



Identifying and Developing High Potentials

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The Leadership Development Group, Inc.

Your Speakers

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Tracy Duberman, Ph.D. is an executive coach, organizational development consultant, business owner, frequent keynote speaker, Board member of the Physician Coaching Institute, and a Fellow of the American College of Healthcare Executives.

With a background combining business experience with innovative research on healthcare/physician leadership effectiveness, Tracy founded The Leadership Development Group, Inc. - a firm devoted to developing healthcare leaders and physician executives. TLD Group works with leaders to improve performance through educational workshops, tailored on-site leadership development programs, such as The Applied Physician Leadership Academy and tailored individual coaching for physician and healthcare leaders.

Lisa Bloom, MBA, MPH is a seasoned healthcare management consultant, executive coach, business executive, and speaker. She partners with clients and faculty to design and manage customized leadership development and talent management solutions including individual leadership and physician coaching engagements, organizational development consulting engagements, and large scale leadership development programs, such as the Applied Physician Leadership Academy™.

Lisa has over 20 years of experience in the healthcare industry including work in strategy development and business planning, leadership development, change management, customer engagement management, workshop design and facilitation, and training and development for health providers (integrated health systems, physician groups, physician specialty networks, and post-acute care organizations), life sciences companies, and healthcare technology companies.

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Learning Objectives

- Understand the importance of identifying and developing high potentials in health systems
- Learn simple, yet highly effective, methods to identify and develop high potentials
- Explore the critical success factors for creating a succession planning program

The C-Suite Conversation

CFO:



What happens if we develop our people and they leave?

CEO:



What happens if we don't and they stay?

The Burning Platform

- Demonstrated relationship between better talent and better business performance
- Financial value of an organization is dependent upon quality of talent
- Increased scrutiny from investors and boards of directors
- Changing workforce demographics
- Impact of globalization and technology
- Competition for current and future talent
- Talent has been a scarce resource

Developing high potentials builds bench strength for key talent pools and ensures the availability of ready successors

Increased Focus in Health Systems

- Healthcare leaders must meet growing demands and complexity related to the shift to a value-based system
- The healthcare industry has been faced with the crisis of high turnover and talent shortages
- Increased importance of preparing and retaining talented clinical and non-clinical individuals to:
 - Manage the challenging healthcare climate
 - Meet the ambitious expectations of health reform
 - Reduce costs
 - Ensure quality of care



Common Evidence of Problems in Talent Management

- Key roles unfilled for long periods
- Replacements unsuccessful
- Emergency/Key Roles filled from outside
- High turnover among HIPOs
- Lack of bench strength is concerning Board/Execs
- Politics & popularity vs. qualifications

Challenges

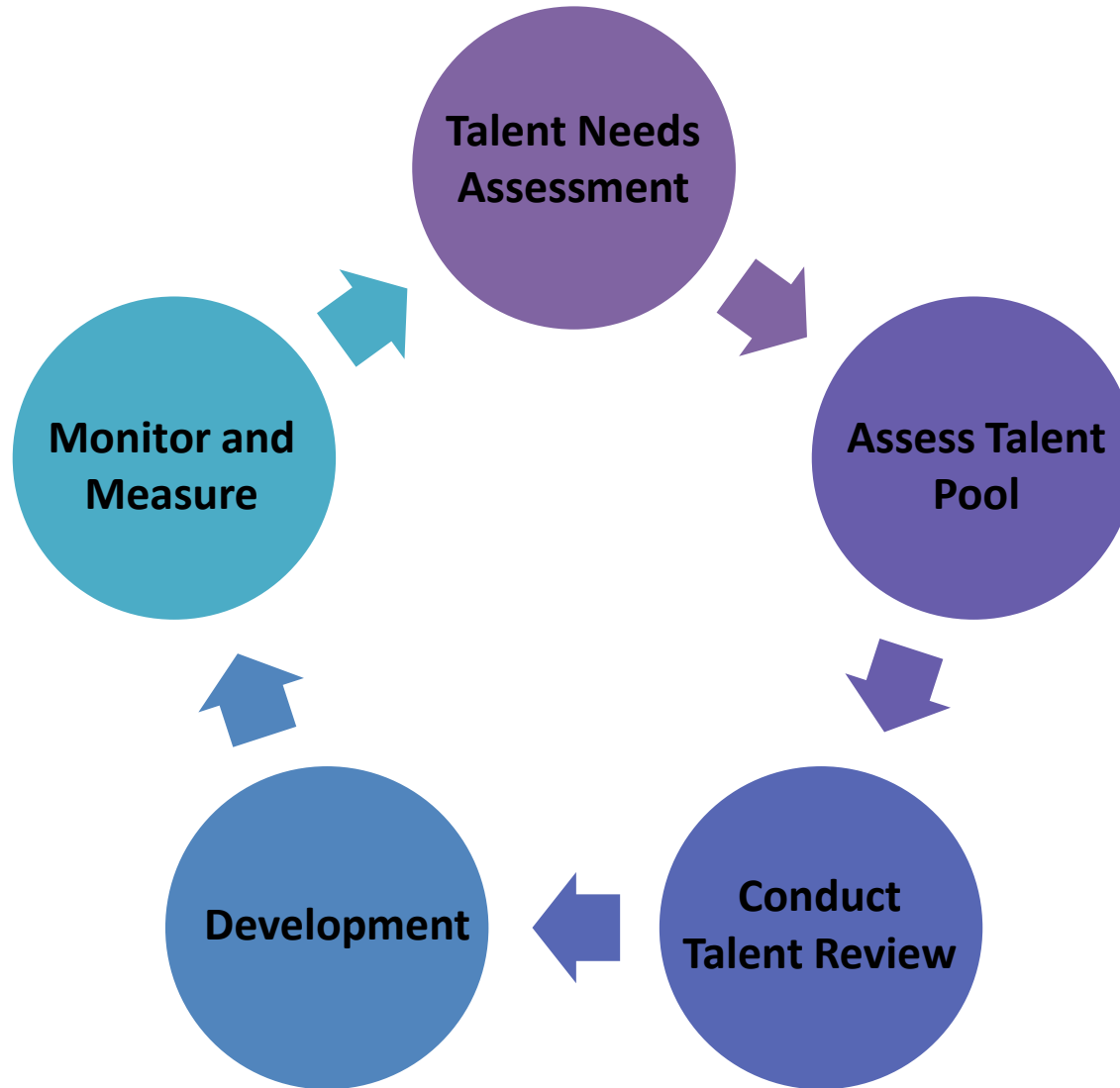
- Organizations too concerned with:
 - Past performance, not potential
 - Halo effect
 - Tenure
- Lack of focus, attention, alignment, support and attention from senior leadership
- Even though identified as a critical component for business success, organizations do not allocate substantial resources to developing talent

Benefits of Structured Process to Identify and Develop High Potentials

- Continuous pool of strong talent
- Right people in the right positions
- Business successfully adapts to change
- Talent is engaged, developing & contributing
- Higher employee satisfaction
- Improved bottom-line performance through:
 - Lower turnover/Improved retention
 - Cost savings
 - Higher performance benchmark



Talent Management Process



Adapted from:

- Church & Silzer (2013)
- *CEO insights* (2004, April)

Step 1: Talent Needs Assessment

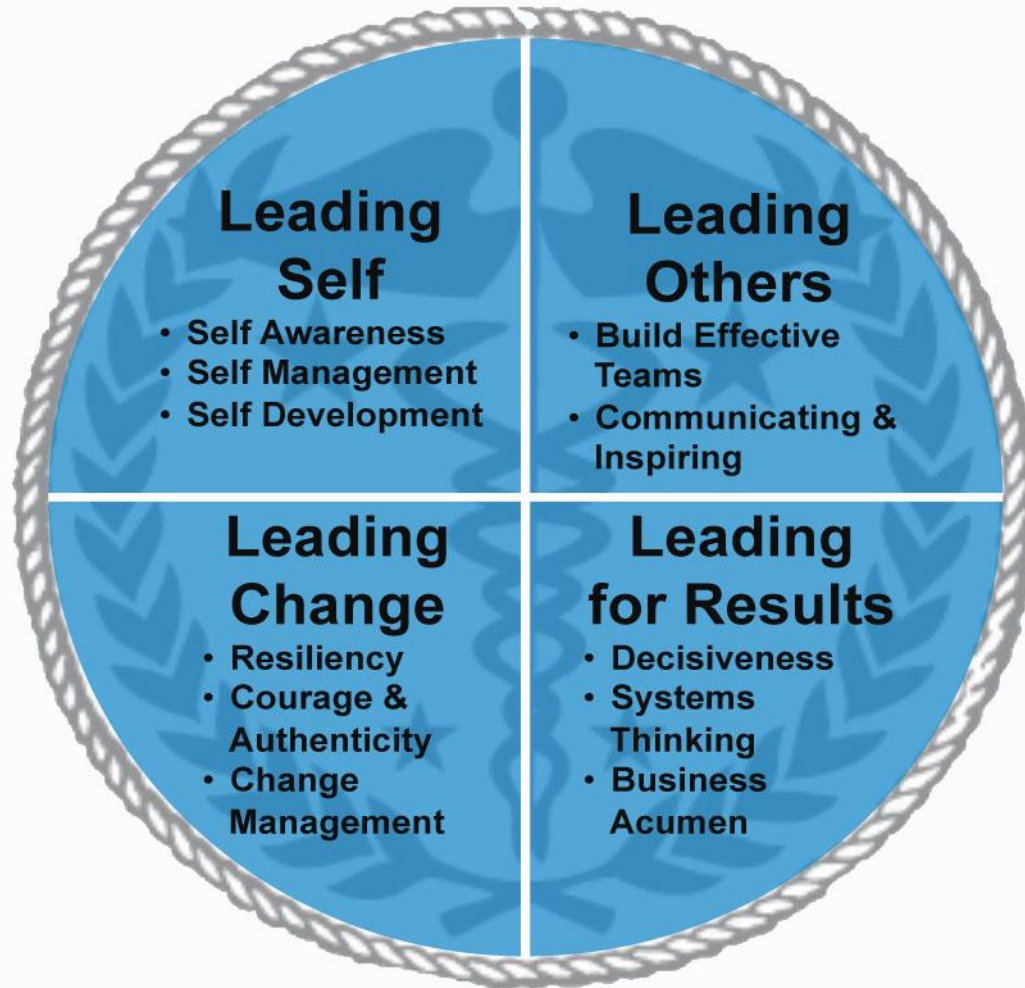


Talent Needs Assessment

- Develop future-focused competency model
- Create success profiles
 - Identify essential skills and experiences needed to meet the demands of the role, such as experience with a similar functional position
 - Define leadership expectations
 - Identify behavioral competencies
 - Interpersonal Skills
 - Leadership Skills
 - Business/Management Skills
 - Personal Attributes



Sample Competency Model



Dimensions of Leadership Potential

Criteria			
<i>Interpersonal Skills</i> <ul style="list-style-type: none">▪ Communicates with impact▪ Patient centric focus▪ Cultivates collaborative relationships across boundaries▪ Rapidly builds trust	<i>Leadership Skills</i> <ul style="list-style-type: none">▪ Leads through vision & values▪ Change champion▪ Effective delegator▪ Team Builder▪ Driver of culture of Accountability	<i>Business/Management Skills</i> <ul style="list-style-type: none">▪ Healthcare Financial Acumen▪ Operational Decision making▪ Mobilizes resources across boundaries	<i>Personal Attributes</i> <ul style="list-style-type: none">▪ Drive for results▪ Adaptable▪ Reads the environment▪ Managerial courage▪ Learning agility▪ Approachability▪ Competent & confident

Sample Success Profile: Chief Nursing Officer

ORGANIZATIONAL IMPERATIVES	ROLE RESPONSIBILITIES
<ul style="list-style-type: none">▪ Enhancement of medical center's reputation as the preferred community based hospital in Pequannock Township▪ Building of health system's brand within the local community▪ Solidifying medical center's critical role as a health system's "feeder" hospital▪ Transformation to patient-centered & evidence-based integrated delivery care model that meets current & emergent health care needs of the region▪ Delivery of care that is high quality AND cost effective in light of budgetary constraints▪ Rapid improvement of patient safety record▪ Alignment of community physicians & key community stakeholders to support medical center's mission, strategy & goals▪ Increased throughput & capacity of medical center's Emergency Department	<ul style="list-style-type: none">▪ Oversee operation of medical center by leading clinical & operational services▪ Review delivery models, complete capacity analysis and recommend actions to the hospital president▪ Ensure uncompromised collaboration among clinical & operations departments with the goal of enhanced productivity, improved patient safety & exceptional total patient experience▪ Establish trust with physician leadership group, ensuring consultation with & integration of processes with medical staff▪ Implement plan to adjust staffing patterns & staffing needs thereby enhancing overall workforce satisfaction & engagement▪ Lead step-wise integration process with health system, serving as primary driver for major conversion projects▪ Assess & build nursing capability/bench strength including the creation of curriculum for nursing▪ Take responsibility for all elements of clinical nursing practice & shared governance▪ Assure that all organizational objectives & policies are articulated, understood and implemented▪ Oversee compliance and accreditations with regulatory agencies.

Sample Success Profile: Chief Nursing Officer

LEADERSHIP STYLE & ORGANIZATIONAL CULTURE	KEY DERAILERS
<ul style="list-style-type: none"> ▪ Puts the success of CMC ahead of own aspirations ▪ Empowers others while monitoring progress and consistently providing performance feedback & coaching- firm but fair ▪ Displays the right balance of patience & urgency to allow strategies enough time to develop & to deliver agreed upon results ▪ Demonstrates an energetic, adaptive & optimistic approach to the challenges ▪ Shows ability to think creatively and take appropriate risks 	<ul style="list-style-type: none"> ▪ Micromanagement of staff ▪ Making assumptions without through analysis & validation of assumptions ▪ Lack of self-awareness, understanding of one's impact on others & resistance to feedback ▪ Compromises on ethical issues for short term gains ▪ Avoids confrontation- backs off difficult decisions ▪ Frequent problem escalation without problem solution ▪ Missing opportunity to shape a "new" CMC culture ▪ Failure to get senior management & organizational support
KEY SUCCESS FACTORS	FOUNDATIONAL EXPERIENCES
<ul style="list-style-type: none"> ▪ Engages workforce around total patient experience model ▪ Establishes credibility & trust with nursing & physician leadership group ▪ High level of professionalism: quickly gains the trust of nursing & key stakeholders, including those in the community ▪ Works well across traditional boundaries (silo busting) ▪ Ensures small "wins" in first 100 days ▪ Has senior management & organizational support 	<ul style="list-style-type: none"> ▪ Experience in larger hospital system that includes managing a department & budget ▪ Working effectively across service lines ▪ Understands finance and has effectively managed to budget and cost ▪ Deep & broad clinical nursing/nursing management experience ▪ Successful experience building teams in a results-oriented environment ▪ Ability to develop operational systems that provide high quality patient care experience while achieving financial results

Step 2: Assess Talent

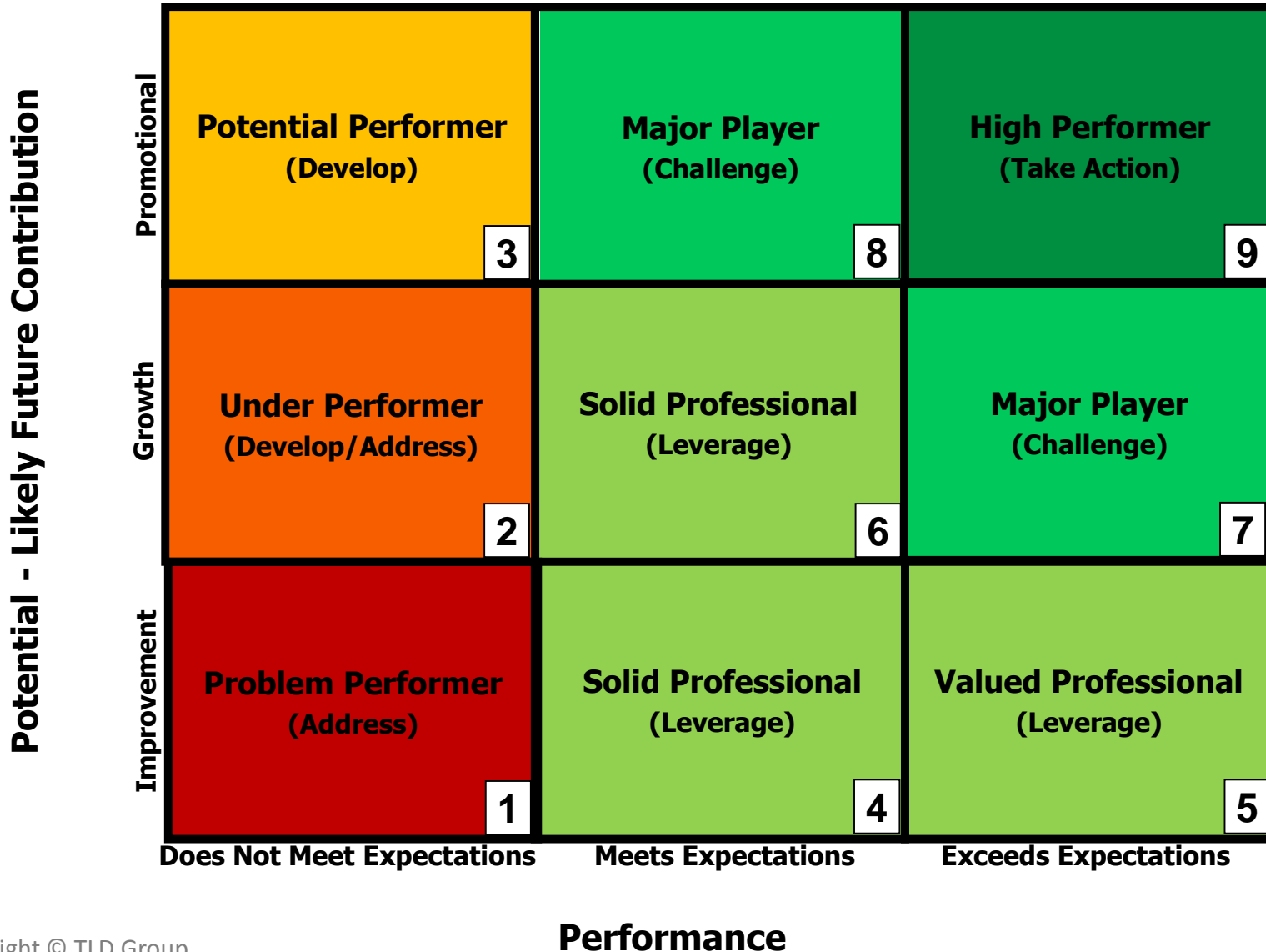


Assess Talent Pool and Leadership Potential

- Look at potential & performance
- Assess current talent pool using the following methods
 - Performance reviews
 - Psychometric assessments
 - 360 Feedback
- Determine placement
 - Potential
 - Performance



9 Box on Performance and Potential



Step 3: Talent Review



Typical Talent Review Agenda

- Discuss organization needs
- Review aggregate 9 box grid
- Collaboratively review key talent
- Designate watch list (high performing/low performing)
- Plan replacements (for retirements, etc.)
- Identify:
 - Road blocks (org. culture, etc.)
 - Potential developmental experiences/moves
 - Talent strengths and gaps

Step 4: Development



Development Actions

- Align individual development activities with organizational goals and values
- Utilize multiple development modalities including:
 - 360 feedback
 - Individual development plans
 - Developmental assignments
 - Coaching
 - Executive education programs
 - Action learning projects



The Secret Formula

- Put People in Jobs they **Can't Do**
*with content that matches the skills and challenges they
will be facing in the future*

The Practical Solution

Put People in Jobs They Can't **Quite** Do!

Step 5: Monitor & Measure



Monitor & Measure

- Continuous talent review
- Align with performance management process
- Provide ongoing feedback and support
- Check progress at frequent intervals through Talent Review Meetings
- Periodically re-assess leadership competencies and focus efforts on developing specific areas in need of improvement
- Assess the impact of the overall development program using specific metrics



Critical Success Factors

- Senior-level “buy-in” and commitment
- Current and future business needs are the starting point
- There is a systematic and integrated approach to all workforce development activities
- Specific metrics to guide evaluation of the process
- The “team mosaic” helps drive placement decisions
- Program must be integrated in the organization’s culture
- Leaders take on the role of “talent optimizers.”

Questions?



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