



BREAKTHROUGHS
conference and exhibition

Best Practices in Identifying and Developing High Potential Talent

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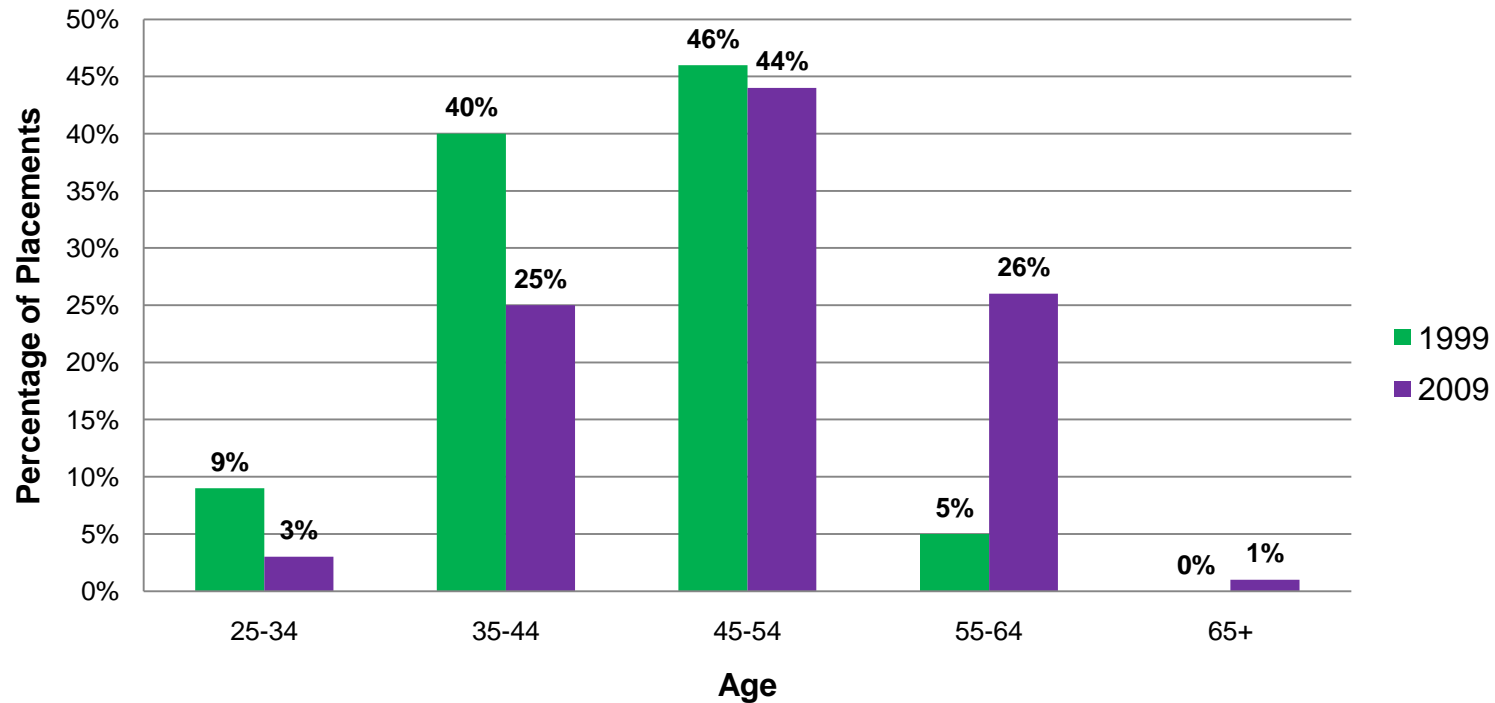
Premier Breakthroughs Conference
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What We'll Cover Today

- Market trends
- Survey results
 - Talent management best practices of leading healthcare organizations
- Fairview Health Services
 - Leadership development
 - Succession and talent management
 - Rating high potential leaders
 - Leadership training

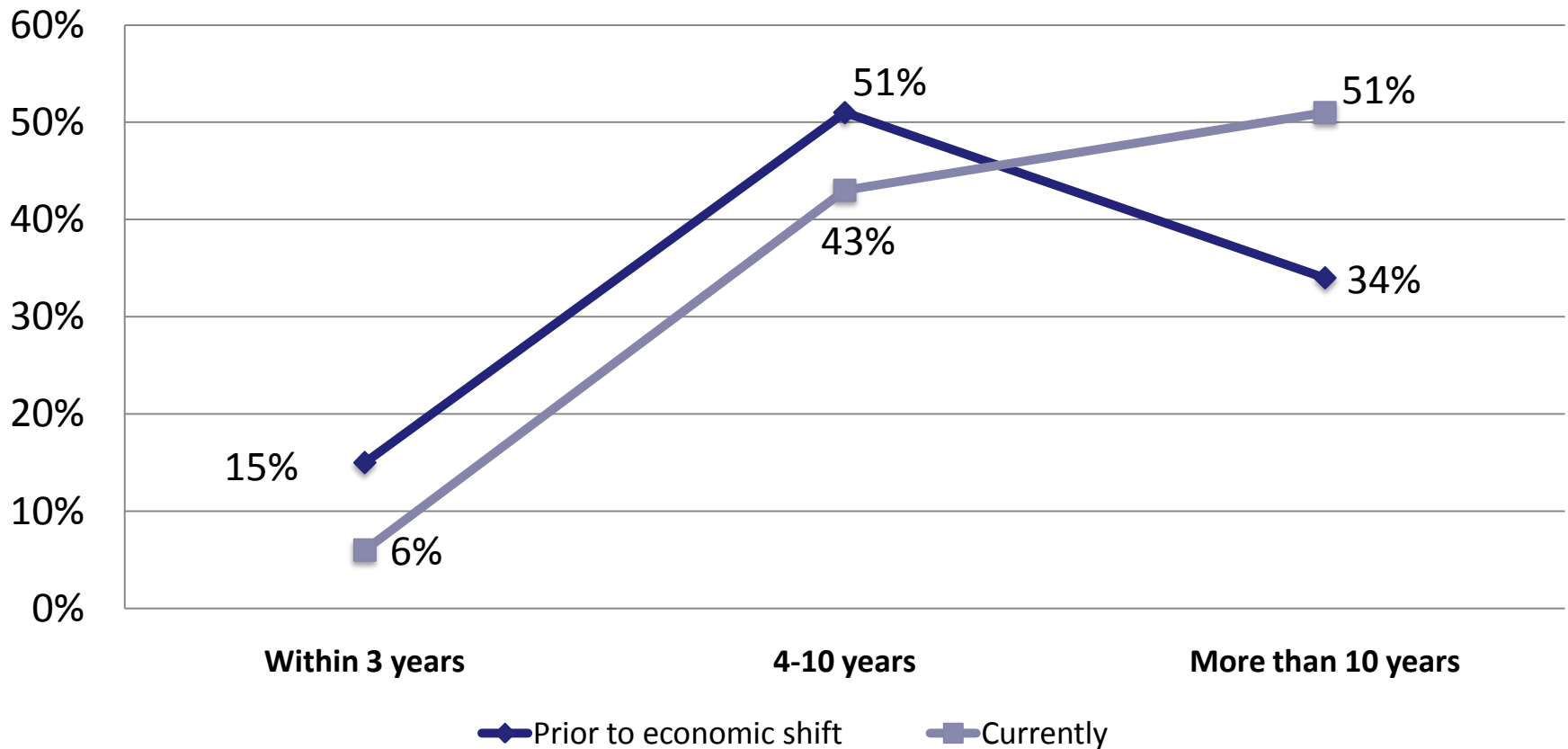
Market Trends

Aging Leadership: Witt/Kieffer C-Suite Placements - 10-Year Comparison



Market Trends

Expected Retirement of CEOs



Talent Management Survey Results

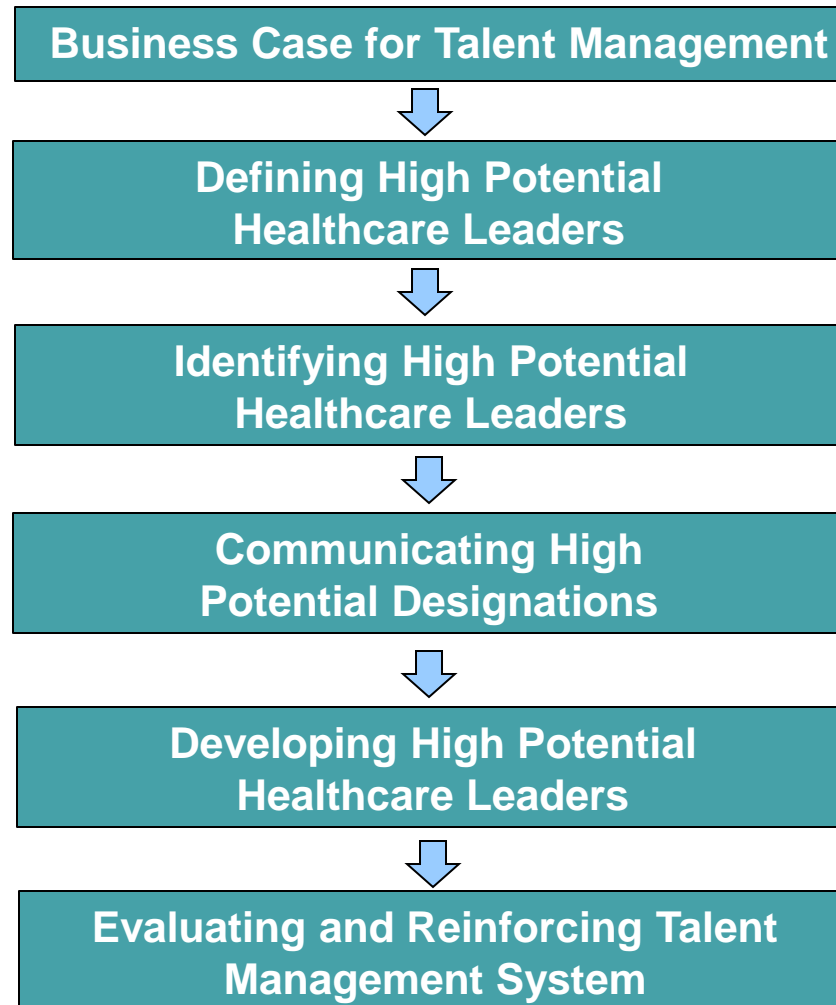
- Conducted by Kevin Groves, Ph.D., Graziadio School of Business & Management, Pepperdine University and Witt/Kieffer
- Purpose was to study and identify:
 - potential identification practices and policies
 - leadership competencies and other defining characteristics of high potentials
 - high potential development practices and policies
 - opportunities to improve talent management processes

Talent Management Survey Results

- 15 executive participants from 13 healthcare systems including:
 - Senior VP of HR
 - Chief Learning Officer
 - VP of Learning and Organizational Development
 - VP of Strategic Talent Management
 - EVP and
 - Chief Administrative Officer
- Included Premier members Children's Hospital of Denver, Catholic Healthcare West and Mountain States Health Alliance

Talent Management Survey Results

Six Phases
Identified:



Fairview Agenda

- Leadership development context
 - Challenges in leadership development
 - Define profile of success
- Succession and talent management
 - Identify high potentials
- Measure results and behaviors
- Potential rating
 - Build purposeful development plans
- Leadership development
 - Education through cohort model
 - Leadership training for clinic physician and administrators

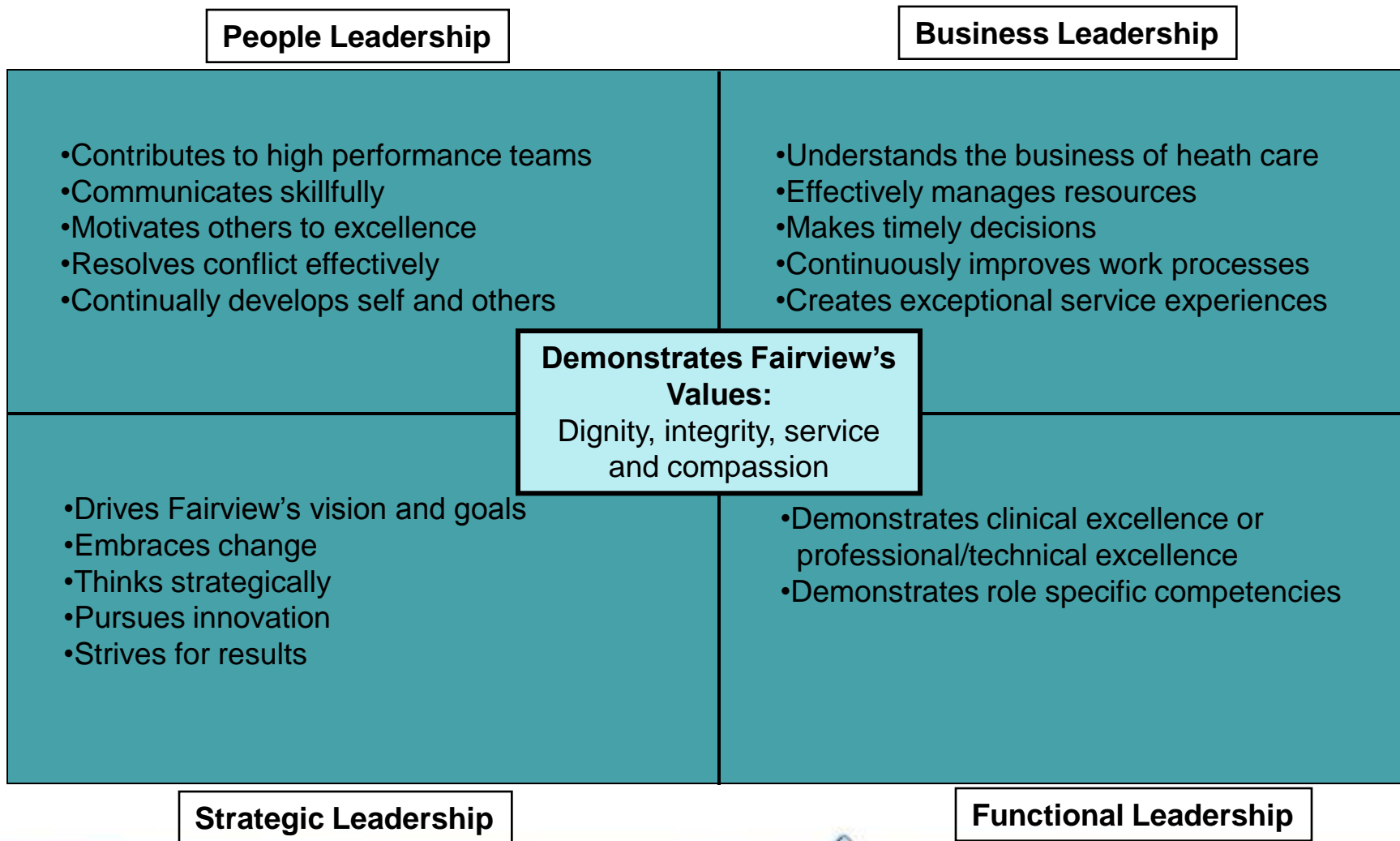
The Leadership Development Challenge in Healthcare

- Focus on building clinical competencies
- Stable environment (up until now)
- Low turnover
- Disconnected development for leaders
 - Decentralized programs for supervisory/front line leader development
 - Strong physician leadership program
 - Strong high potential VP program

Defining the Profile of Success

- Define what success looks like in new environment
 - Process to identify characteristics of success
 - Answer the question: What would excellence look like for the future?
 - Card sort exercise with leadership and cross section of employees
- Develop competencies/behaviors for the organization
 - Clear picture of leadership/employee expectations
 - Foundation for succession planning
 - Foundation for behavioral interviewing questions
 - Foundation for management/leadership development curriculum




















Fairview Competencies: Behaviors that enable us to achieve our strategic goals






Identifying High Potential Leaders

- A planful process for enabling the resourcing of business critical initiatives and opportunities
- A robust and transparent process for managing the movement of talent
- Provide high level of visibility for top talent
- Begin to hold business leaders accountable for developing and retaining their talent
- Talent reviews will include 'calibration' of top talent through facilitated discussion

Talent Assessment

		Behaviors		
		Below Standard	Achieved Standard	Exceeds Standard
R e s u l t	Exceeds Standard	 Name 	 XXXXXXXXX 1  XXXXXXXXX 1 	
	At Standard	 Name 	 XXXXXXXXX  XXXXXXXXX  XXXXXXXXX  XXXXXXXXX 	 XXXXXXXX 
	Below Standard			 XXXXXXXX 

-  High Potential
-  Promotable
-  Valued Contributor

Consistent Rating of Top Talent

High Potential

- This individual demonstrates the intellectual aptitude and leadership capacity to progress through multiple roles of increased responsibility, complexity and scope. Is able to move between divisions and outside of functional area

Promotable

- This individual demonstrates the intellectual aptitude and leadership capacity to take on expanded roles at the next organizational level (promotion) or a role of increased scope within their functional area in another division

Valued Contributor

- This individual is a valued contributor with skills and contributions appropriate for his/her current organizational level. He/she may be capable of taking on some additional responsibilities or another role of similar scope in another part of the organization.

Goals of the Talent Review Process

1. Consistent, established process for succession planning action follow-up and accountability
 - Actions identified around talent and succession planning to be formally updated annually and informally discussed throughout the year
 - Updates to have appropriate accountability and visibility
 - Establish a common format and timeline for reporting across the organization
2. Clear definition of and forward planning for top talent across the entire organization
 - Talent is not widely known or discussed within or outside of the divisions
 - Proactive actions to address development gaps as well as enrich career experience to increase high potential's level of engagement in the organization
 - May need to include identifying and addressing 'high risk' losses
 - Use priority projects as development opportunities for top talent
3. Consistent view of top talent and succession depth
 - Calibration of top talent at the senior leadership team at least once a year
 - Assumptions frequently made about an employee's ability (or desire) to fill a role

Leadership Development

- Tied to competency model
 - People Leadership
 - Strategic Leadership
 - Business Leadership
 - Functional Leadership
 - Handled at the sites/functional expertise
- Content builds as learner moves through the organization
- Facilitated cohort models where able

Leadership Development Suite

Educational Offerings

Executive Development

Combination of internal facilitation and external education

Leadership Development Program - 3 modules

Management Essentials - 3 modules

Employee Development
Regular offerings: at various sites

Facilitated Cohorts

By nomination

Individual Development Plans

Executives, VPs

Excel
Aspiring VPs

Module 1: People Leadership
Module 2: Business Leadership
Module 3: Strategic Leadership

*Experienced Manager,
Director,
Manager of Managers*

Catapult
Aspiring Directors

Module 1: People Leadership
Module 2: Business Leadership
Module 3: Strategic Leadership

*New Supervisors,
Managers,
Front line leaders*

ASCEND
Aspiring Managers

- Change Management
- Fairview Values
- Customer Service Skills
- Crucial Conversations
- Role specific "technical" skills at the sites

*Core Skills
All Employees*

Physician Leadership Academy

- Longstanding identified need to develop leadership skills in physicians
- Advisory Committee, 2005
- Launched in January of 2006 following the work of an advisory committee
- Twenty attendees the first two years, nearly fifty participants in 2009/2010

Goal : To increase the capacity and effectiveness of physician leadership within Fairview

Clinic Dyad Management and Leadership Development

Program Purpose:

- To provide development of Fairview physician leaders to develop understanding of and competency in:
 - Managing the interrelated elements of Fairview's clinical strategy, organizational strategy and financial goals
- To provide development of clinic leadership teams

Audience:

- Physician leaders and clinic administrators
- Group Practice leadership team
 - Regional Executives
 - VPs of Operations
 - VP Quality

Format

- Cohort over 12 months
- Monthly (10) full-day sessions (didactic, interactive discussions and small group work)
- Senior physician and administrative leaders attend and sponsor
- Interactive/experiential approach
- CME accredited

Adaptive Leadership

- Distinguishes the leadership skills required during adaptive change from those required at other times
 - Balance competing priorities
 - Leadership owned broadly and deeply
 - Issues are dilemmas on which to make progress rather than problems to solve
 - Understand and partner with dissent
 - Hold people in a productive level of distress

Fairview Summary

- Clearly define organizational needs and link programs to meet those needs.
- Create paths between identifying and developing people
- Focus on dialogue and action over process and tools (although they are helpful)
- Start with small steps if time and money are constrained and build

Questions and Answers

Executive Summary

Challenges

- Demographic changes to the U.S. workforce
- Limited high quality healthcare administration programs
- Low hospital CEO tenure
- Lack of investment in talent management
- Development of CEO and physician C-suite leadership skills

Key players involved

- Governing boards
- Presidents and CEOs
- Physician executives
- Vice Presidents of Human Resources

Executive Summary

Steps or processes implemented

1. Establish the business case for talent management
2. Define high potential healthcare leaders
3. Identify high potential healthcare leaders
4. Communicate high potential designations
5. Develop high potential healthcare leaders
6. Evaluate and reinforce the talent management system

Executive Summary

Outcomes

- Greater urgency for talent management
- Elevated priority among top management and board
- Development of a leadership competency model
- Identification of strategic talent across the organization
- Development of strategic competencies for the organization
- A culture of learning and development

Executive Summary

Success factors/pre-requisites

- Strategic priorities and diversity imperatives
- High potential definitions
- Advanced development plans
- Experiential learning and stretch assignments
- Alignment of incentives
- Board engagement