

## Criteria prompts

### **Strong Communicator**

Describe how your nominee's communication style impacts their mentorship.

- Kelly is intentional about both verbal and nonverbal communication. She makes time for me without distraction (looking at her computer or phone) and physically engages in our conversations. She is also astute at reading nonverbal cues, ensuring understanding and alignment.
- Kelly listens intently and actively, asking thoughtful questions about what I share and seeks to understand before offering guidance or advice. I appreciate her transparent style which has helped to build deep trust between us. She is also open to feedback so we could seek clarification and avoid time spent delivering on an assumption.
- One tool that Kelly employs is using smart questions. She not only demonstrates this concept, but also helped me learn about the "Question Behind the Question" and how to manage different personality types. These concepts expanded my perspective and enabled me to make some positive changes.

### **Connector**

How does your nominee bring people together?

- I was contemplating whether I should transition to another career path. Melissa was not only willing to listen and act as a sound board, but she also arranged lunch with a leader in one of the organizations I was considering. This allowed me to better explore and understand what opportunities existed within this new sector.
- Melissa consistently looks for opportunities to connect healthcare payers and providers, knowing the insights of one group can benefit the thinking of another. She has reached out to ask about performance payment and other areas and seeks to add ways that ad-hoc or ex officio members can participate on boards to expand thinking and build relationships.
- Melissa seeks intersections to bring people together. She is happy to leverage her network to support someone, while also guiding people to build their own. One example is that when she attends events, she walks up to make introductions or invites others to sit at her table.

### **Accessible / Approachable**

How does the nominee's approachability allow for building a relationship?

- When I first worked with Lisa I had come from a non-traditional background and had a lot to learn. She embraced my perspectives, thoughts and who I was as a person. I felt comfortable bringing my true self to work, and I grew quickly because of her acceptance and sincere, warm demeanor.

- Although Lisa is an extremely busy, sought-after executive, she often checked in on me outside of our formal meeting times. During the process of preparing for an interview for a large promotion, she spent hours coaching and supporting me and preparing me for the big day.
- Lisa always had an open-door policy at work. We had weekly meetings where we would not only discuss the work at hand, but she also took time to understand what areas I would like to develop in and how she could help with that. She is kind, helpful and relatable.

### **Wisdom**

How does your nominee share their wisdom so that it contributes to the growth of others?

- Wisdom comes alive when it's shared and Julie does just that. She partnered with me to develop actions steps toward my career goal and in less than a year I had surpassed my goal. Her drive and determination to continue learning really motivated me is. Even though she is among the top in her field, she seeks more education via books, conferences, and journals, and then shares her learnings with me to help further guide my development.
- I leave conversations with Julie feeling stronger, empowered and energized about my future. Julie shares her experiences in a way that helps me build and reaffirm my own strengths. She is not selective with her wisdom, but open and willing to share whenever needed. When she doesn't agree with your opinion she doesn't tell you why you're right or wrong, but simply shares her experiences that led to the opposite opinion.
- Julie offers a breadth of knowledge that I want to absorb as quickly as possible. I have learned so much from her on being an effective leader in such a short period of time knowing her. Her depth of experience, keen judgement and holistic view has helped me immensely. For example, when I was given the opportunity to lead a negotiation, she advised what variables I should research and what personality traits I should keep in mind about the opposing party.

### **Work/life integration**

How does your nominee model or support the personal and professional aspects of your true self?

- Beth is a leader who sincerely respects and values the lives that her team have outside of work. She encourages people to unplug when they are off, and to take care of themselves and their families. When I reported to her, I had very young children and I always felt that I didn't have to choose between being a successful employee and being the mom that I want to be—as a direct result of the leadership that Beth models and supports.
- Beth sets an excellent example of how to successfully maintain work/life balance. In addition to being a senior leader, she is very active in the community and sits on a number of boards. What I've seen her do is blend her interests with community engagement. For example, she runs in 5K races aligned with her volunteer organizations and serves on committees that both her company and ... Lisa seems energized by her activities and that energy is contagious.

### **Integrity/genuine**

Describe how your nominee's authenticity or integrity helps build mutual trust and respect.

- Amy always challenged us to ensure we were being fair and honest and to consider if our actions or decisions would look differently with the benefit of hindsight. As a leader, Amy took a pragmatic approach to engagement and decision making. She left emotions and bias behind. Her style was consistent and she took accountability for her actions and decisions. She was honest with her team and clients even when the message was hard to deliver.
- Amy pulls up other women so they may stand on her shoulders. She is a trusted partner who has guided me on topics that most women don't discuss among each other such as compensation, advertisement, negotiating, and work/life balance.
- One of the traits I appreciate about Amy is that she is candid in her responses. She openly shares workplace experiences that didn't go well, or that were even embarrassing, interjecting humor along the way. Her honesty has shown dozens of women that you can be a senior leader and still be human.