

High Value Leadership Skills: Generated from Modified Delphi Process

Leadership Skill	Consensus descriptions
Establishing team goals	Establishing strategic priorities, and making decisions based on available resources, providing team direction
Managing projects	Recognizing barriers to progress and identifying solutions to move projects toward completion
Motivating team members	Helping others find value in their work while inspiring individuals to be productive and effective
Optimizing teams	Leveraging the strengths of individuals and providing feedback to enhance performance
Managing change	Recognizing and anticipating change, successfully supporting a team through a transition
Managing time effectively	Prioritizing the importance and urgency of tasks to improve efficiency. Recognizing the importance of time allocation
Supporting wellness	Understanding the significance of wellness and resilience, promoting a supportive environment that values individual and team well-being
Demonstrating emotional intelligence	Recognizing one's own and other people's emotions to optimize relationships and inform thinking and behavior
Receiving feedback	Soliciting and incorporating feedback as a means for self-improvement
Addressing conflict	Identifying sources of conflict and hosting discussions while maintaining respectful relationships
Negotiating	Working toward a joint decision or agreement when parties have different preferences or priorities
Communicating effectively through speaking	Ability to assess the receiver(s), clearly convey thoughts, and check for understanding
Communicating effectively through writing	Ability to assess the receiver(s) and convey information clearly using appropriate structure and language
Developing situational leadership	Recognizing and employing different leadership styles depending on context
Building fiscal responsibility	Promoting high value care and remaining sensitive to resource limitations
Embodying professionalism	Modeling professionalism through your actions and presence

Table 2: Importance ratings and presence of dedicated education for leadership skills

	Essential skill	Average Score††	Percentage of programs providing dedicated education in the listed leadership skill (N=67)
Managing time effectively	*	4.8	71%
Receiving feedback	*	4.8	93%
Embodying professionalism	*	4.8	86%
Communicating effectively through speaking	*	4.7	78%
Demonstrating emotional intelligence	*	4.5	45%
Communicating effectively through writing		4.5	54%
Addressing conflict	*	4.4	60%
Supporting wellness		4.3	91%
Motivating team members		4.3	53%
Optimizing teams		4.3	62%
Establishing team goals		4.3	60%
Negotiating		4.1	34%
Developing situational leadership		4.1	27%
Managing change		3.9	24%
Managing projects		3.8	43%
Building fiscal responsibility		3.6	38%

†Essential skills defined as those with ≥90% a priori agreement as extremely important or quite important

††Average score represents Likert score statistical mean, with extremely important = 5 and not important = 1

Table 3. Modalities used to teach leadership skills

	Percentage of programs reporting using listed teaching modalities (N=67)
Didactic sessions	92%
Faculty directed feedback	76%
Case-based discussions	67%
Simulation	46%
Self-reflection exercises	23%
Required reading	23%
Leadership assessment tools	20%

Table 4. Modalities used for longitudinal reinforcement of leadership training

	Percentage of programs reporting using listed modalities for re-enforcement of leadership skills training during residency.
Feedback from faculty about leadership skills is solicited	86%
Feedback from peers about leadership skills is solicited	85%
Feedback from other members of the healthcare team about leadership skills is solicited	67%
Residents are encouraged to integrate leadership goals into their individual learning plans (ILPs)	39%
Faculty guided review of residency milestones related to leadership	54%
Faculty guided review of Entrustable Professional Activities (EPAs)	19%