

## **APPENDIX D**

### **Power of Ten: Leadership Development Programs *Impact Assessment***

## **VMAE Annual Meeting Presentation**

# **Power of Ten Impact Assessment**

James W. Lloyd, DVM, PhD  
Animal Health Economics, LLC

Veterinary Medical Association Executives (VMAE)  
Elanco Animal Health  
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# Background

## Origin of “Power of Ten”

- American Society of Veterinary Medical Association Executives (ASVMAE)
- February 2012 launch
- Hosted by Elanco – Indianapolis
- Basic design
  - ❖ Focus on recent veterinary graduates
  - ❖ Target 10 participants and 10 “touch points” annually

## Current status

- P10 programs have been conducted by  $\geq 27$  VMAs
- Nearly 1500 participants have benefited from P10
  - ❖ Includes AAVMC “Leadership Academy” (~300)

# Methods

## Project design

- Steering committee
  - ❖ R. Johnson, L. Perius, C. Keef, T. Rumschlag
- Focus groups – selected P10 participants
- Create questionnaire
  - ❖ Demographics and career information
  - ❖ Impacts evaluated
    - VMA engagement
    - Career development
    - Community engagement
    - Personal life
- Pretest questionnaire

## Survey

- Distributed electronically through VMA execs

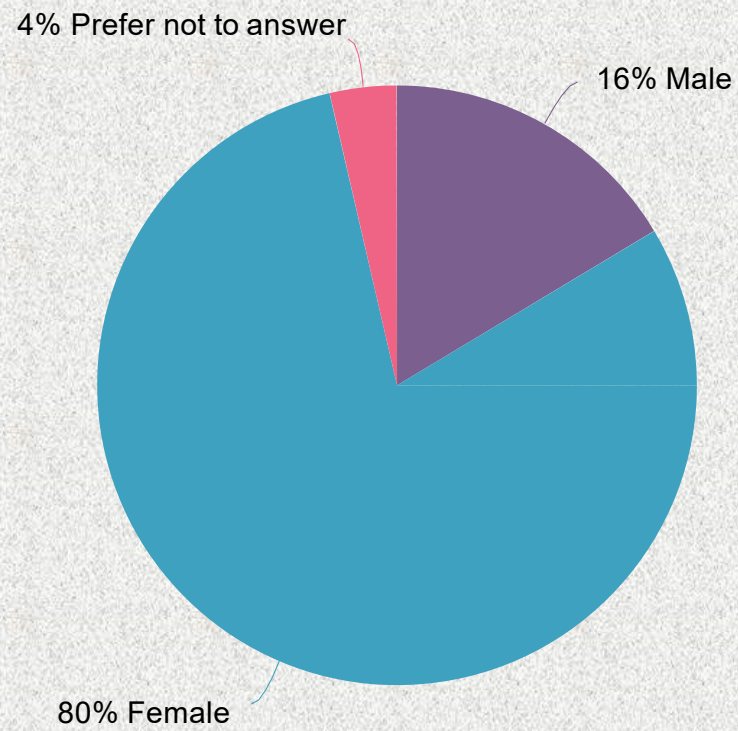
# Results

## Engagement

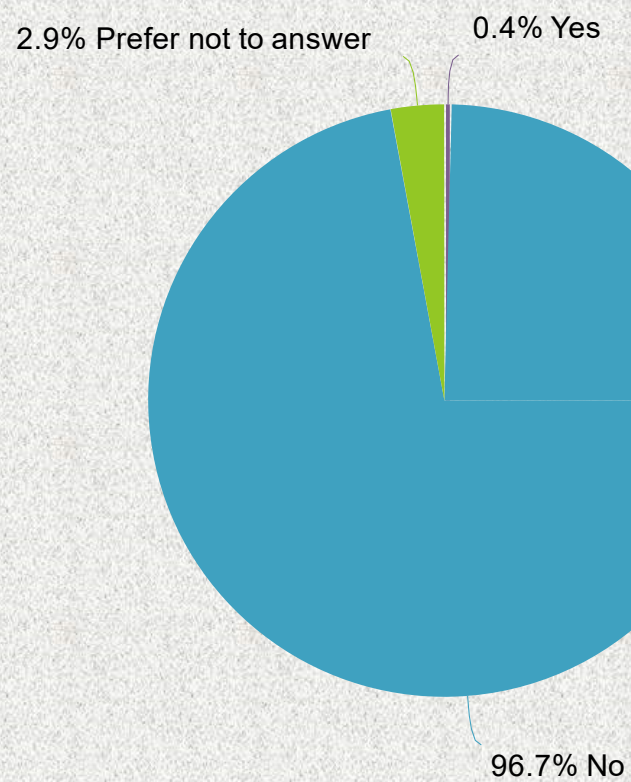
- Study population – scope
  - ❖ Twenty VMAs participated
  - ❖ Total estimated participants surveyed = 1015
- Response rates
  - ❖ VMA response = 20/27 (74%)
  - ❖ Estimated survey response rate = 335/1015 (33%)

# Demographics

## How do you express your gender identity?

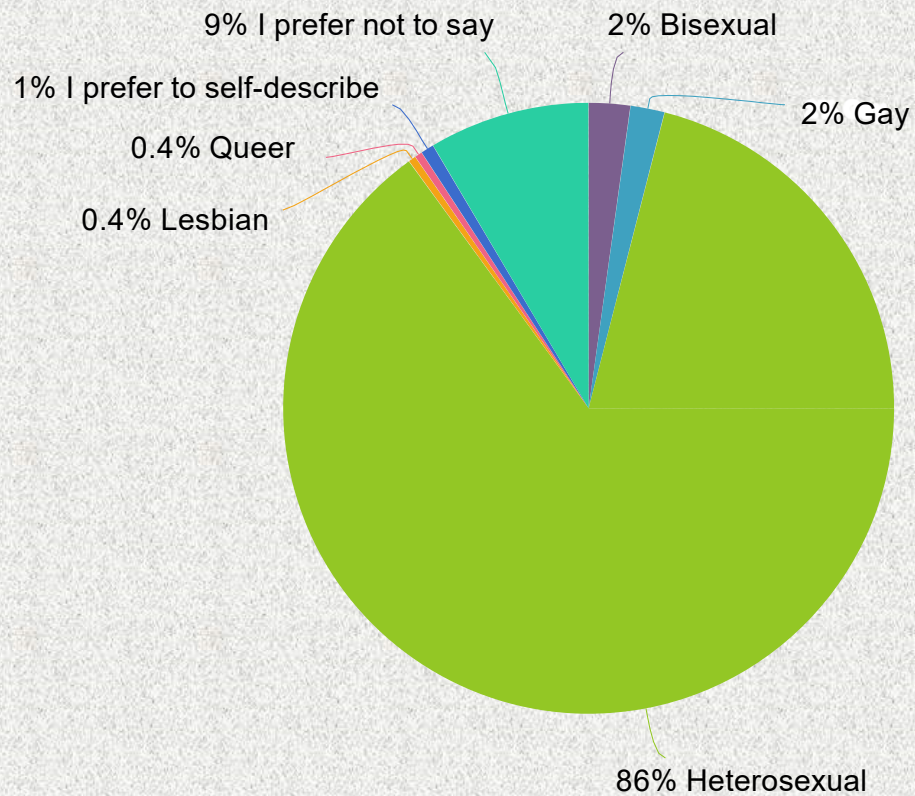


## Do you consider yourself on the transgender spectrum?





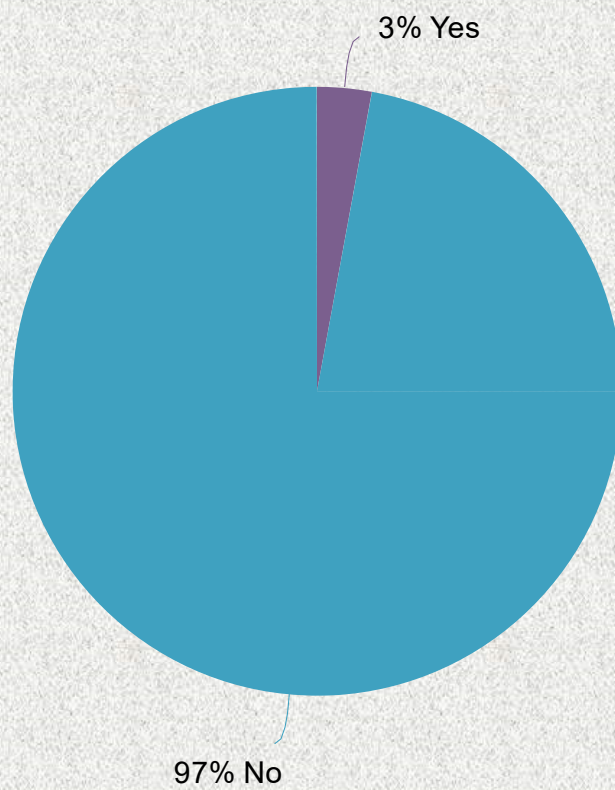
**Below are terms often used to describe sexual identity.  
Please select the one that you feel best describes you:**



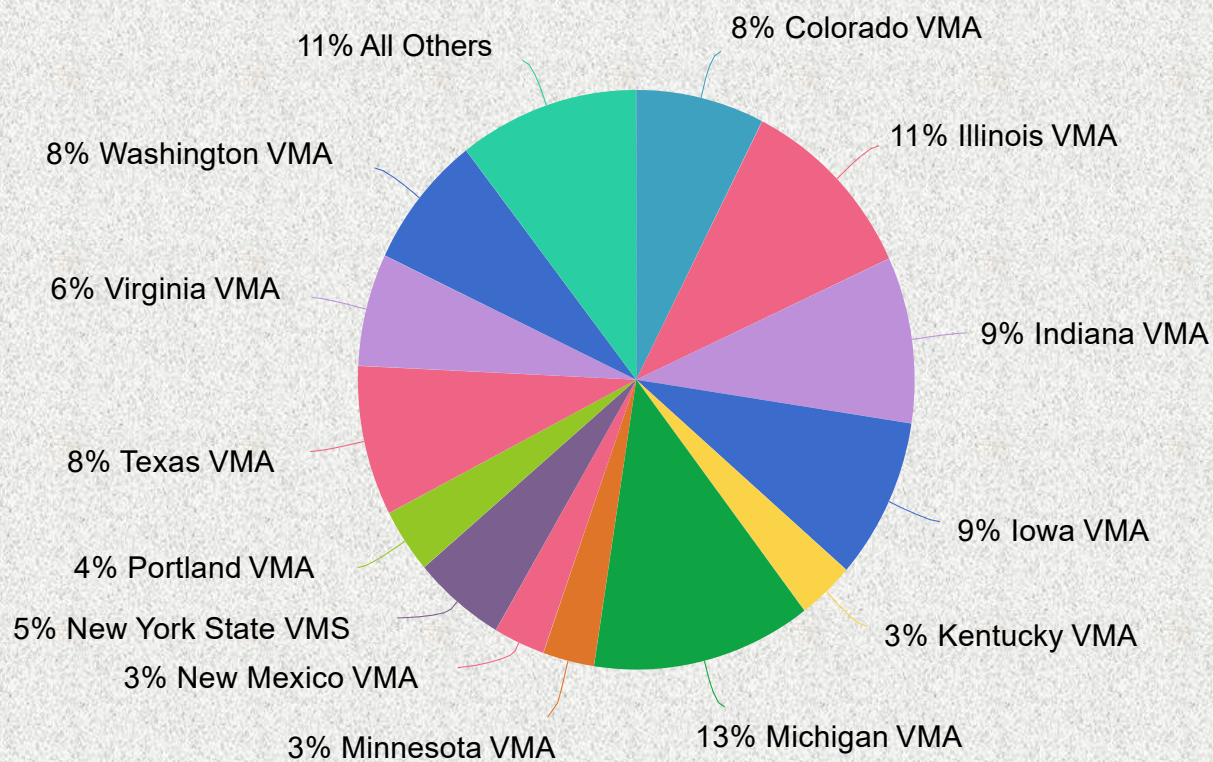
## How do you describe your race? Please check all that apply.

Value	Percent	Responses
African American/Black	1.1%	3
Asian/Asian American	2.6%	7
American Indian/Alaskan Native	0.4%	1
White/Caucasian (inclusive of Middle Eastern ethnicities)	93.4%	256
I prefer to self-describe:	0.7%	2
I prefer not to answer	4.7%	13
Total		282

## Are you Hispanic/Latinx?



## Which veterinary medical association (VMA) organized the P10 that you attended?



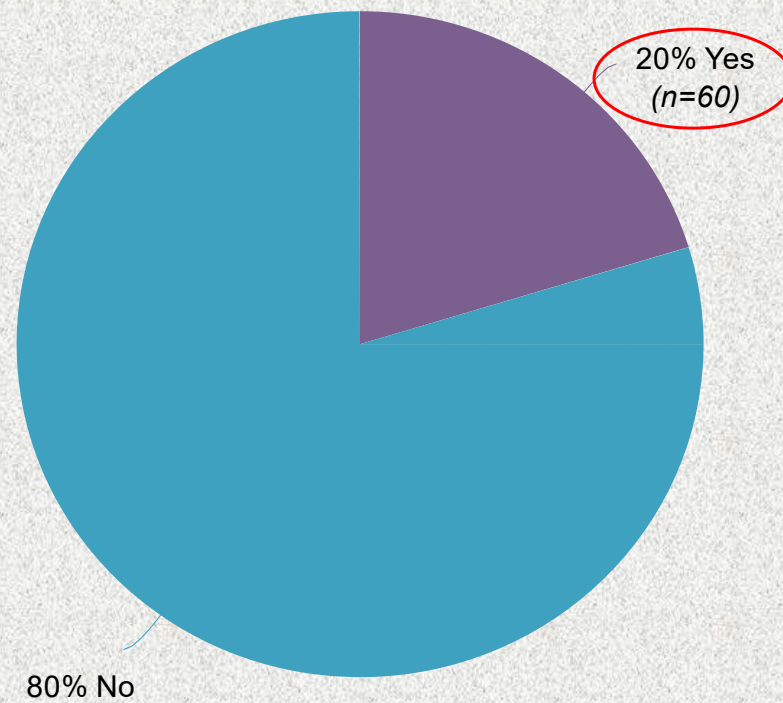
# VMA Engagement

**Since you completed P10, and because of your P10 participation, has the frequency of your:**

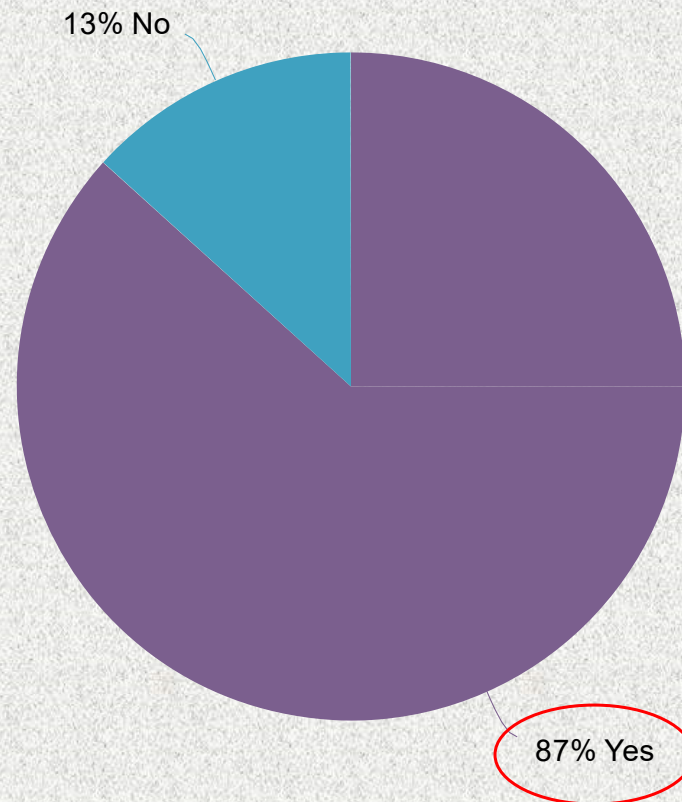
	The Same	Increased	Decreased
membership on VMA committees and/or task forces been	52.5%	43.4%	4.1%
leadership of VMA committees and/or task forces been	64.6%	31.3%	4.0%
participation in any other volunteer VMA activities been	60.8%	35.2%	4.1%



**Since you completed P10, have you  
accepted a position on the VMA Board?**

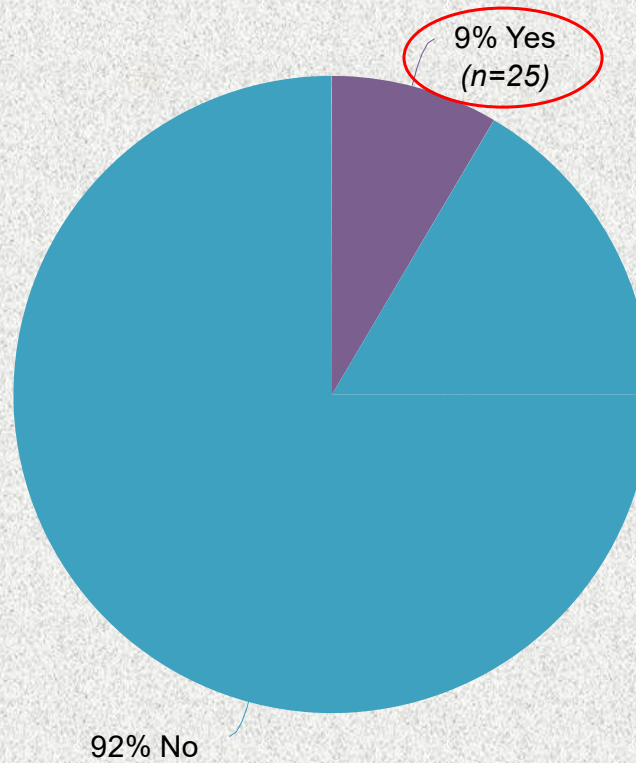


## Did participation in P10 influence your decision?

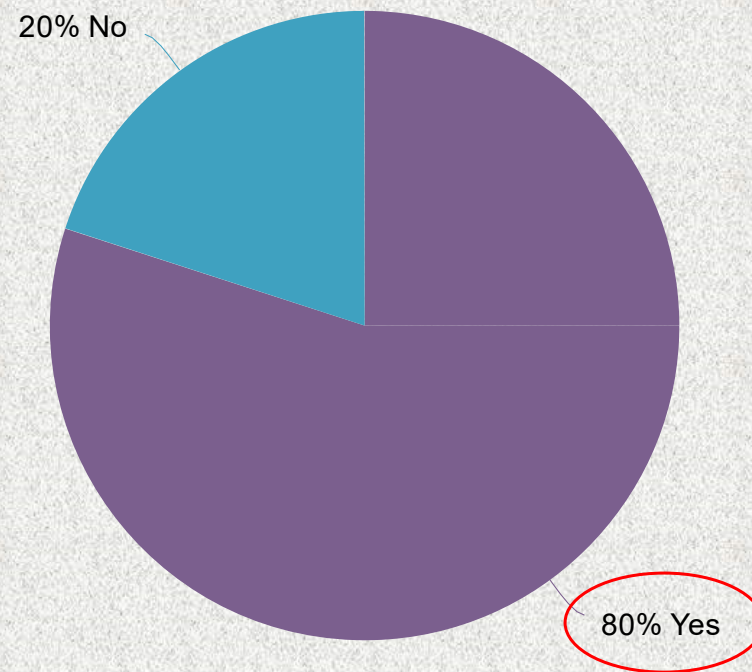




**Since you completed P10, have you accepted an executive leadership position in your VMA?**



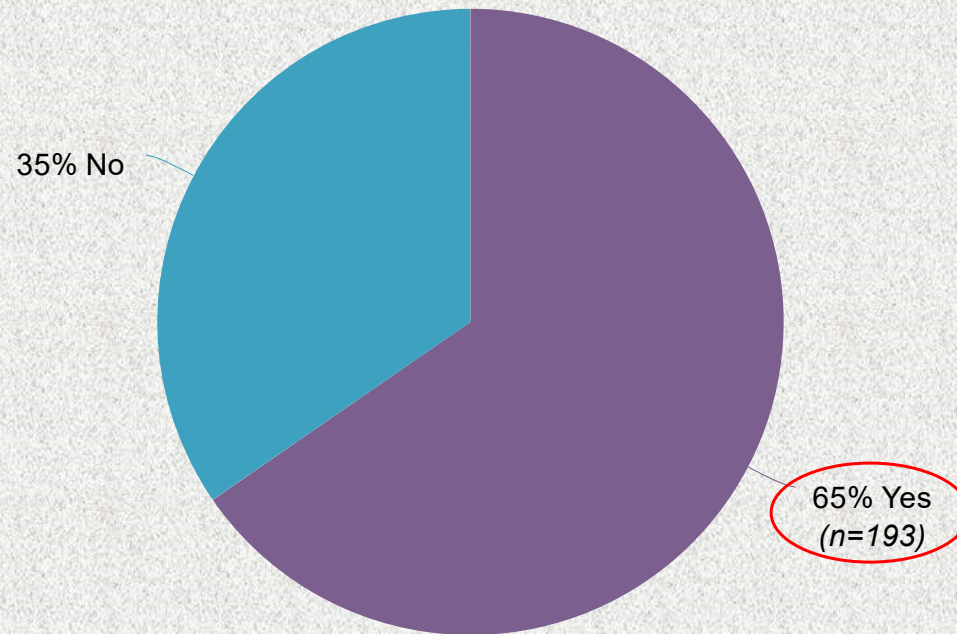
## Did participation in P10 influence your decision?



**In the future, because of your P10 participation,  
will the likelihood**

	The Same	Increased	Decreased
of your membership on VMA committees and/or task forces be	23.4%	76.3%	0.3%
of your leadership of VMA committees and/or task forces be	29.5%	70.2%	0.3%
of you pursuing/accepting a position on the VMA Board be	36.1%	63.3%	0.7%
of you pursuing/accepting an executive VMA leadership position be	41.7%	56.9%	1.4%
of you participating in any other volunteer VMA activities be	20.3%	79.3%	0.3%

**Thinking *\*only\** of your VMA engagement, has your P10 participation had an impact on your leadership behaviors/competencies that spans across all your VMA positions/roles?**

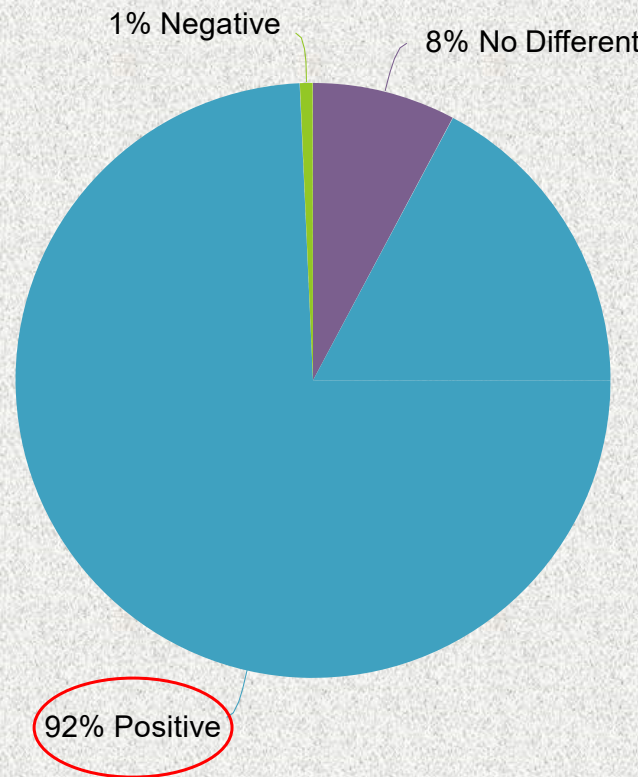


Thinking \*only\* of your VMA engagement, has your P10 participation had an impact on your leadership behaviors/competencies that spans across all your VMA positions/roles?

Please briefly explain:

- Feel more connected to colleagues, profession, VMA
- Much more willing to take on leadership roles...gained insight on how to become a better leader
- More engaged in the organization and more likely to accept a position on the Board
- Increased confidence and desire to be more involved, either now or in the future

**What impact, if any, has your P10 participation  
had on your overall view of your VMA?**





What impact, if any, has your P10 participation had on your overall view of your VMA?

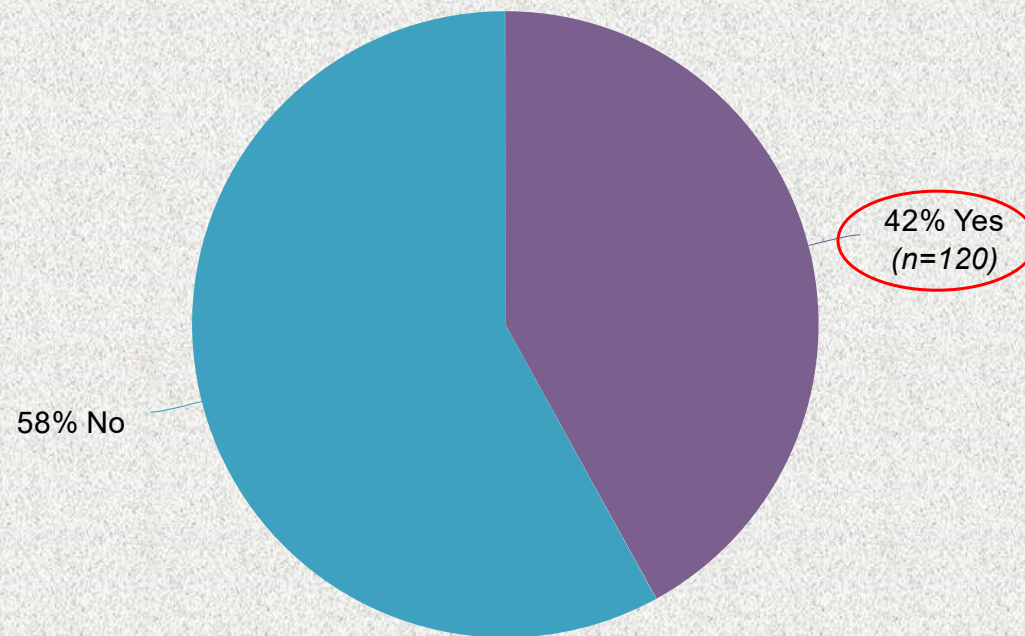
Please briefly explain:

- Very appreciative of VMA's emphasis on P10, and impressed with willingness to focus on young people
- Can now see what the VMA is all about, and gave a very positive view of what I can do to make a difference
- Networking and knowledge of VMA projects created a positive impact on my view of participation in VMA
- P10 allowed an inside look at VMA:
  - ❖ Showed how to be a part of the organization
  - ❖ Got to know staff on a personal level and learned how much they care about members

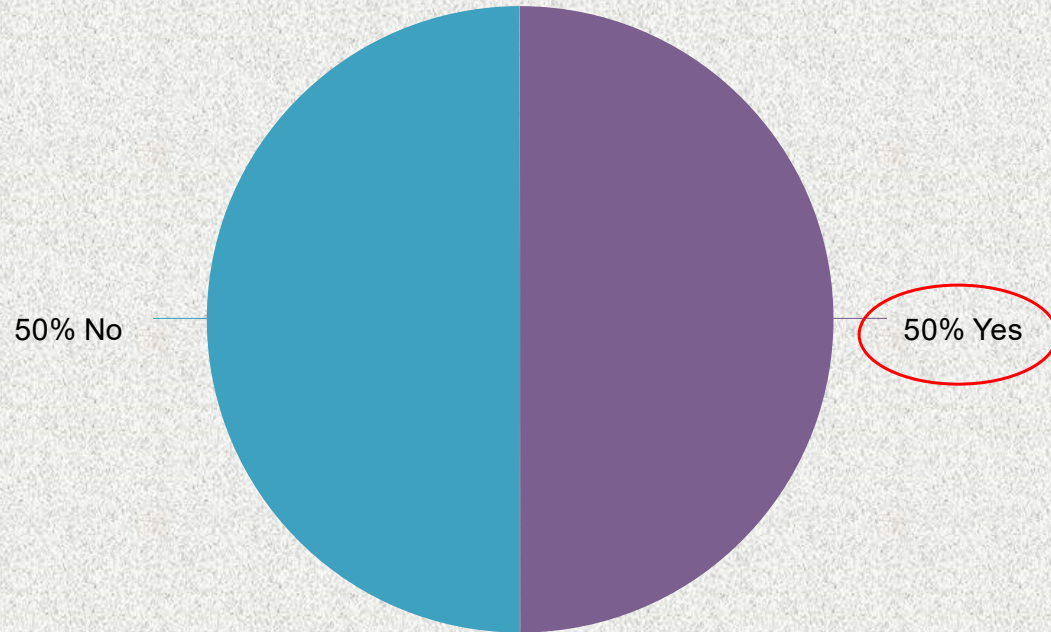
# Career Development



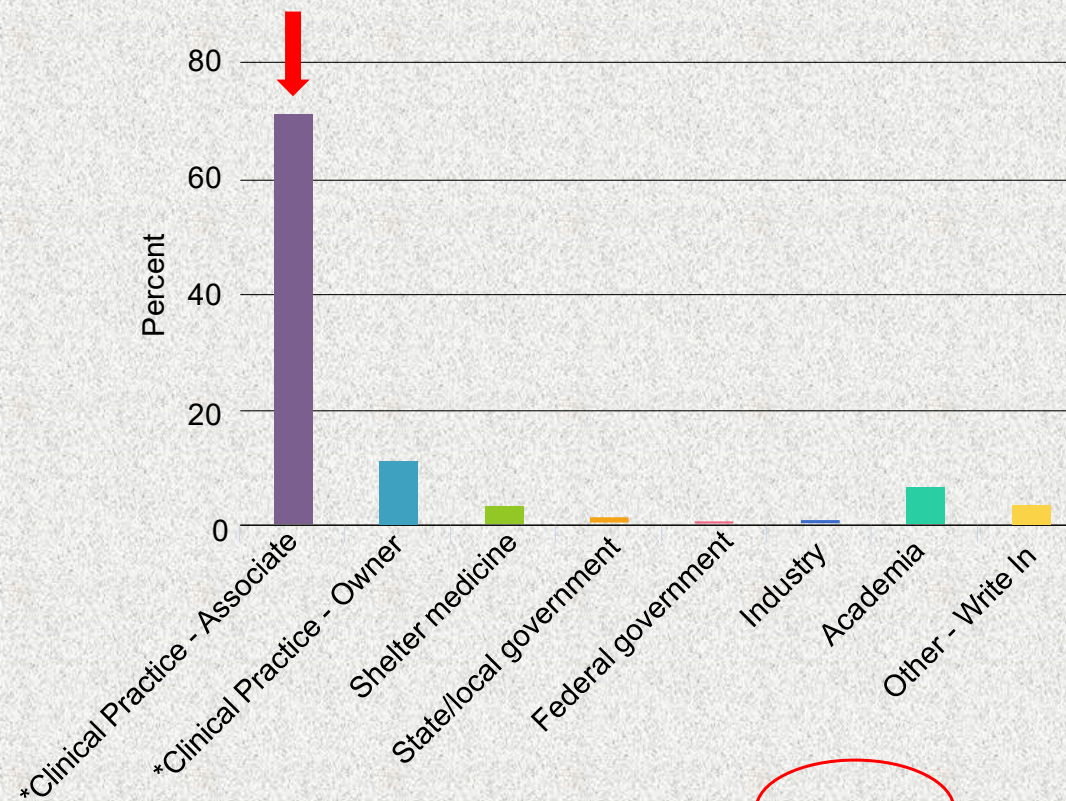
## Have you changed employers since starting P10?



## Did participation in P10 influence your decision?

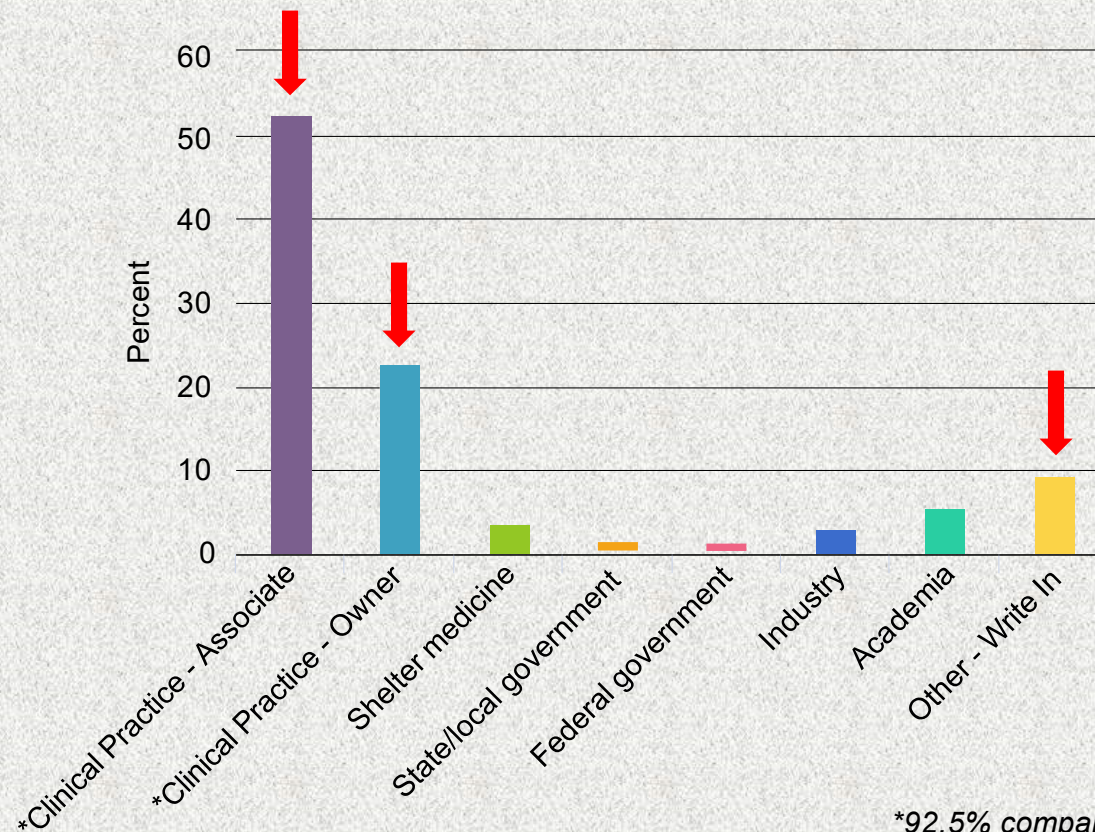


**In which sector of the veterinary profession were you primarily employed when you started P10?**  
(choose the one best answer)



*\*92.8% companion animal practice*

**In which sector of the veterinary profession  
are you currently primarily employed?**  
(choose the one best answer)



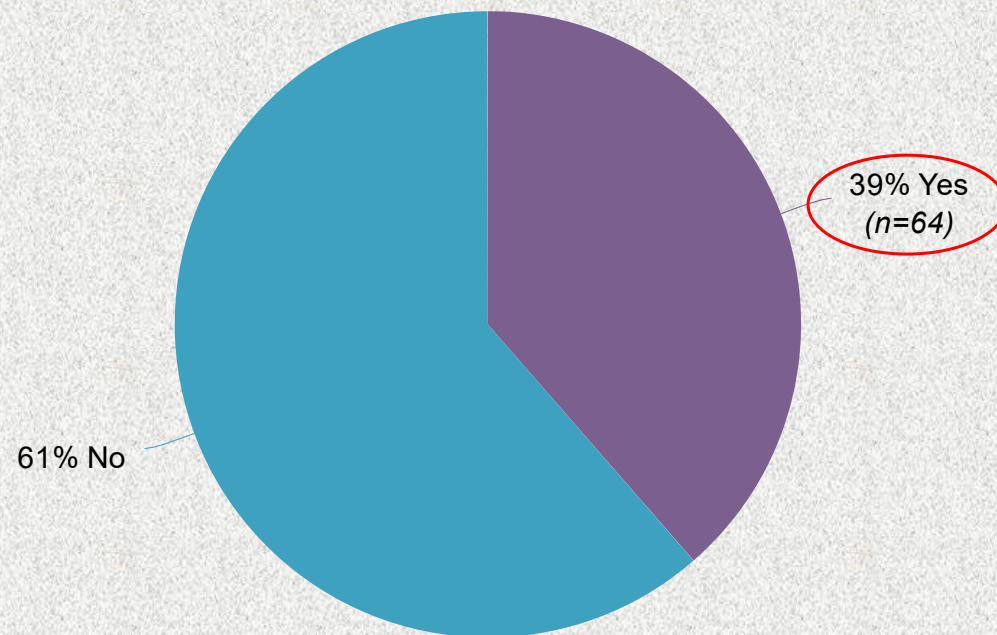
*\*92.5% companion animal practice*

## Biggest Career Shifts –

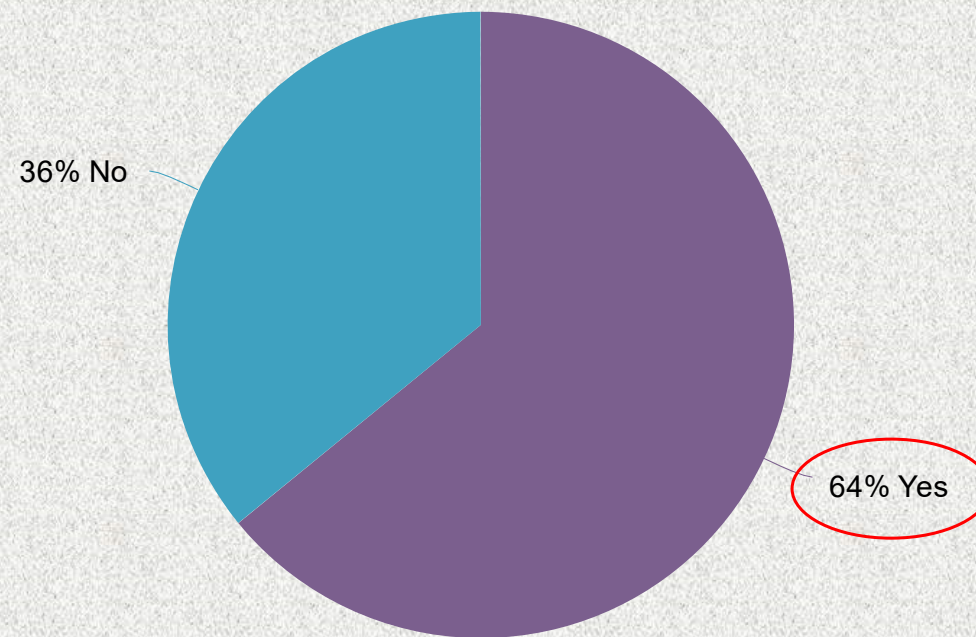
Of the 239 associates pre-P10,

- 72% were still associates post-P10
- 15% had become practice owners
- 8% had moved to “other-write in” positions
- 5% had moved to one of the other specified pathways, which included:
  - ❖ Shelter medicine
  - ❖ State/local government
  - ❖ Federal government
  - ❖ Uniformed services
  - ❖ Industry
  - ❖ Academia

**Have you received a promotion since starting P10?**



## Did participation in P10 help you achieve the promotion?





**Please rate your level of agreement with the following:**  
**“Prior to participation in P10...”**

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
I had a clear vision of my career goals	2.8%	7.0%	11.9%	33.9%	32.5%	11.9%
I knew what it would take to reach my career goals	1.0%	8.4%	12.2%	38.1%	30.4%	9.8%
I believed I had all of the necessary tools to reach my career goals	1.8%	14.4%	20.4%	37.0%	21.1%	5.3%
I viewed myself as a leader	0.7%	4.9%	11.9%	32.9%	36.4%	13.3%
I believed I had the necessary skills to be an effective leader	1.4%	5.6%	17.1%	39.9%	31.1%	4.9%
I believed participation in P10 would expand my professional network	0.0%	0.7%	2.4%	11.9%	43.7%	41.3%
I believed participation in P10 would help me reach my career goals	0.3%	0.3%	4.9%	31.8%	41.3%	21.3%



**Please rate your level of agreement with the following:  
“Because of my participation in P10...”**

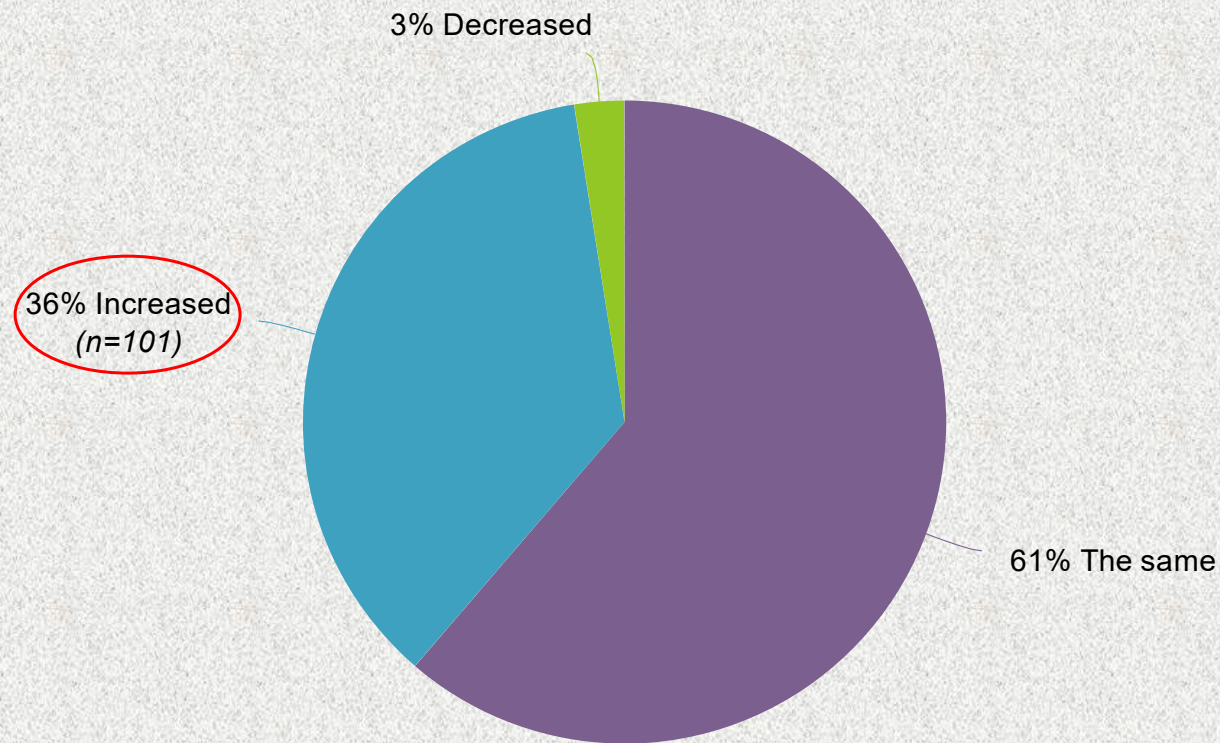
	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
I modified my career goals	4.5%	19.9%	12.9%	32.2%	20.6%	9.8%
I gained a better sense of what it would take to reach my career goals	1.7%	6.3%	9.8%	31.8%	35.7%	14.7%
I gained more and better tools to reach my career goals	0.7%	2.8%	2.4%	26.6%	41.3%	26.2%
I learned new skills to help me be a more effective leader	0.7%	1.4%	1.4%	20.6%	38.5%	37.4%
I expanded my professional network	0.7%	0.3%	1.4%	14.0%	39.2%	44.4%
I either have reached or am on the right path to reach my goals	1.1%	1.8%	4.2%	28.4%	43.5%	21.1%

Please briefly share any other substantial impact your participation in P10 has had on your employment/career.

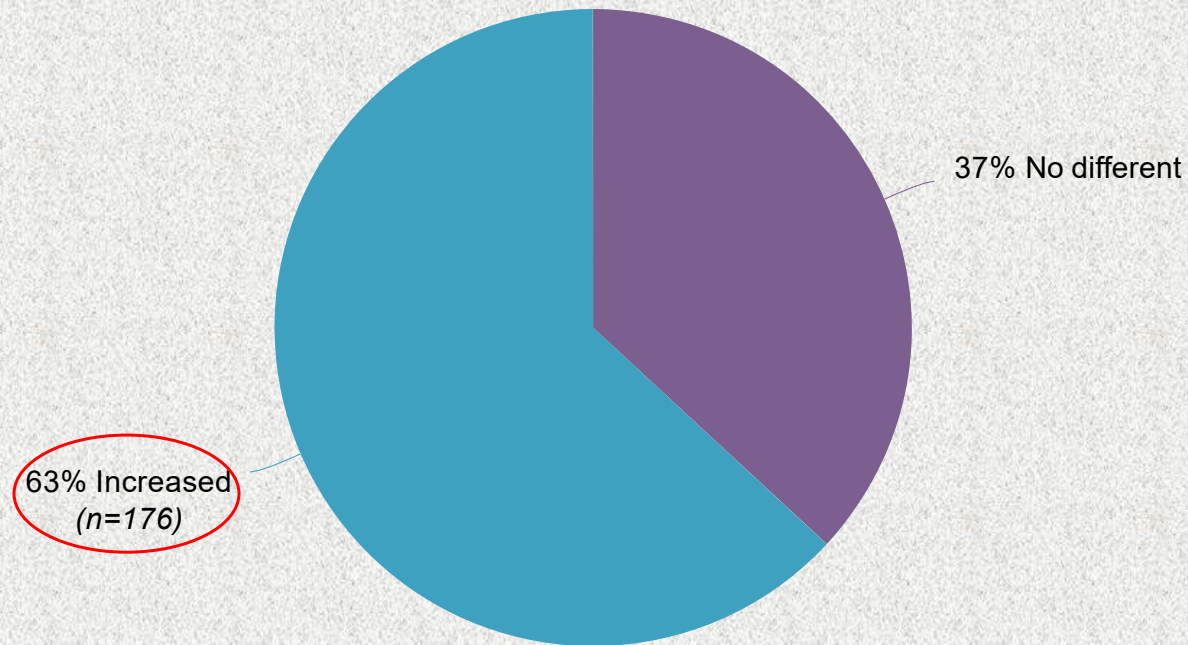
- Networking helped learn about opportunities and leadership skills needed – increased confidence
- P10 helped gain confidence in leadership abilities to step out and become a business owner
- P10 helped to better cope with challenges that face veterinarians in practice
- Program helped adjust to emotional challenges and better balance work and life
- Gained a better understanding of our industry, my career goals, and my capabilities

# **Community Engagement**

**Since you completed P10, and because of your P10 participation, has the level of your community engagement been**

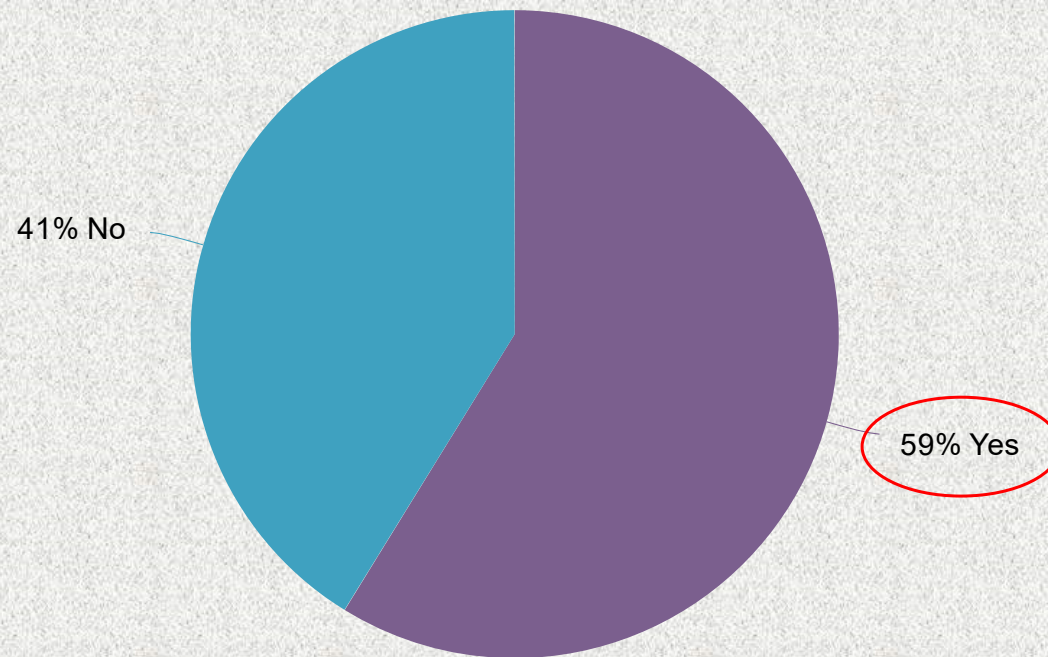


**In the future, because of your P10 participation, is it likely that the level of your community engagement will be**





**Thinking \*only\* of your community engagement, has your P10 participation had an impact on your leadership behaviors/competencies that spans across all your community engagement positions/roles?**



Thinking \*only\* of your community engagement, has your P10 participation had an impact on your leadership behaviors/competencies that spans across all your community engagement positions/roles? Please briefly explain:

- Interested in increasing community engagement but needed to improve work/life balance first. Now ready...
- P10 helped with communication skills, which increases success as school board member, boss, and member of the community
- More confidence in communications skills, especially in higher conflict situations

# Personal Life



**Please respond to each of the following regarding the impact that participation in P10 has had in various realms of your personal life**

	Strongly Negative	Somewhat Negative	Neutral	Somewhat Positive	Strongly Positive
Work/life integration	0.0%	0.4%	29.9%	44.2%	25.5%
Relationships	0.0%	0.0%	30.2%	48.9%	20.9%
Self confidence	0.0%	0.0%	16.9%	53.2%	29.9%
Self advocacy	0.0%	0.0%	14.8%	50.9%	34.3%
Communication skills	0.0%	0.0%	11.9%	51.4%	36.7%
Understanding myself	0.0%	0.0%	15.8%	51.1%	33.1%
Understanding others	0.0%	0.0%	7.9%	55.8%	36.3%
Plans for the future	0.0%	0.0%	26.4%	49.3%	24.3%
Overall life satisfaction	0.0%	0.0%	28.1%	50.7%	21.2%

# Overall Assessment

# **Years Since P10 Participation**

## *Statistical Analysis*

Accepted a position on VMA Board?

- $\geq 3$  years more likely

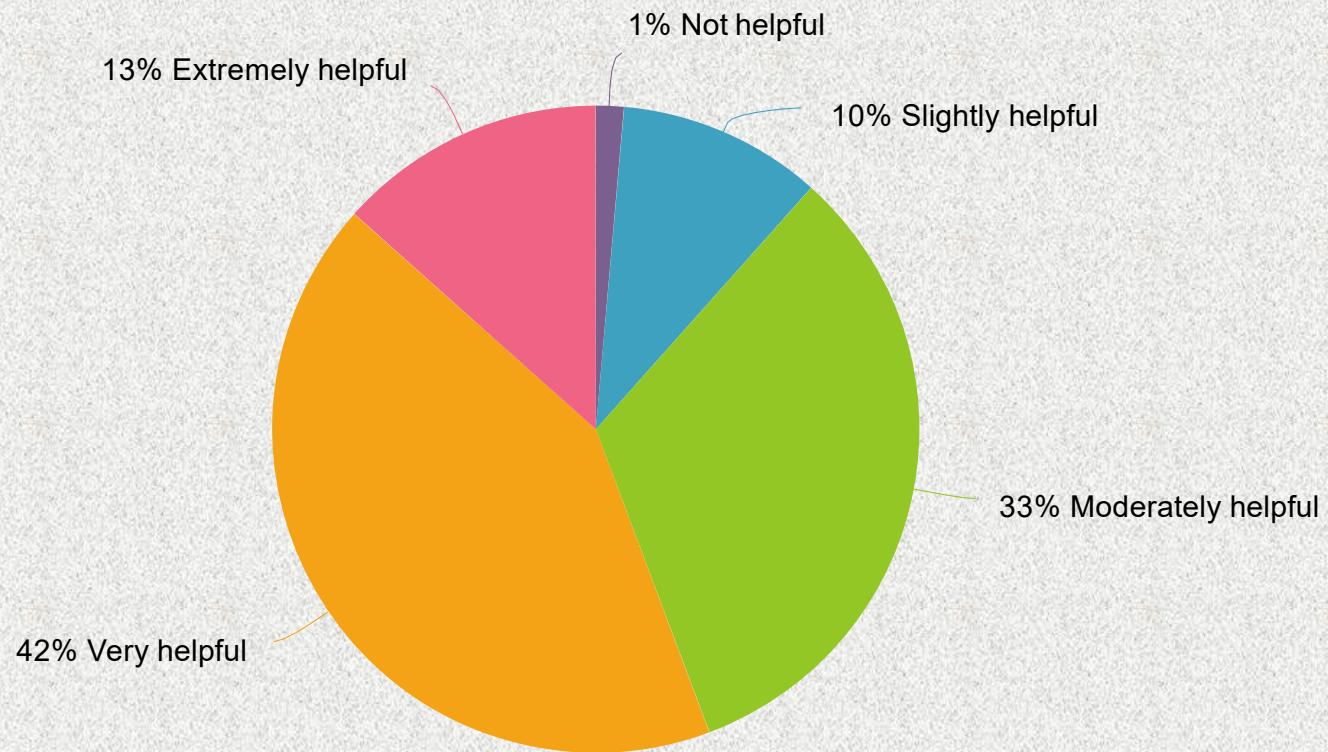
Changed employers?

- $\geq 3$  years more likely

Prior to P10, I knew what it would take...

- $\geq 3$  years less likely to agree

**Overall, how helpful was P10 in preparing you to achieve your personal and professional development goals?**



What changes, if any, would you recommend to the topics/curriculum of P10?

- More career planning – include alternative career paths
- More personal bonding time with “classmates”
- Increase networking opportunities
- Allow alumni access
- Yearly social gathering
- Post-P10 engagement with the P10 graduates

What changes, if any, would you recommend to the P10 delivery model?

- More interactive sessions
- Increased number of sessions
- Integrate distance technology/zoom
- More networking
- Alumni engagement opportunities



In final reflection, if there is anything else you would like to share about your P10 experience, please do so!

- Excellent program for early career veterinarians
- Would like more opportunity to network
- Stronger alumni program would be nice
- Would like VMAs to develop additional programs
- “I would do it again if I could”
- P10 has had a profound impact on my life



# Summary

***P10 has been a great success!***

# VMA Participation

## Committees, Board, Executive Leadership

43.4% increased committee membership (*n*=128)

31.3% increased committee leadership (*n*=93)

20% Board membership (*n*=60)

*(87% influenced by P10)*

9% Executive Leadership (*n*=25)

*(80% influenced by P10)*

## Future Activities

57% to 79% increased likelihood (*n*=168-234)

# **Career Development**

## **On the Move**

42% changed employers  
*(50% influenced by P10)*

## **Practice Ownership**

100% increase in practice owners *(n=38)*

## **Promotions**

39% received a promotion *(n=64)*  
*(64% influenced by P10)*

## **Confidence**

82% to 96% increased confidence

# Community Engagement

## Current

36% increased ( $n=101$ )

## Future

63% increased likelihood ( $n=176$ )

## **Personal Life**

Positive impacts:  
70% (work/life balance) to  
92% (understanding others)

**99% of participants indicated that P10  
was helpful in reaching personal and  
professional goals!!**

*55% extremely or very helpful*



# Summary

***P10 has been a great success!***

***THANK YOU!!***

**Veterinary Medical Association Executives (VMAE)**

**Elanco Animal Health**