

Canadian Cancer Programs Are Struggling to Invest in Development of Future Leaders: Results of a Pan-Canadian Survey

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Appendix 1: Leadership Development Survey

Your participation in this survey is voluntary. If you decide to participate, you may choose to withdraw at any time. To help protect your confidentiality, the surveys will not contain information that identifies you personally.

1. In which province is your cancer centre/agency located?
2. How old are you?
3. How many employees work in your organization?
4. Indicate your degree of satisfaction with the quality of leadership within Canadian cancer centres.
5. If dissatisfied, indicate which skills are missing in Canadian cancer centres?
6. If satisfied with quality, what strengths have you seen in Canadian cancer centres?
7. Define leadership.
8. Please indicate your level of agreement on which type of model would work best in your organization.
9. Please indicate your level of agreement with whether the following competencies are critical to success within your organization.
 - Resourcefulness, remaining calm under pressure, having integrity, being inspirational, being able to resolve conflict, being able to see the bigger picture, compassion, being patient/client focused, having the ability to work within the system
10. Please list up to three leadership development models that you see used in your organization.
11. Is your organization effective at building an internal or external pipeline of future leaders?
12. Please indicate your level of agreement with regard to whether your organization uses a succession-planning tool to identify and develop future leaders.

13. Please indicate your level of agreement with regard to whether the following statements about developing leaders are true for your organization.
 - Where successors are not in place we have plans to address our gaps.
 - Employees view our organization as a place where they can develop leadership skills.
 - Potential successors have been identified for critical positions.
 - We offer opportunities that effectively build more capable leaders for the future.
 - Employees are assessed on their potential to move into leadership roles.
 - When an employee moves into a leadership role, they are supported through their transition.
14. Please list up to three potential barriers that your organization has in developing leaders and planning succession effectively.
15. Please indicate your level of agreement with regard to whether the following statements are true for your organization (organizational culture).
 - We care for our employees.
 - We believe in the importance of developing every person to the maximum.
 - We know who our clients are and put them in the centre of our conversations.
 - We work to ensure that our leaders have the right skills.
 - We work well within our organization to ensure that core values are adhered to.
 - We have strategies to ensure that people feel valued and appreciated.
16. Are you familiar with the LEADS framework?
17. Please indicate your level of agreement with regard to whether your organization is prioritizing the use of the LEADS framework.
18. Please indicate your level of agreement with regard to whether the LEADS framework is useful in your organization.
19. Please indicate your level of agreement with regard to whether the following competencies are important to develop in your organization.
 - Having the ability to communicate effectively.
 - Having the skills to resolve conflict.
 - Being able to lead strategic planning and envisioning the future.
 - Having the skills to build effective teams.
 - Having the ability to lead change that can be implemented.
 - Having a greater sense of general leadership principles.
20. Please indicate your level of agreement with how your organization is contributing to leadership development of junior level or entry-level employees.
21. Please indicate your level of agreement with how your organization is contributing to leadership development of mid-level (managers and small clinical section chief) employees.
22. Please indicate your level of agreement with how your organization is contributing to leadership development of senior level (CEO, vice presidents, directors) employees.
23. Please indicate your level of agreement with regard to whether the following skills enable you to identify potential leaders.
 - Intuition, risk taker, confidence, ability to delegate, creativity, decisiveness, openness, commitment, ability to inspire, integrity, communication, positive attitude.
24. Please choose five of the most important leadership skills from the following list and rank them in the order of importance.
 - Being a strategic thinker, being able to lead change, having the ability to build effective teams, being an advocate within healthcare systems, understanding the importance of finances, being able to inspire and motivate others, being a good manager, having a clear sense of the future and the ability to respond to challenges.
25. Please rate rank the following five according to what you believe is important for leadership development in your organization.
 - We have internal executive programs for selected mid-level and senior leaders.
 - We have a mechanism to identify leaders and evaluate them as they advance.
 - We have internal programs for emerging leaders and then provide them training.
 - We have a mixture of internal and external provider arrangements that ensure all levels of leaders are effective.
 - We do not provide internal programs for developing leaders but have arrangements with an external provider.
 - We provide executive programs for senior leaders only.
26. If you have any additional thoughts about this survey, please indicate these to the organizers.