

Supplementary Figure 1

LIDERAnesthesia Project Questionnaire

Evaluation of Anaesthesiology Department Heads by Their Team

Instructions

- You are about to evaluate the leadership of your
Department Head.

Please answer all questions.
- This survey aims to assess leadership competencies in
Spanish Anaesthesiology Departments.
- Your responses should reflect how accurately each
statement describes your Department Head's usual
behavior.

Response scale for Sections 1–7:

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly agree

BLOCK 1 – Research and Innovation

To what extent do you agree with the following statements?

- Encourages research and knowledge development
- Encourages teaching and supports junior staff learning
- Promotes continuous training to develop team talent
- Encourages innovation in clinical practice
- Supports participation in conferences and congresses
- Promotes research and knowledge dissemination
- Promotes the use of new technologies

BLOCK 2 – Decision-Making

- Involves the team in decision-making
- Acts fairly
- Considers different perspectives before making decisions
- Is receptive to feedback
- Uses data-driven arguments when defending decisions

BLOCK 3 – Results Orientation

- Sets clear, achievable but demanding goals
- Reviews processes instead of assigning blame after negative outcomes
- Provides transparent information on results
- Recognises good performance
- Monitors outcomes and promptly detects issues

BLOCK 4 – Communication

- Communicates effectively in different situations
- Actively listens with attention
- Provides constructive feedback
- Expresses ideas clearly and unambiguously
- Shares necessary information without omission or overload

BLOCK 5 – Teamwork

- Promotes teamwork and interdisciplinary collaboration
- Aligns the team toward common goals
- Creates a trustful work environment
- Challenges the team with collective objectives
- Acknowledges team achievements

BLOCK 6 – People Orientation

- Addresses conflicts constructively
- Provides support and guidance
- Demonstrates empathy
- Treats the team with respect
- Communicates assertively without judgement

BLOCK 7 – Overall Evaluation

- Is admirable in certain aspects
- Is a good leader
- Is a competent professional
- I feel comfortable working with this leader
- If I could, I would replace this leader

Additional Questions

1.Relationship with your Department Head:

- ☐ We meet daily
- ☐ We meet once a week
- ☐ We meet less than once a week

2. On a scale from 0 to 10, rate your experience under this leader:

3.On a scale from 0 to 10, how likely are you to recommend this leader?

4.Gender:

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Prefer not to say

5.Additional comments:

Figure legend

LIDERAnesthesia Project questionnaire used to evaluate leadership competencies among Anaesthesiology Department Heads. Items were rated using a 5-point Likert scale unless otherwise specified.

Supplementary Figure 2

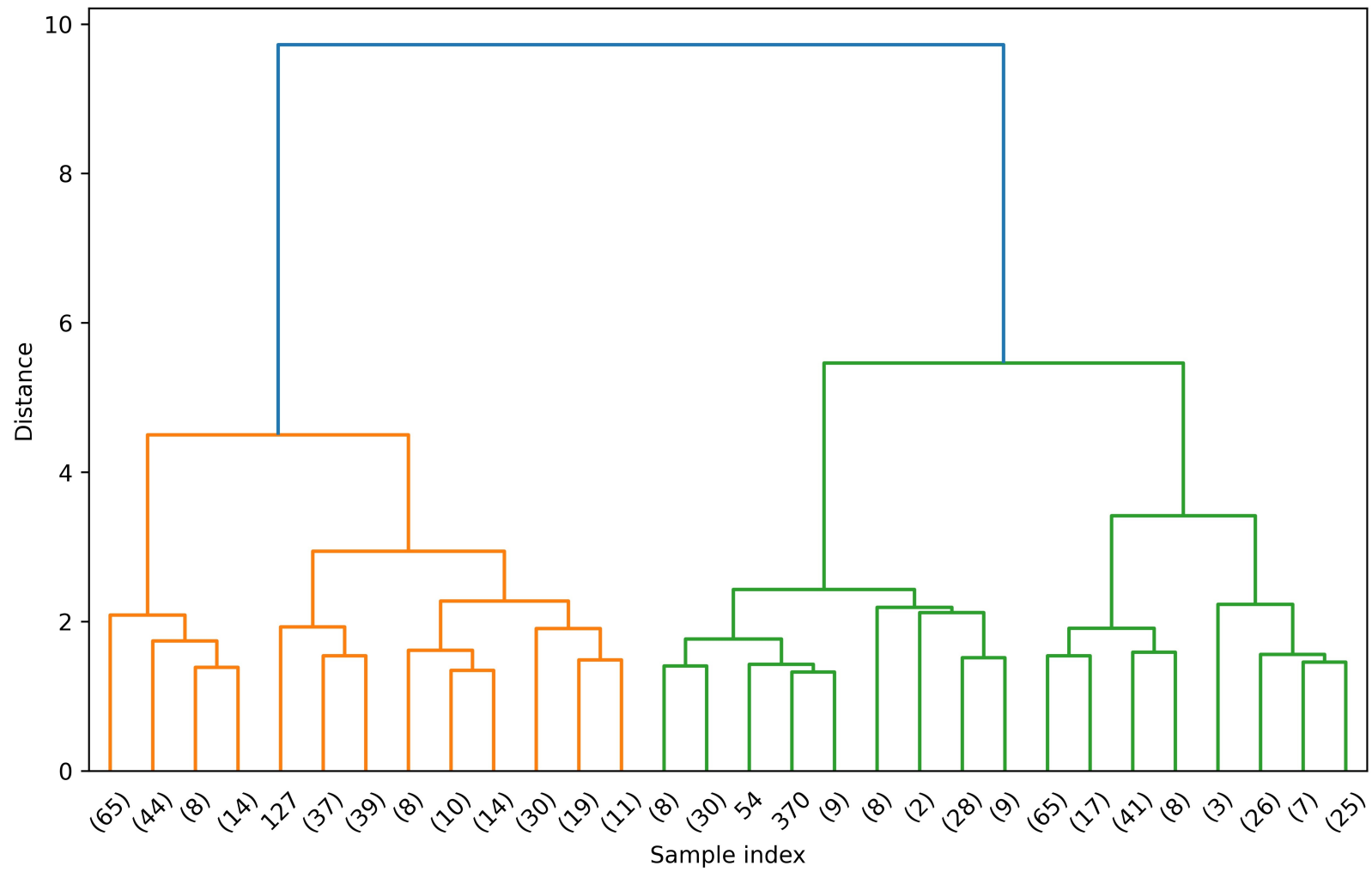


Figure legend: Hierarchical clustering dendrogram