment in the Advisory Board Fellowship against key organizational priorities by supporting, equipping, and preparing the leaders in charge of those projects.

If you are selecting participants for the Advisory Board Fellowship, you can use our Advisory Board Fellowship Participant Selection and Communication Toolkit to support your process. If you would like to use the toolkit during your selection process, you can email ask@advisory.com and request the toolkit, or click [here](#) to download it. Additionally, we provide consultative support to help organizations prioritize talent investments. The toolkit and support not only bring order to selection but also provide valuable tools and language for communicating about the program across your organization.

Is there an organization package for more than one person to attend?

Yes. The Advisory Board Fellowship is most valuable as an enterprise investment in leadership capacity rather than a solution for developing individual leaders. For that reason, we have made it easier and less expensive to invest in multiple leaders over multiple years. Our most successful partners send several participants each year – often leaders representing a broad cross-section of organizational functions. Leaders build cross-enterprise connections, as well as a shared language and shared approach to leadership that gets results.

Where will the sessions be held?

Each intensive is held at our offices at 655 New York Ave NW, Washington, DC 20001. If the location for your intensive changes or is conducted virtually, you will be notified by our team well in advance.

Who facilitates the Advisory Board Fellowship?

We have a premier faculty team with varied backgrounds and deep knowledge of the work we are doing. All of our facilitators are certified executive coaches with additional certifications in CliftonStrengths and the Leadership Circle Profile assessments. If you are interested in the specific background of our faculty members, please reach out ask@advisory.com.

What is the Practicum Project?

Throughout the Advisory Board Fellowship, participants will be learning and practicing fundamentally different ways of leading. The Practicum Project is a focused opportunity to practice these shifts in a way that advances organizational performance in real time. Participants will continuously receive support from peer working groups and faculty members on their Practicum Project.

Practicum Projects are typically cross-enterprise in nature and drive major impact on the enterprise. If you would like to see examples of Practicum Projects, please reach out to our team at ask@advisory.com.

What information on travel and hotels will be provided?

For each intensive, Advisory Board arranges a hotel block at a local hotel with a preferred rate. The hotel is close to our office, and rooms are available on a first-come, first-served basis. We are happy to answer any questions about transportation or timing concerns. We will provide participants with local airport and train station information before the first session.

If you are commuting to our offices, there is a parking garage on site. Note that our offices are near the Washington Convention Center, which can impact parking availability. If you are parking in the garage, you can navigate to Rumi's Kitchen, which is adjacent to the garage entrance. Parking is approximately \$23 per day, subject to change.

If you are traveling to Washington and are not able to book in the hotel room block, we have additional hotel recommendations.

What does the registration process look like?

We will send information on cohort options and their corresponding dates to the executive sponsor. We recommend sharing those dates and the commitment expectations with prospective participants to ensure that they can commit to the experience before completing the official registration process.

Once participants have been selected, our team will send information to those participants with official registration information, intensive dates, and orientation. All we need from executive sponsors is each participant's name and email. We will communicate the cutoff date for registration to executive sponsors.

Upon registration, each participant will receive the dates for all six intensives. We recommend that the participant and the executive sponsor hold these dates on their calendar as a reminder.

What is covered in the cost?

All elements of the program are covered by the cost except travel, lodging, and dinners.

Organizations are responsible for all costs associated with travel. We will provide breakfast and lunch each day, but participants are on their own for dinner.

What happens if a participant can't make it to an intensive?

The best Advisory Board Fellowship experience involves attending all six intensives in order. Occasionally participants will know in advance that there is a life event (e.g., wedding, birth of a child, or graduation) that conflicts with an intensive. In that case, upon registration, participants can indicate that they cannot attend a specific intensive and will be given a makeup option. Our team will help coordinate planning and details. For participants to officially graduate from the Advisory Board Fellowship, they must attend all six intensives. Our team will share participant attendance and utilization with executive sponsors.

What is the schedule like for intensives?

Each intensive takes place over 2.5 days. Each morning, breakfast will be served 30 minutes before our start time. For the two full days, we begin our session at 9 a.m., serve lunch around 12:30 p.m. for an hour, and conclude our day at 5 p.m. On the first day, we will have a reception starting at 5 p.m. for participants to connect with each other over food and drinks. On our final half-day, we begin at 9 a.m. and conclude by 12 p.m. We take ample breaks during our sessions, and when possible, will let participants know when those breaks will be so they can plan accordingly.

How long is this program?

The total duration of this program is approximately 18 months, during which participants will attend six intensive courses. Intensives take place every three to four months.

What should I wear to intensives?

We encourage participants to dress comfortably in business casual attire. Attendees will be moving around within our building and may want to walk to local restaurants. Our classroom space can run cold, so dressing in layers may be helpful for those who are sensitive to cool temperatures.

Do you offer any accreditation for this program?

No.

What will be covered, and how will it be broken down?

INTENSIVE 1

Promise and peril

Leading in a changing industry



Participants examine the complexity and disruption facing our industry and begin to understand the leadership it requires. That “different-in-kind” leadership requires next-level emotional intelligence, deep awareness of a rapidly changing world, the ability to adapt to that world with agility, and the ability to mobilize others (at both an individual and an organizational level) to change and adapt as well.

INTENSIVE 2

The leadership leap

Attitudes, assumptions, and awareness



Participants focus on their personal development, building the emotional intelligence to navigate industry and organizational complexity. Additionally, they focus on the underlying attitudes and assumptions that shape their own leadership, and begin to unpack actionable insight that will take their leadership to the next level.

INTENSIVE 3

The forces of the future

Thinking ahead in an ever-evolving ecosystem



Participants bring greater awareness to powerful ecosystem forces such as the economy and demographics, how those forces are impacting our industry, and how to respond. Fellows learn to think like futurists, looking 10 years ahead to consider how emerging forces might have long-term impact and how to take calibrated and proportionate action today to prepare for tomorrow. Participants will also receive guidance and support to engage their elected representatives or organization’s government or external relations functions directly.

INTENSIVE 4

The adaptation advantage*

Strategy and innovation and disruption



Participants turn their attention from broad ecosystem forces to more industry-specific strategic forces and the need to move past outdated tools of strategy toward a more dynamic and adaptive approach. Participants explore themes of disruption, innovation, and true strategic leadership.

INTENSIVE 5

Performance with purpose

Influencing people and aligning culture



The penultimate intensive challenges participants to broaden their impact by thinking differently about how to scale leadership. We challenge leaders to identify shifts within their workforce so they can adapt with speed and agility. We explore the power of social capital, innovation at scale, and the challenge of building an adaptive enterprise.

INTENSIVE 6

Capstone

The catalyzed cohort



The final intensive integrates key concepts from across the Advisory Board Fellowship program. Participants explore their own and each other’s Practicum Project work, and discuss the experience and impact of practicing leadership differently. Participants formally graduate and become Fellows of the Advisory Board. They celebrate their hard work and growing impact during a celebratory dinner.

* Intensive 4 is virtual.

How is this different than earning a FACHE or an MBA?

There are many executive development programs.



Some help leaders develop healthcare **industry knowledge and understanding**.



Some help leaders develop **business skills** (mini-MBA).



Some **help leaders grow and develop** as human beings so they can better navigate complexity.



Some go beyond developing individual leaders to **help organizations scale leadership as an organizational competency**.

Only Advisory Board Fellowship does all these things. According to Advisory Board research, graduates emerge with a deep understanding of a rapidly evolving industry. They gain technical and business skills (strategy, operations, future-thinking, next-generation human capital) as well as a greater capacity to manage the human complexity associated with disruption, change, and transformation.



Learn more about the Advisory Board Fellowship at advisory.com/fellowship

As an industry leader, you have high standards. So do we. That's why we're sharing additional perspectives and resources to help you meet the rigorous demands of your position now and in the future. Sign up to receive our **Breakthrough Leadership newsletter**. Or, go to advisory.com, create an Advisory Board account, head to manage account, and sign up under manage email subscriptions. Then, select Breakthrough Leadership.



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