



# **SURVEY QUESTIONNAIRE**

## **The H.A.I.L. Survey** **HBA Attributes & Influences of Leaders**

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**Thanks very much for agreeing to take this survey. It is a joint effort of the Healthcare Businesswomen's Association and Pharmaceutical Executive magazine. The objective of this survey is to understand your view of the importance of responsible leadership in the healthcare industry and also your opinions on the contribution that the HBA makes to developing responsible leaders. We also hope to learn something about your needs and preferences for leadership development efforts by both organizations in the next few years. You will be given an opportunity to request a report of the study results at the end of the survey.**

1. Please indicate the level of confidence you have in the leaders of the following sectors, using a scale of 0 to 10 where 0 = no confidence at all and 10 = complete confidence. (***Programmer notes in bold italics:** provide drop down with selection options of 0-10*)

- a. Government
- b. Healthcare Manufacturers
- c. Healthcare Providers
- d. Healthcare Insurers
- e. Financial Services Providers
- f. Organized Religion
- g. Charity/Non-Profit Organizations

2. Please indicate where your level of confidence in the leaders each sector was **5 years ago** by using the same scale of 0 to 10 where 0 = no confidence at all and 10 = complete confidence. (***provide drop down with selection options of 0-10***)

- a. Government
- b. Healthcare Manufacturers
- c. Healthcare Providers
- d. Healthcare Insurers
- e. Financial Services Providers
- f. Organized Religion
- g. Charity/Non-Profit Organizations

3. Please indicate how optimistic you are about the quality of leaders in each of these sectors 5 years from now, using a scale of -10 to +10 where -10 = very pessimistic about the future, zero being neutral and +10 = very optimistic. (***provide drop down with selection options of -10 to +10***)

- a. Government
- b. Healthcare Manufacturers
- c. Healthcare Providers
- d. Healthcare Insurers
- e. Financial Services Providers
- f. Organized Religion
- g. Charity/Non-Profit Organizations

4. To what extent do you believe Healthcare Manufacturing businesses are *driven* by the intent to deliver on each of the following considerations? Please rate how

important each consideration is as a business driver, using a scale of 0 to 10 where 0 = not at all a driver and 10 = a really important driver. *(provide drop down with selection options of 0-10 for each)*

- a. Shareholder Return
- b. Customer/Patients' Needs
- c. Employee Needs
- d. Community Service (including charity),
- e. Leaders' Personal Advancement/Wealth Building

5a. In looking at the list below, please indicate the top 5 leadership attributes that you believe are most valued in healthcare manufacturing. (Check only 5) *(provide check boxes and require 5 to be checked)*

5b. Which of the following attributes, if any, do you feel the leaders in your company clearly demonstrate? (Check all that apply) *(provide check boxes and allow as many as none or all to be checked)*

5c. Using the same list of attributes, please indicate the top 5 attributes that you bring to your job. (Check up to 5) *(provide check boxes and require 5 to be checked)*

5d. Which, if any, of the attributes, do you feel you personally need to improve upon for the future? (Check up to 5) *(provide check boxes and allow none or up to 5 to be checked)*

Demonstrates **Accountability** for actions  
**Action** Oriented / **Results** Focused  
Manages **Ambiguity**  
Is **Approachable**  
Strong **Business Acumen**  
**Change** Oriented  
Active in the **Community** beyond  
**Composed** under Pressure  
Is **Creative**  
Is **Customer Focused**  
Genuinely Concerned for **Individuals** / Demonstrates **Empathy**  
**Empowers** Others  
Behaves **Ethically**/With **Integrity**  
Has a Sense of **Humor**  
Shares **Information**  
**Motivates** Others  
Skillful **Negotiator**  
Is Well **Respected** / **Trusted**  
**Team** Oriented  
Is a **Visionary**

6. How much do you agree that there are sufficient resources and opportunities available to support the development of responsible leaders in your own organization? *(Allow selection of only one of the following options)*
- Completely Disagree  
Disagree  
Neutral  
Somewhat Agree  
Completely Agree
7. How important do you feel mentors are in helping to develop responsible leaders? *(Allow selection of only one of the following options)*
- Not At All Important  
Not Very Important  
No Opinion  
Somewhat Important  
Very Important
8. How useful do you find the efforts of the Healthcare Businesswomen's Association (HBA) in helping to develop responsible leaders for our industry? *(Allow selection of only one of the following options)*
- Not At All Useful  
Not Very Useful  
Not Sure  
Somewhat Useful  
Very Useful
- 9a. Do you consider yourself to be a leader in your company?
- Yes/No
- 9b. Do you consider yourself to be a leader in your community?
- Yes/No

*The following questions are for analysis purposes only.*

10. Where are you employed? \_\_\_\_\_ **(Provide a drop-down list of 50 states)**

11. For what type of organization do you work?

Pharmaceutical Manufacturer

Device/Medical Products/Equipment Company

Biotechnology R&D or Manufacturer

Marketing Communications (Advertising/Public Relations/Medical Education)

Other (Please specify: \_\_\_\_\_) (*allow up to 20 characters*)

12. Which of the following best represents the size of the organization for which you currently work?

1-10 employees

11-100

101-1,000

1,001-5,000

5,001-10,000

10,001+ employees

13. Which of the following best describes your job function?

Corporate Management (Chairman, President, CEO, CFO, COO)

Product/Brand Management (includes all levels)

Marketing Management (including all levels)

Project Management

Advertising & Promotion Management

Sales Management

Account & Media Management

Media Planning & Buying

Market Research

Medical/Clinical Trial Management

Business Development/Strategic Planning

Regulatory/Government Affairs

Information Management

Financial Management

Managed Care

Corporate Management (VP not included in any function above)

R & D, QA/QC Management

Other (please specify) (\_\_\_\_\_) (*allow up to 20 characters*)

13. What is your current job title?

\_\_\_\_\_ (*allow up to 40 characters*)

15a. How long have you been employed in your current field? \_\_\_\_\_ # of years  
(*allow whole numbers, 0-50*)

15b. How long have you been in the healthcare industry? \_\_\_\_\_ # of years (*allow whole numbers, 0-50*)

16. Which of the following categories best represents your age?  
<20  
21-25  
26-30  
31-35  
36-40  
41-45  
46-50  
51-55  
56-60  
61-65  
66+
17. Which of the following reflects your current marital status?  
Single  
Married  
Partnered
18. How many children do you have living with you in each of the following age categories? (Please enter 0 to both if no children are living with you)  
\_\_\_\_\_ number of children living with you who are 0 to 5 years of age  
\_\_\_\_\_ number of children living with you who are 6 to 18 years of age
19. Please check the category that best reflects the highest level of education that you have completed.  
High School  
Associates Degree  
Bachelor's Degree  
Some Graduate Work  
Master's Degree  
Doctoral Degree
20. Which of the following best represents your annual household income?  
Under \$50,000  
\$51,000 to \$100,000  
\$101,000 to \$150,000  
\$151,000 - \$200,000  
\$201,001+  
Prefer not to say
21. What is your gender? Male Female
- 22a. Are you currently a member of the Healthcare Businesswomen's Association (HBA)?  
Yes/No

22b. Are you currently a subscriber or regular reader of Pharmaceutical Executive magazine?

Yes/No

23a. In closing, please share with us what you believe is the biggest challenge facing leaders in the healthcare sector today? *(open-ended text box, but allow only 200 characters or no response)*

23b. How would you approach that challenge?  
*(open-ended text box, but allow only 200 characters or no response)*

THANK YOU for your time and your thoughts. Please provide an email address if you would like to be entered in a drawing for a chance to win one free ticket (a \$495 value) to the HBA's Leadership Conference (June 6<sup>th</sup>) or one of 10 free passes (valued at \$75 each) to HBA evening seminars. Please also indicate if you would like to receive a copy of the white paper reporting the results of this survey. That email address will not be used for any other purpose, and it will not be used to personally identify your responses.

Email address: \_\_\_\_\_@\_\_\_\_\_.

Please check if you would like to receive a copy of the white paper. E-mail address must be provided for you to receive this document.