Supplementary Digital Appendix 1

Elephants: Elephants in academic medicine refer to important problems within departments, the medical school, or the teaching hospitals that need to be confronted, but, for various reasons are ignored, often for long periods of time.

1. What do you consider to be the major issues (elephants) in your organization? Please rank from 1-5, with 1 being most common)
   - [ ] Ignoring information that clearly indicates a performance problem
   - [ ] Misalignment between goals and available resources
   - [ ] Failure to deal with disruptive behaviors
   - [ ] Unwillingness to speak up about inequities (e.g., pay, space, favoritism, special deals)
   - [ ] Unwillingness to give up on a failing strategy

   If there are other common elephants that we missed, please add here.

2. To what extent do elephants exist in your organization? (Please check 1)
   - [ ] Minimally
   - [ ] Considerably
   - [ ] They are widely spread

3. Compared to other academic medical centers, elephants in my institution are:
   - [ ] Less Common
   - [ ] About the Same
   - [ ] More Common
4. What are the major reasons people decline to speak up about *elephants*? (Rank 1-5, with 1 being most common)
   - A personal fear of repercussions
   - Belief that speaking up will be ignored
   - Belief that someone else should speak up
   - Reluctance to deal with an issue once exposed
   - Poor relationship with the individual(s) who need to hear about the elephants
   
   If there is another reason we missed please add here. ________________________________

5. What are the consequences of not speaking up about *elephants*? (Rank 1-5, with 1 being most common)
   - Poor decision making from inadequate information sharing
   - Negative impact on faculty/staff morale
   - Problems with faculty/staff retention
   - Not speaking up becomes a cultural norm
   - Organization doesn't learn from its mistakes
   
   If there is another consequence we missed please add here. ________________________________

6. There are some *elephants* in my organization that are best left alone.
   - Strongly Disagree
   - Disagree
   - Disagree/Agree Equally
   - Agree
   - Strongly Agree

7. Please check the statement that best describes the status of *elephants* in your institution? *Elephants* are:
   - usually discussed in an appropriate venue
   - discussed, but only in informal settings like the water cooler or the restroom
   - rarely discussed
8. Ignoring *elephants* in my medical center is more common in:
   - [ ] My department
   - [ ] In other departments
   - [ ] Among the deans
   - [ ] Among the hospital leadership

9. In your organization, how difficult would it be to create a culture in which *elephants* are openly discussed?
   - [ ] Very Difficult
   - [ ] Moderately Difficult
   - [ ] Moderately Easy
   - [ ] Very Easy

10. Top leaders in my organization:
    - [ ] Encourage people to call out the *elephants* and deal with them
    - [ ] Say they want people to call out the *elephants* but their actions or non-verbal cues indicate otherwise
    - [ ] Pretend the *elephants* don’t exist
    - [ ] Don’t know that *elephants* exist

11. The best way to encourage people to call out the *elephants* is to:
    - [ ] Have top leaders set the example by acknowledging *elephants* and encouraging people to speak up
    - [ ] Reward people for acknowledging *elephants*
    - [ ] Setting aside dedicated time at meetings to discuss *elephants*
    - [ ] Have an anonymous suggestion box labeled *elephants*

   Are there other ways to encourage people to call out the *elephants*?  ___________________________________________

12. How long have you been a department chair (in years)?  ____________