

PRESENTERS



Christina Barss

PhD



Aileen G. Zaballero

MS, CPLP

General manager job description

II Key job tasks of general manager job description

I. Planning administration

- Provide leadership and vision to the organization by working with the development and reporting of progress on
- Oversee preparation of range plans and write discussions about the organization's

AUDIENCE PARTICIPATION

Poll: As talent development professionals what do you enjoy most about developing talent for future strategic initiatives?

OVERVIEW

- Review trends in healthcare
- Discuss the Rothwell Model:
- Assess individual competencies against the requirements for next level
- Develop IDP aligned with organizational goals
- Review strategies to narrow developmental gaps (now and future)
- Explore a case study

TRENDS/CHALLENGES



REVIEW

Rothwell's Succession Planning Model



ASSESS POTENTIAL



General manager job description

II Key job tasks of general manager job description

I. Planning administration

- Provide leadership and direction to the organization by working with the development and reporting of progress on range plans
- Oversee preparation of range plans and write discussions about the organization's progress and annual plan

AUDIENCE PARTICIPATION

Poll: What ways is your organization assessing it's key positions?

- A. Based on pending or existing vacancies
- B. Organization Charting
- C. Questioning key leaders
- D. Historical analysis
- E. Other _____

ASSESS KEY POSITIONS (Current)

Remember: Changing workforce

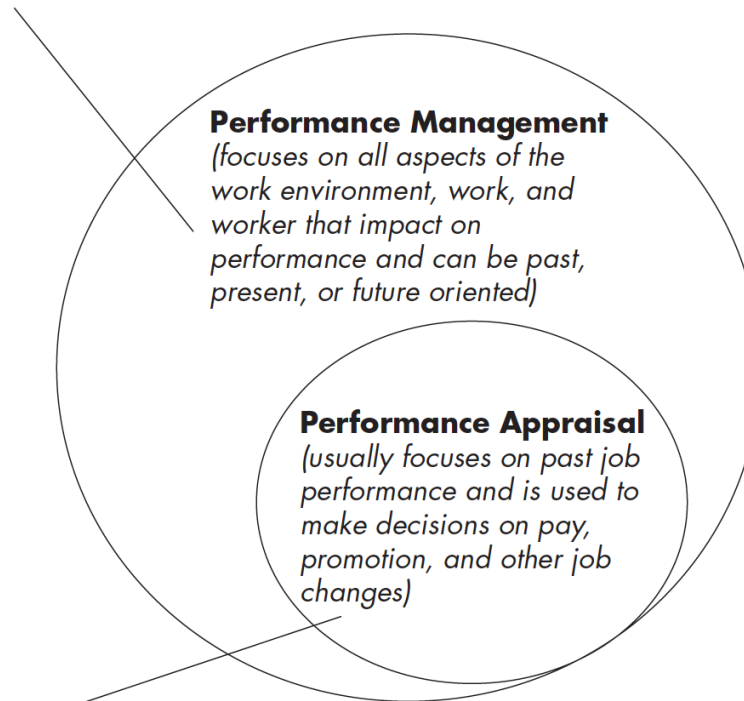
- Based on pending or existing vacancies
- Organization Charting
- Questioning key leaders
- Historical analysis
- Combination



ASSESS KEY POSITIONS

Clarify how performance will be appraised

Performance management addresses this question: *What is necessary to encourage performance now and in the future?*



Performance appraisal addresses this question: *How well are people performing their jobs?*

ASSESS KEY POSITIONS (Future)

Predict future talent needs

- **Environmental Scanning**

- Economic conditions
- Market conditions
- Financial conditions
- Regulatory conditions
- Technological conditions
- Social conditions
- Other trends

- **Organizational Analysis**

- Organizational structure
- Organizational design
- Work processes
- Conduct a job and task analysis
- Identify competencies and developing competency model
- Rapid results assessment



ASSESS KEY POSITIONS

Classify individuals by performance and potential

The Performance/Potential Grid

Future Potential

High

Low

Present
Performance

High

Stars

HR strategy:

- △ Keep turnover low.
- △ Take steps to accelerate their development.

Workhorses

- △ Keep turnover low.
- △ Keep them motivated and productive where they are.

Low

Question Marks

HR strategy:

- △ Convert them to stars.
- △ Counsel them to accelerate their development.

Deadwood

- △ Convert them to workhorses.
- △ Terminate them if they cannot be salvaged.

STEP 6: DEVELOP PEOPLE





AUDIENCE PARTICIPATION

Poll: What are some innovative development strategies you would like to share?

Enter response in the chat box

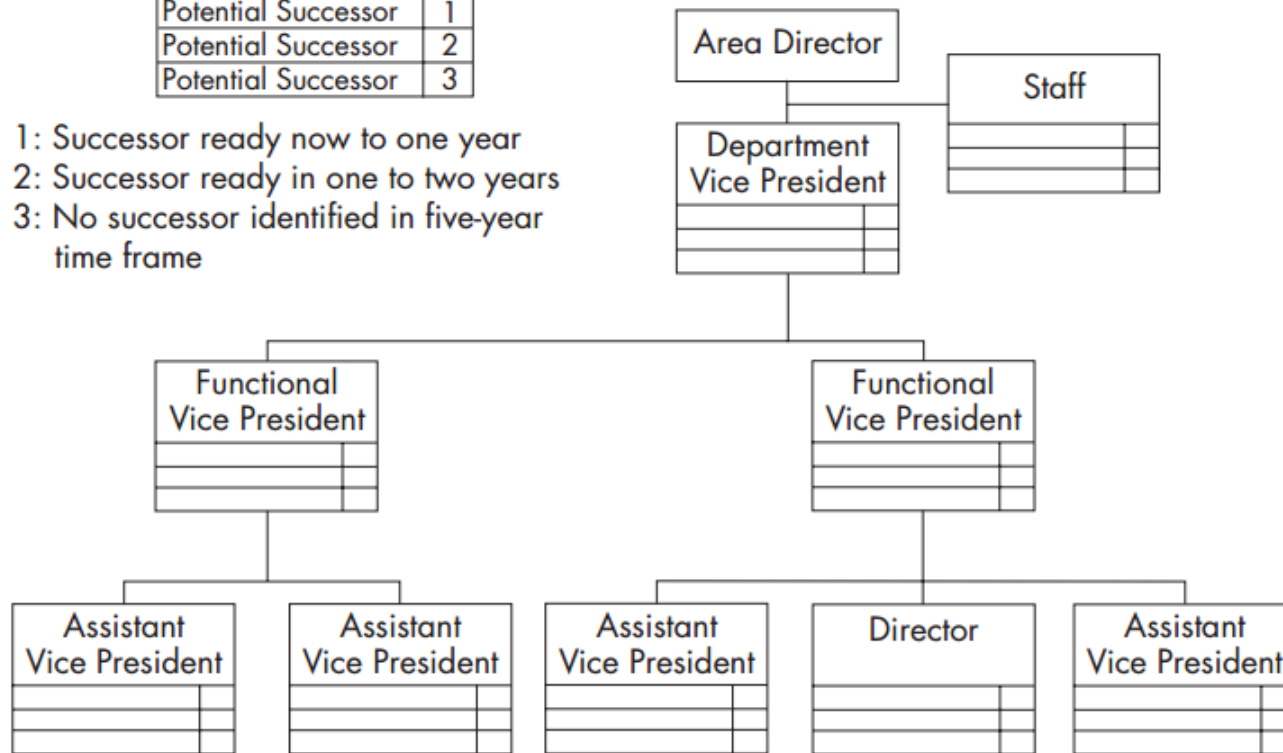
BENCH STRENGTH

One approach: Replacement Charting

Sample

Position	
Potential Successor	1
Potential Successor	2
Potential Successor	3

- 1: Successor ready now to one year
- 2: Successor ready in one to two years
- 3: No successor identified in five-year time frame



Source: Norman H. Carter, "Guaranteeing Management's Future through Succession Planning," *Journal of Information Systems Management* (Summer 1986), 19. Used by permission of the *Journal of Information Systems Management*.

FORMULATING INTERNAL PROMOTION POLICY

- Unequivocally state the organization's commitment to promoting employees
- Define internal promotion.
- Explain the business reasons for that policy.
- Explain the legitimate conditions under which that policy can be waived and an external candidate can be selected

INDIVIDUAL DEVELOPMENT PLAN (IDP)

An individual development plan (IDP) results from a comparison of individual strengths and weaknesses on the current job and individual potential for possible advancement to future key positions.



STRATEGIES

Organizational Analysis

- What positions are likely to emerge in the organization's future?
- What will the work requirements be for those positions?
- How should potential be assessed?
- How prepared is organization to meet future trends?
- What actions must be take to minimize threats and optimize opportunity?

CASE STUDY



EMPLOYEE DRIVEN DEVELOPMENT



HOW HM DEVELOPMENT IS APPLIED AND INFORMED BY THE EMPLOYEE LIFE CYCLE

- Hire 4 Fit Program utilizes behavior based interviews and cultural fit for selection

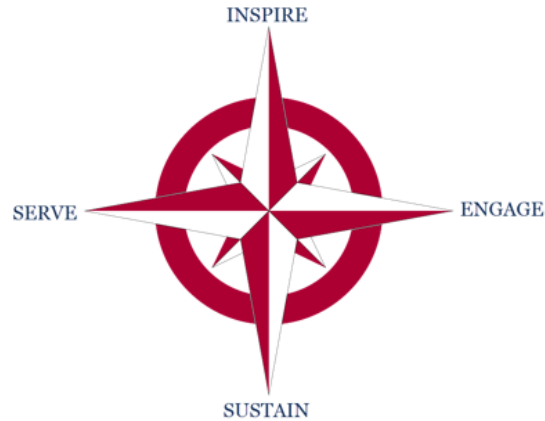
- HM Academy of Leadership & Learning
- Development Pathways
- Strategic partnerships

Exit Interviews



- 16 Hours of New Employee Orientation
- 20 Hours of New Manager Orientation

- Career Dialogue
- Development Portfolios
- Stay Interviews
- Online Learning Communities



Houston Methodist Academy of Leadership & Learning

HOUSTON METHODIST LEADERSHIP PHILOSOPHY

A Houston Methodist Leader transforms our organization by exemplifying our I CARE values, inspiring others, engaging our people, serving our patients and sustaining our mission.

The **Five Pathways** to Unparalleled Career Development



Employee

This pathway provides individuals with a dedicated curriculum to expanding their leadership potential.



Supervisory Leader

This pathway is designed to help rising front line Houston Methodist Supervisors learn the fundamentals of leading successful teams while being customer-focused and results-driven.



Manager

This pathway for the Houston Methodist Manager refreshes thinking, empowered with a broader perspective and equipped to advance as a leader, decision-maker and change agent.



Director

This pathway stimulates new thinking and encourages Houston Methodist Directors to re-examine and reformulate leadership goals.



Executive

The best are always learning! This pathway offers a targeted development path for Houston Methodist Executives.

Individual Contributor

Supervisory

Manager

Director

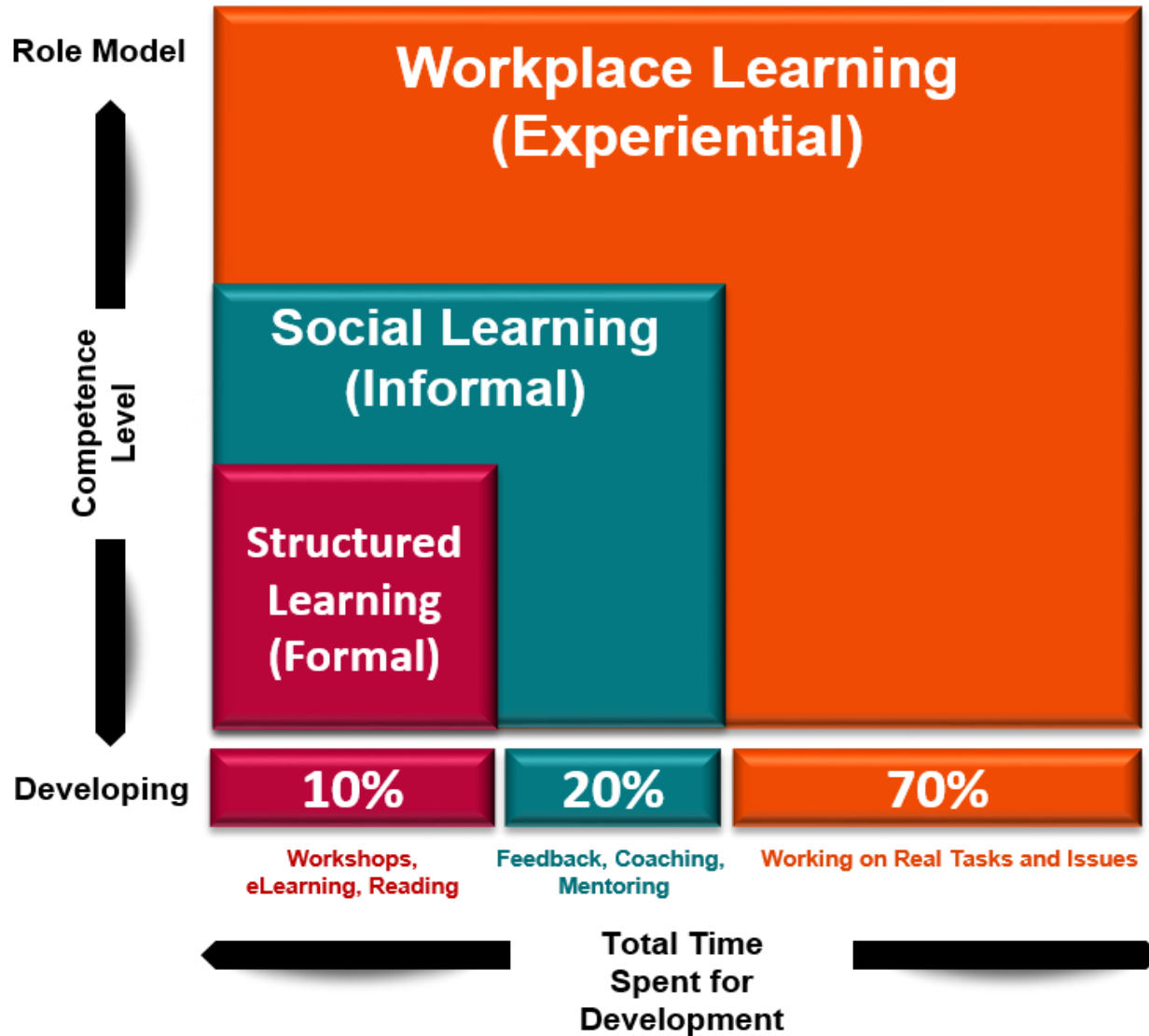
Executive

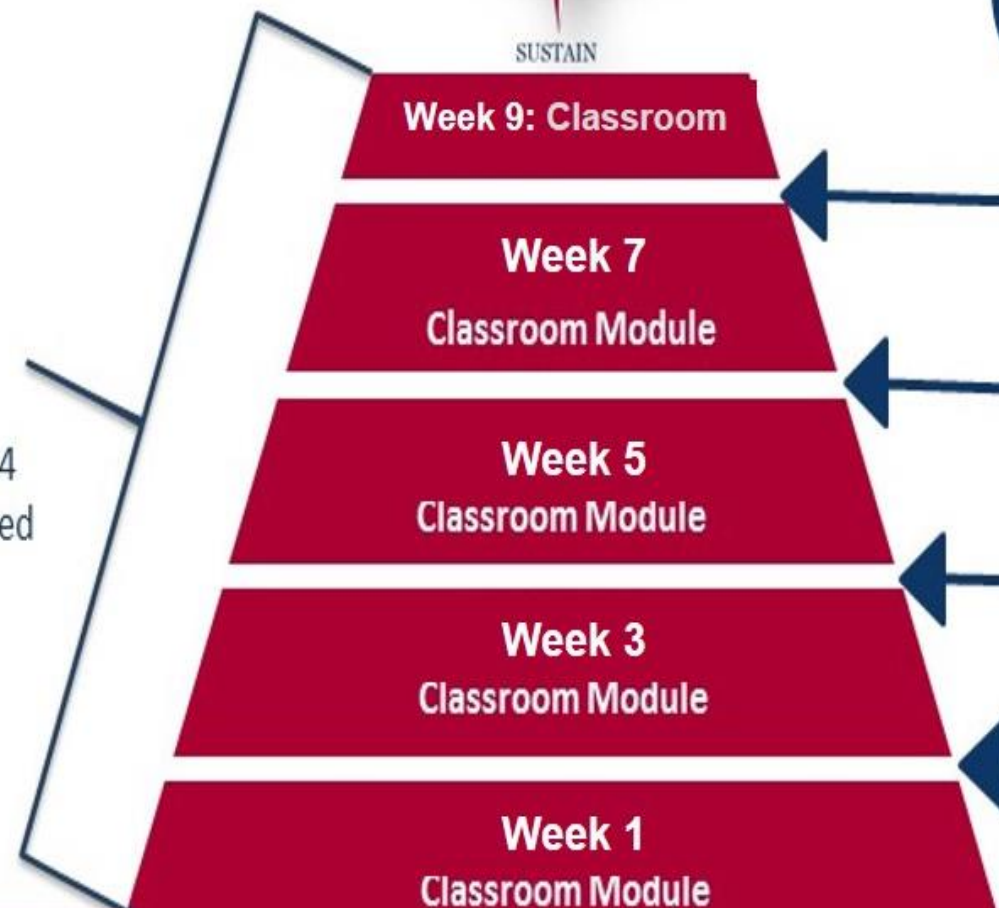
Development Approach:

70 | 20 | 10

Competency Categories:

Accountability | Change | Collaboration | Communication | Customer Focus | Decision Making | Life Long Continuous Learning | Innovation | Leading and Living the Vision & Values | Teamwork | Trust





10%
Classroom

Program consists of five 4 hour core modules offered over a 10 week period.

70%
On the Job
Weeks 2, 4, 6, 8 & 10



20% Coaching & Mentorship

During the off classroom weeks, participants experience:

- 15 minute 1:1 mentorship calls
- 60 minute Collective Coaching WebEx with their cohort

LEARNING COMMUNITIES



NEXT WEBCAST SERIES: SUCCESSION PLANNING

Webcast Title	Date
Evaluate Succession Management Program	February 24 @ 4pmEST



Question



Answer