

## Supplementary Online Content

Shanafelt TD, Makowski MS, Wang H, et al. Association of burnout, professional fulfillment, and self-care practices of physician leaders with their independently rated leadership effectiveness. *JAMA Netw Open*. 2020;3(6):e207961.  
doi:10.1001/jamanetworkopen.2020.7961

**eAppendix.** Mayo Clinic Participatory Management Leadership Index  
**eTable.** Leaders' Personal Characteristics and Leadership Behavior Score

This supplementary material has been provided by the authors to give readers additional information about their work.

**eAppendix. Mayo Clinic Participatory Management Leadership Index**

<i>To what extent do you agree or disagree with each of the following statements about (name of immediate supervisor)?</i>
Holds career development conversations with me <sup>1</sup>
Empowers me to do my job <sup>1</sup>
Encourages employees to suggest ideas for improvement <sup>1</sup>
Treats me with respect and dignity <sup>1</sup>
Provides helpful feedback and coaching on my performance <sup>1</sup>
Recognizes me for a job well done <sup>1</sup>
Keeps me informed about changes taking place at <b>Name of organization</b> <sup>1</sup>
Encourages me to develop my talents and skills <sup>1</sup>
Overall, how satisfied are you with (name of immediate supervisor) <sup>2</sup>

<sup>1</sup> response options: 5 =strongly agree, 4=agree, 3=neither agree nor disagree, 2=disagree, 1=strongly disagree; NA=don't know/not applicable

<sup>2</sup> response options: 5=very satisfied, 4=satisfied, 3=neither satisfied nor dissatisfied, 2=dissatisfied, 1=very dissatisfied

Scoring: sum 1-5 score for each of 9 items to generate a total score (range 9-45). Total scores can be normalized to a 0-10 scale by calculating the mean 1-5 score for the leadership items answered (for those answering at least 7 items), subtracting 1, and multiplying by 2.5.

**Used with permission, copyright Mayo Clinic.**

eTable. Leaders' Personal Characteristics and Leadership Behavior Score

Characteristics	Leader Behavior Score <sup>1</sup> (Mean +/- SD)	P-Value
Leader Gender		
Men (N=38)	7.79 +/- 0.94	0.677
Women (N=16)	7.63 +/- 1.35	
Leader Age		
40-49 (N=5)	7.96 +/- 1	0.879
50-59 (N=23)	7.8 +/- 0.92	
≥60 (N=19)	7.73 +/- 0.96	
Leader Work hours		
Q1: <60 (N=19)	7.71 +/- 0.94	0.927
Q2: 60-68 (N=10)	7.94 +/- 0.85	
Q3: 68-75 (N=15)	7.65 +/- 1.07	
Q4: 75-120 (N=12)	7.71 +/- 1.49	

<sup>1</sup> Independently rated by the physicians the leader supervised