

**APPENDIX E**

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

**Full AI Results**

**1. 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:**

SMMRY

I've had a great education through the program, feel more connected to my colleagues, my profession and my VMA. I also feel more connected to the greater community.

Much more willing to take on leadership roles as well as know many more members, especially members that are not in my age group I started participating in leadership roles and it helped me gain insight on how to become a better leader.

As things progress in my professional career and I have more available free time to devote to VMA, I plan to be more involved.

More involved in the political action committees, more involved with the regional parts of the VMAs Only that I have not yet accepted a position on a board/committee.

I'm on 2 vma type boards, not the state one however but regional and a species specific board The courses focused on debt management, client and staff communications, and helped to improve interpersonal relationships as well as reinvigorate interest in helping new grads navigate the post university period The exposure to the board through the power of 10 had made me more engaged in the organization and more likely to accept a position on the board.

More invested in committees P10 gave me personal connections that have benefited me towards leadership pathways in the TVMA and TVMF. I think being involved more in POT has increased my confidence and increased my desire to be more involved in leadership opportunities to continue to develop this quality in me.

Under the current circumstances with COVID-19, I have been unable to engage more, but I feel that when the time comes that I will be better able to take a more active role in my VMA. I feel more confident in my abilities both as an organized medicine participant and clinician.

SUMMARIZER

Much more willing to take on leadership roles as well as know many more members, especially members that are not in my age group I started participating in leadership roles and it helped me gain insight on how to become a better leader.

recognizing my communication styles and using them in my leadership roles; has been helpful in recognizing others' interests/motivations when seeking their involvement in VMA activities

Met and became confident working with those in VMA leadership roles- no longer a nebulous body of other people, but people I knew and wanted to continue working with.

However I left the program not having a clear vision of what action to take next to take on more of leadership role or how to improve my leadership skills so I can be successful in these roles.

I am leading the shelter medicine mentorship program for TAMU students through my VMA committee; I believe that the P10 work I did encouraged me to dive into more VMA work.

But as I understand it, my P10 participation has encouraged me to be more active in VMA positions by forming connections and showing the need for diverse leadership and participation.

Participating in P10 made me want to become more involved in VMA activities but then when I participated the experience was not good so I stopped.

I also have encouraged staff LVT involvement in local VMA committees and they've stepped into roles, as I see the benefit/value of encouraging others to challenge themselves to grow and take active steps to support and participate in local efforts.

The leadership training provided in the Power of 10 programming has given me a larger skill set to use in my participation on my VMA BOD, committees, and as current president-elect.

**2. What impact, if any, has your P10 participation had on your overall view of your VMA?  
Please briefly explain:**

SMMRY

Very appreciative of my VMA's emphasis on P10 and impressed with willingness to bring in young people into an association seemingly dominated by older, more experienced professionals I think participation in P10 helped me see what the VMA was really all about and gave me a very positive view of what I could do to help make a difference More engaged because I know these people and the association better and what it does The organization has really helped me grow as a leader in my hospital I definitely appreciate all the VMA doesore now I became more aware of the many things they do for me and my profession.

Understand what the VMA is actually doing and actually consider involvement on committees now I understand how much the VMA does to keep on top of information for us Initially was very positive, but after my own involvement it is now more negative I learned more about what the VMA does.

Sense of community improved I participate in more CEs put on by my VMA. I didn't know a lot about what the VMA did before this program See answer for last comment See above It really

dove into the benefits and impact VMAs make, as well as empowered us with knowledge about how we can make a difference.

Networking, knowledge of projects our VMA is working on/towards, and knowing that my membership is affecting change has definitely created a positive impact on my view/participation in the VMA. This course helped me understand the VMA better P10 helped me understand the role that VMA plays for bettering the veterinary field and providing career opportunities.

The Missouri VMA has been incredibly open and welcoming toward younger colleagues and spends a lot of time helping to shape and encourage us to grow within the VMA I did not realize everything that VMA's do the help the profession.

P10 allowed an inside look at the VMA, highlighted the roles of VMA in veterinary medicine as well as showing me how I could be a part of the organization.

I've done a lot since P10: \* ran a support group for vets for 4 yrs \* coached P10 for 4 yrs \* served as leader of wellbeing committee for 2 yrs for my VMA's largest chapter \* attended VLC on scholarship from my VMA as an emerging leader \* and now I am employed half-time on my VMA's staff to help create CE statewide

#### SUMMARIZER

Participating in the P10 helped me to have a more positive view of my VMA because it allowed me to get to know all of the staff members on a more personal level, and it also showed me how much they care about their members.

POTL was a value added program to the VMA that strengthened the partnership between new grads and the VMA.

I think participation in P10 helped me see what the VMA was really all about and gave me a very positive view of what I could do to help make a difference

P10 opened my eyes to things that my VMA does that I wasn't aware of and it allowed me to get to know many more volunteers and staff within my VMA, all very positive things!

Additionally, the Kentucky VMA leveraged resources like equine-assisted learning that felt core to our state culture, bonding me to the state and state VMA.

Networking, knowledge of projects our VMA is working on/towards, and knowing that my membership is affecting change has definitely created a positive impact on my view/participation in the VMA.

P10 helped me understand the role that VMA plays for bettering the veterinary field and providing career opportunities.

The Missouri VMA has been incredibly open and welcoming toward younger colleagues and spends a lot of time helping to shape and encourage us to grow within the VMA

P10 allowed an inside look at the VMA, highlighted the roles of VMA in veterinary medicine as well as showing me how I could be a part of the organization.

I really felt that the P10 program helped me to better understand the breadth of some of the issues facing veterinarians in my local region and beyond, and certainly provided me with a connection to individuals that I hope to work with again via the VMA in the future.

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

SMMRY

Networking helped to learn about opportunities and the leadership skills I developed helped me to move in the right direction The biggest impact on me at the time was that I gained the confidence to follow my dream and start a practice.

A sense of community, people to reach out to to discuss relief vs corporate vs private practice, an understanding of our particular challenges in our area I recently made the switch from private practice to industry, and during my interview process, my interviewers were very interested in my participation in P10 as well as the media training that I received with P10. After being offered the position, I was told that participating in P10 made me a better candidate.

One of my goals attending P10 was learning skills and tools to help better engage my team as a whole and how to help give them skills to mitigate the stresses they feel.

Some of the program helped understand and help deal with other personalities more Helped yo build relationships.

P10 helped me gain the confidence in my leadership abilities to step out and become a business owner.

Personal development The network opportunities provided by being a board member on my local VMA and the P10 experience really helped me in so many ways.

P10 helped me feel more confident and settled in my profession and in my location.

## SUMMARIZE

Power of 10 helped me to better cope with the challenges that face veterinarians in practice.

This program helped me adjust to the emotional challenges that face veterinarians and helped me to better balance work and life.

Networking helped to learn about opportunities and the leadership skills I developed helped me to move in the right direction

I recently made the switch from private practice to industry, and during my interview process, my interviewers were very interested in my participation in P10 as well as the media training that I received with P10. After being offered the position, I was told that participating in P10 made me a better candidate.

P10 helped me gain a better understanding of our industry, my career goals as well as my capabilities.

One of my goals attending P10 was learning skills and tools to help better engage my team as a whole and how to help give them skills to mitigate the stresses they feel.

POTL did a great job in opening my eyes on what it takes to run a successful veterinary practice- it helped me realize what leadership qualities are needed.

P10 helped me develop conflict resolution skills, learn further about the importance of the difference in individual communication styles, and open discussion about "burn out".

P10 helped me with communication skills I was lacking .

P10 helped me feel more confident and settled in my profession and in my location.

**4. 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:**

## SMMRY

Because of the demands on my time from family and work, I have limited community engagement outside of the veterinary community.

See value in being part of a community While I want to become more involved in my community, I had to focus on myself and work balance first.

Doing more active engagement with local 4H. primarily because of my new position Again, after formal schooling ends, it is difficult to find opportunities to exercise leadership, community engagement, volunteerism, and team building.

My time is limited at this point of my career due to work and family, so there's been no change in my community activities My willingness and ability to participate in community roles, is strictly based on time constraints.

Discovery Insights really helped me with understanding how it fit into society and I think helped me feel like I could take on more community engagement.

I'm more active in volunteering for community activities that help not only promote our business but also encourage healthy habits and diets for pets.

Most of my community engagement is through sponsorship rather than active involvement No impact I already had A LOT of leadership training and was already extremely active in my community in multiple leadership roles.

#### SUMMARIZE

Because of the demands on my time from family and work, I have limited community engagement outside of the veterinary community.

While I want to become more involved in my community, I had to focus on myself and work balance first. Now that this is better, I would like to start to become more involved in the community, but have not found a fit or good role yet .

I believe P10 helped me to be a better communicator which enabled me to succeed as a school board member, boss and integral member of our community.

P10 helped me improve my communication skills and helped me to better understand my owns strengths and weakness in leadership, therefore allowing me to focus on improving where I needed improvement and capitalizing on my strengths.

Again, after formal schooling ends, it is difficult to find opportunities to exercise leadership, community engagement, volunteerism, and team building. This offered a great opportunity locally.

Discovery Insights really helped me with understanding how it fit into society and I think helped me feel like I could take on more community engagement.

As I said earlier, having a child and moving to a rural community changed the opportunities and types of engagement that were available to me, but I am very hopeful to be able to engage again at the community level using P10 skills in the future.

I'm more active in volunteering for community activities that help not only promote our business but also encourage healthy habits and diets for pets.

I have more confidence in my communication skills, specifically how to communicate effectively, especially in higher conflict situations

I already had A LOT of leadership training and was already extremely active in my community in multiple leadership roles.

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

### SMMRY

None More career planning, include alternative career paths a bit more I think more focus on involvement with the association leadership would be good.

Perhaps more topics on business leadership roles and dealing with personnel issues Topics were very good and I really enjoyed the different locations we typically had our meetings/weekend retreats at across our state.

Less focus on "Commiseration" on challenges in our field, more focus on making positive impact I honestly don't find personality tests very helpful and think that just a general overview of communication styles and strategies is more helpful.

More communication time; more personal bonding time with other "Classmates" I'm not sure what will make it better but it would need an overhaul.

Business None encourage virtual platform- increase networking opportunities I think providing more time on communication skills would be greatly beneficial Allow alumni to retake it or sit in a few years later I really think a look at the topic of issues with technical staff is an issue.

More information on how to own a practice and all the challenges you face with that.

In general, my cohort seemed to crave the discussions on all the varying career paths within Veterinary medicine and learning how to pursue non-clinical careers more in line with their individual goals.

### SUMMARIZE

Jen Brandt did a great talk on Dialectical Behavioral Therapy at the AVMA VLC in 2021; I have found DBT to be very influential in my own life and I think bringing this skill set in to P10 could have a huge impact on cycles of burnout in vet med.

Helping participants brainstorm and determine short term and long-term plans as many of us need to develop new goals following obtaining a job after graduation from vet school.

While this was helpful for those in small animal looking for advice from those who have been successful in that field, it was not always so application to anyone outside of small animal clinical medicine.

Being in the original P10 class 9 years ago, I don't know what the current curriculum is or how it has changed from when I participated.

I would love to keep in touch with Power of 10 groups in my state, perhaps a yearly social gathering, would also like to continue to participate in the program in regard to helping with future classes

I would like to see more post P10 engagement with the P10 graduates.

In general, my cohort seemed to crave the discussions on all the varying career paths within Veterinary medicine and learning how to pursue non-clinical careers more in line with their individual goals.

I would only change the program if the goals are not being met. P10 had an enormous positive impact on my life and the trajectory of my career, but probably not the intended outcome of the program.

Always keep strong the community-building aspects of P10. When I started and completed P10, I thought the curriculum materials were the most important/beneficial part.

However, 6 yrs later, after coaching P10 for 4 yrs, I have come to believe that the network of peers outside our immediate workplaces is the most beneficial thing we gain in P10.

## **6. What changes, if any, would you recommend to the P10 delivery model?**

SMMRY

Consider more interactive sessions & maybe having couple more sessions per annual group I feel there could be more opportunities to get to m ow fellow P10 members both last and current.

None needed more Zoom meetings to allow participation from across the state I loved how it was spread throughout the year.

We had to do all digital because of COVID; we all got kind of zoom'ed out by the end I do more activities together rather than lectures or make the lectures more interactive.

Unsure None Loved the small group learning and the connections that we were able to make within our small P10 team... not sure what I would change None? More networking with colleagues None A more regional approach would be beneficial, forming more local networks is incredibly relevant even if the eligibility requirements have to be broadened.

Meet a little more often? I would tie the delivery more into the annual VMA conference.

Maybe more optional 'happy hour' type social events in between the group meetings None None great job! I would like more alumni engagement opportunities.

None! None Have a clear outline and direction of intended goals Some virtual meetings so we could meet More often than 4 times a year Prior to COVID- the in person meetings were great.

#### SUMMARIZE

integrate video/virtual meetings in the future, even when we can meet in person, to help make it more accessible and increase contact between modules

Integrate virtual sessions to help with attendance of participants throughout a large geographic area, as travel to meetings was difficult at time .

i think it was great, Randy wheeler and the the PAC did a nice job of organizing meetings in locations and at times all the members of POT could attend.

To increase accessibility, a blend of in person and virtual learning. Interaction between P10 groups at different states would be valuable in a national network.

Participating in P10 in the year 2020 was a challenge in terms of delivery model. All sessions were held virtually.

Some virtual meetings so we could meet More often than 4 times a year

I like that we were able to travel to different parts of the state for the meetings, but it would be nice to have meetings either on weekends or at the beginning/end of the week as to lessen the disruption of work schedules.

I did a P10 2.0 this past year which was all by Zoom due to COVID and that was great, too, especially because it was more flexible with the work scheduling. A mix would be OK.

I would strongly advise against online meetings if possible because I felt that online delivery really hindered our participation in lectures and our networking.

Anything more interactive would be great and potentially having a list of resources for after the session so that participants can reach out if they have questions would be great.

**7. What impact, if any, has your participation in P10 had on your view of Elanco? Please briefly explain:**

**SMMRY**

Elanco is investing in the future of veterinary medicine by supporting programs that support veterinarians.

The sponsorship of Elanco for the Insights program was greatly appreciated.

Appreciate Elanco's support of leadership in our profession.

Elanco's support of P10 shows their commitment to our profession.

The Elanco personality testing was incredible, I cannot recall what the program was called.

Sort of like how dairy farmers want contented, healthy cows because those produce the most milk... it is very sensible, and also very nice, for Elanco to want to support veterinary leadership and community and well-being.

I am from Colorado where the CVMA and Elanco first hatched P10! I have been very grateful for Elanco's investment in the wellbeings of veterinarians over many years through the tool of P10, and my gratitude goes beyond acknowledging their financial support but also funding Heidi Hulon to teach Insights Discovery, helping CVMA find and fund speakers that promote veterinary wellbeing, and for the way that friends of P10 at Elanco repeatedly return to the table to talk with us about re-inventing P10 as the times change, and the needs of our participants change with them.

**SUMMARIZE**

Elanco is investing in the future of veterinary medicine by supporting programs that support veterinarians.

It's nice that Elanco is helping support organized veterinary medicine and helping create better leaders

Knowing that Elanco supports individual and organizational growth of the veterinary profession makes me like them more as a company.

I did not know that Elanco was helping fund the P10 programs, however I am very grateful to the company for their investment in this program now that I know.

Any company that would invest in this program can clearly see the need and rewards of cultivating leadership and I am thankful that Elanco chose to allocate funding to this program.

I am grateful for any type of corporate support of leadership development programs. Elanco's support of P10 shows their commitment to our profession.

I am always appreciative of Industry support for VMA programs. Our budget can only support so much and it is encouraging to me to see those companies support us in addition to providing excellent products.

Their support of a program such as the Power of 10 is wonderful, and I hope that other large organizations follow suit and support these type of programs.

P10 supports and helps develop veterinarians and Elanco supports P10 - definitely a positive!

I have been very grateful for Elanco's investment in the wellbeing of veterinarians over many years through the tool of P10, and my gratitude goes beyond acknowledging their financial support but also funding Heidi Hulon to teach Insights Discovery, helping CVMA find and fund speakers that promote veterinary wellbeing, and for the way that friends of P10 at Elanco repeatedly return to the table to talk with us about re-inventing P10 as the times change, and the needs of our participants change with them.

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

SMMRY

Improvement: More opportunity to network and develop bonds with my program-mates and other VMA leaders outside of the program.

Stronger alumni program but as the first year of P10 for our VMA it was hard.

Kudos to our program team for making it happen! My experience was very good.

Would be great if alumni could get access to new info and topics presented in subsequent years I'm really happy I was able to participate and would love to continue with leadership work; however, it's hard to find programs.

If funding or numbers are a concern, maybe consider an every other year class instead of annual. Loved it, and wish I could do it again - the connections that I made will last a lifetime and I wish I could continue to meet regularly with them even once P10 is over. I think my leadership of the p10 program, more so than my participation, was what drew me into staying active within VMA. Helpful to have spots for people to go, even assigned mentors from leadership. It was a fabulous experience - It covered the full breadth of veterinary medicine and I feel like I learned so many valuable skills. I think 2020 was probably not a good year for the program.

Thanks so much! I would do it again if I could! I thoroughly enjoyed the P10 experience and hope that more people are able to participate in them and that they are continued to be offered. P10 has had a profound impact on my life, personally.

Maybe doing some kind of incentive program would get more people involved.

#### SUMMARIZE

I'm really happy I was able to participate and would love to continue with leadership work; however, it's hard to find programs. It would be amazing if state VMAs could develop additional programs.

I was already heavily involved in a number of leadership positions and organized vet med before coming into P10, and I was out more than 15 years at the time I did it because we were newly launching it for NYSVMS - I've been board president, completed the AVMA future leaders program, etc. so I think the impact of P10 on me was less given my career path/professional experiences to that point.

It was a really great experience as a new grad who had experienced a relatively callous introduction into vet med to be able to meet other new graduates and feel like we were valuable enough to the VMA to host a program like this.

I think my leadership of the p10 program, more so than my participation, was what drew me into staying active within VMA.

I thoroughly enjoyed the P10 experience and hope that more people are able to participate in them and that they are continued to be offered.

This is an excellent program and is a great introduction to organized vet med and leadership opportunities for early career vets!!

Overall, my participation in the P10 program was positive and led to reflective thinking on my career path.

I am glad I was able to participate prior to COVID and hope I can help to make P10 special for future participants!

I enjoyed my experience in P10 and can see the benefits this program has had in the TVMA.

I thoroughly enjoyed my time in P10 and would love to be further involved to leadership for other P10 courses in the future!