

Advisory Board Fellowship FAQ

Your answers to commonly asked questions about Advisory Board Fellowship

What is the Advisory Board Fellowship?

Advisory Board Fellowship is an immersive development experience for future healthcare CXOs. The program leverages Advisory Board's deep knowledge of the healthcare landscape and the leadership skills needed to navigate it.

More than 3,000 fellows from over 300 healthcare organizations have attended the Advisory Board Fellowship. The program centers on an advanced, 18-month curriculum made up of six, 2.5-day classroom intensives. We bring together clinical leaders, industry leaders, and hospital administrators to create a rigorous yet supportive environment — one where participants' deeply held beliefs are challenged, their curiosity ignited, and their leadership identities renewed and reformed.

The experience is participant-centered and discussion-rich. Throughout the 18 months, we push leaders to look outward, to bring greater awareness to broad ecosystem forces and their impact on healthcare — forces such as public policy, the economy, demographics, and technology — and to consider how best to adapt to or influence those forces.

Who can attend?

We encourage leaders from across the healthcare continuum to attend, including provider leaders, life sciences leaders, non-clinical leaders, and more. Advisory Board Fellowship is designed for rising leaders — roughly two to three levels below the CEO. This can vary based on organization size and structure. We want leaders who are deployed against key organizational priorities and who wish to take on increasingly enterprise-level responsibilities.

Is there an organization package for more than one person to attend?

Our most successful partners send three to five participants annually to help build leadership bench depth and succession planning. Many partners choose to send groups representing different functions, like nursing, finance, operations, and physician leadership. These groups of leaders develop a shared language, form deep relationships, and collaborate across functions.

This multi-participant, multi-year investment offers a longitudinal plan for building leadership capacity. A significant number of executives become equipped to lead transformative change and instill that ethic in others.

How many seats are in each cohort?

There are up to 85 seats in each cohort.

How long is this program?

The total duration of this program is 18 months, during which participants will attend six intensive courses. Intensives take place every three to four months.

Where will we be meeting?

Each intensive is held at our offices at 655 New York Ave NW, Washington, DC 20001.



What information on travel and stays will be provided?

For each intensive, Advisory Board arranges a hotel block at a local hotel with a preferred rate. The hotel is close to our office, and rooms are available on a first-come, first-serve basis. We are happy to answer any questions about transportation or timing concerns. We will provide participants with local airport and train station information before the first session.

Is there a standard application process for potential participants?

It is entirely up to the organization how they would like to select their participants. We do have a sample "application" that some of our organizations use to identify candidates. Some organizations use a traditional application process, and other organizations privately select participants.

What does the registration process look like?

Our team will take care of the entire registration and orientation process. All we need from you is each participant's name and email. There is a cutoff date for registration that will be communicated to you.

What is the project practicum?

Throughout the Advisory Board Fellowship, participants tackle a strategic project for their organization and continuously get feedback from peer working groups and faculty members. Practicum projects are typically cross-enterprise in nature and drive major impact in the areas of finance, operations, quality, safety, and patient experience. Representative projects from one recent cohort included value analysis redesign (\$1.3M savings in the first 18 months), antibiotic stewardship (\$347K savings

in the first 11 months), a CMO-led project focused on improving medical group financial performance resulting in \$5M in cost savings, and a team-based system consolidation project led by a group of facility CXOs that generated nearly \$100M in reduced annual costs to the system. Our faculty help guide practicum projects throughout the 18 months.

I am someone who wants to send a few people to Advisory Board Fellowship from my organization. What is the selection process like?

We recommend that organizations begin by considering what, not who. In other words, "What are your most critical priorities?" Then, "Who are the rising leaders that I want deployed against this work?" This approach helps you leverage your investment in the Advisory Board Fellowship against key organizational priorities, by supporting, equipping, and preparing the leaders leading those projects. We have a comprehensive participant selection and communication toolkit and also provide consultative support to help organizations prioritize talent investments. The toolkit and support not only bring order to selection but also provide valuable tools and language for communicating about the program across the organization.

Who will be facilitating the Fellowship?

We have a premier faculty team with varied backgrounds and deep knowledge of the work we are doing. If you are interested in the specific background of our faculty members, please reach out directly to our team.

What will be covered, and how will it be broken down?

INTENSIVE 1

Promise and peril

Leading in a changing industry



Fellows examine the complexity and disruption facing our industry and begin to understand the leadership it requires. That “different-in-kind” leadership requires next-level emotional intelligence, deep awareness of a rapidly changing world, the ability to adapt to that world with agility, and the ability to mobilize others (at both an individual and an organizational level) to change and adapt as well.

INTENSIVE 2

The leadership leap

Attitudes, assumptions, and awareness



Fellows focus on their personal development, building the emotional intelligence to navigate industry and organizational complexity. They also receive the results of their Leadership Circle Profile (360-degree assessment) and begin to unpack actionable insight that will take their leadership to the next level.

INTENSIVE 3

The forces of the future



Fellows bring greater awareness to powerful ecosystem forces such as the economy and demographics, how those forces are impacting our industry, and how to respond. Fellows learn to think like futurists, looking 10 years ahead to consider how emerging forces might have long-term impact, and how to take calibrated and proportioned action today to prepare for tomorrow. During the third intensive, participants, having worked with their government relations teams at home, visit their elective representatives on Capitol Hill.

INTENSIVE 4

The adaptation advantage



Fellows turn their attention from broad ecosystem forces to more industry specific strategic forces and the need to move past outdated tools of strategy toward a more dynamic and adaptive approach. Fellows explore themes of disruption, innovation, and true strategic leadership.

INTENSIVE 5

Performance with purpose



The penultimate intensive challenges fellows to broaden their impact by thinking differently about the workforce. We challenge leaders to identify shifts within their workforce so they can adapt with speed and agility. We explore the power of social capital, innovation at scale and the challenge of building an adaptive enterprise. Participants will also complete and explore their CliftonStrengths assessments.

INTENSIVE 6

Capstone

The catalyzed cohort



The final intensive integrates key concepts from across the Advisory Board Fellowship program. Participants explore each other’s practicum project work in depth and set their intentions for leadership moving forward. Participants are presented with graduation certificates at a celebratory dinner.



What happens if a participant can't make it to an intensive?

We ask that participants make up that intensive with another cohort. We have a great client services team that will help coordinate all planning and details. Additionally, making up an intensive with a different cohort allows participants greater exposure to other perspectives and learning experiences.

What is covered in the cost?

All elements of the program are covered by the cost except travel, lodging, and dinners.

What other costs are involved?

Organizations are responsible for all costs associated with travel. We will provide breakfast and lunch each day, but participants are on their own for dinner.

What happens after the program is over?

We have a robust alumni network that participants will join! We send out monthly communications to alumni filled with success stories, relevant research, and opportunities for alumni to engage in after graduation. Alumni will also still have access to on-demand coaching with our executive coaches, should they be interested. Most participants in the Advisory Board Fellowship (93%) are still at their organization two years after graduating, and 42% have been promoted within two years of graduating from the program.

Why do organizations join Advisory Board Fellowship?

- World-class Advisory Board research and insight helps leaders see the powerful forces shaping our industry with greater clarity. We have been rooted in research for over 40 years.

- Our advanced leadership curriculum, grounded in concepts of adaptive leadership, challenges participants to think differently, take risks, and lead transformative change.
- Our sophisticated assessment tools identify participants' development opportunities in the ways most likely to drive organizational performance.
- We focus on developing not just individual leaders, but instead on developing leadership itself as an organizational competency and source of competitive advantage.

Do you offer any accreditation for this program?

We offer CE Nursing credits for each intensive for RNs. Upon graduation, we also encourage graduates of the Advisory Board Fellowship to add the letters FAB after their name as in Jane Smith, MBA, FAB.

What happens if I need to cancel or pick a different cohort?

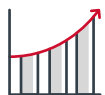
We completely understand that factors can arise which require changes in plans. We have a great client services team who will work to create and plan the optimal experience for your participants. Please communicate directly with our team if you have conflicts.

How is this different than earning a FACHE or an MBA?

There are many executive development programs.



Some help leaders develop health care **industry knowledge and understanding**.



Some help leaders develop **business skills** (mini-MBA).



Some **help leaders grow and develop** as human beings so they can better navigate complexity.



Some go beyond developing individual leaders to **help organizations scale leadership as an organizational competency**.

Only Advisory Board Fellowship does all of these things. Graduates emerge with a deep understanding of a rapidly evolving industry (according to Advisory Board research), the technical and business skills (strategy, operations, future-thinking, next-generation human capital) needed to execute, and a greater capacity to manage the human complexity associated with disruption, change, and transformation.



Learn more about the Advisory Board Fellowship at advisory.com/fellowship

As an industry leader, you have high standards. So do we. That's why we're sharing additional perspectives and resources to help you meet the rigorous demands of your position now and in the future. Sign up to receive our **Breakthrough Leadership newsletter**.



655 New York Avenue NW, Washington DC 20001
202-266-5600 | advisory.com