

Filling the Leadership Pipeline:
Gundersen Lutheran Medical Center's
Approach to Talent Development and
Succession Planning

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**About Gundersen
Lutheran**



Gundersen Lutheran is a complete healthcare network including one of the nation's largest group medical practices, regional community clinics, hospitals, nursing homes, home care, behavioral health services, vision centers, pharmacies, and air and ground ambulances.

**Gundersen Lutheran
Facts & Figures**



- Named among the Top 100 in the nation
 - Top 100 Hospital in 1997
 - Top 100 Cardiovascular Hospital in 1999
 - Top 100 Heart Hospital in 2003
 - Top 100 Integrated Health Networks in 2004
- 325 Licensed Beds
- 1,161,638 Outpatient Visits
- Supported by a staff of over 6,000
 - over 400 employed physicians
 - 70 senior level leaders
 - 225 Managers and Supervisors



Imagine for a moment that you are asked by a Board Member what you are doing to ensure that the chapter has a ready supply of leaders.

Current & Future Need For Superior Talent



- Increased complexity in healthcare and economic environment requires highly skilled and experienced leadership talent.
- By 2010, more than 40% of all healthcare managers will be 55 or older.

Reasons for Talent Development



- Selection decisions are more accurate when candidates are from inside the organization.
- Better odds of a good “cultural fit.”
- Serves to both grow and retain talent.

Organizations Not Investing In Top talent

Of 6,000 Executives, only



- | | | |
|-----|----------------|---|
| 33% | Strongly agree | Attract highly talented people |
| 10% | Strongly agree | Retain almost all their high performers |
| 16% | Strongly agree | Know who their high performers are |
| 3% | Strongly agree | Quickly and effectively develop high performers |
| 3% | Strongly agree | Move low performers out |

McKinsey War for Talent - Top 200 Survey

Gundersen Lutheran's Response:



To develop a systematic, strategic approach to the assessment, development and retention of the leadership talent needed to successfully run the current and future business.

Glossary of Terms



Succession Planning

The process by which organizations assure they have sufficient, capable and experienced people to fill senior management and executive positions.

Characteristics

Focus on position and replacements.

Glossary of Terms



Talent Development

A systematic, strategic approach to the assessment, development and retention of the leadership talent needed to successfully run the current and future business.

Characteristics

Focus is on the person, the organizational needs and potential roles that maximize the persons talent and meets organizational needs.

Core Talent Management Processes

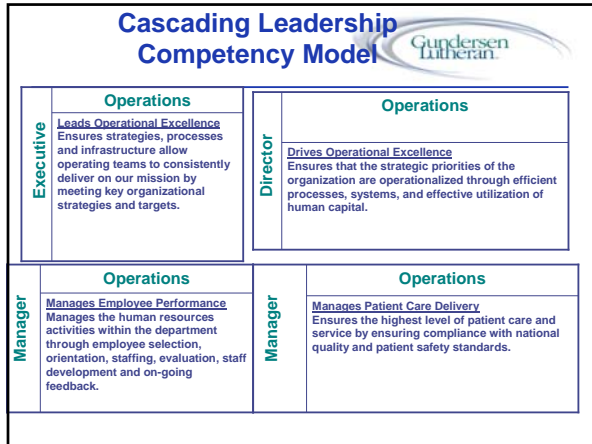


- Competency Model Development
- Identification of Medical and Administrative High Potential Talent
- Assessment and Development of Talent
- Coaching
- On-Boarding Leadership Personnel


Core Process 1: Competency Development



A Leadership Competency Model is a visual representation of the most critical knowledge, skills and commitments that underlie and drive superior executive performance. The model is created to meet current and future business challenges.



Core Process 2: Identification of Medical and Administrative High Potential Talent



A systematic process for identifying internal talent and developing talent pools as a key strategy to meet the growing challenges in healthcare.

Top Talent + Key Positions = Talent Pools



4 Pools:

- CEO/CMO/Medical VP Pool
- COO/Administrative Vice President Pool
- Future Administrative High Potential Pool
- Learning Community for rising potential physicians

**Core Process 3:
Assessment and
Development of Talent**



Once high potential individuals have been identified, their development needs are assessed so that strategic development can occur. Selection of appropriate assessment methodologies and a robust range of development solutions are needed to meet the long and short term leadership supply demands.

**Talent Development
Aggressive Investment
Process**



- Biographical Profile
- Personality Measures (Hogan HDS, HPI, MVPI, and Myers-Briggs).
- Behavioral interview using leadership competencies.
- Multi-rater 360 assessment

**G.L. Talent Development
Aggressive Investment Process:**



Development Planning Can Include:

- Stretch Assignments
- On-Boarding
- Continuing Education
- Individual Coaching
- Committee Appointments
- Immersion Experiences

**G.L. Talent Development
Aggressive Investment Process:**



Evaluation

- Milestones and success measures are determined in development planning and reviewed at least annually by the Talent Development Review Group, individual's Vice President, and other designated mentors.

**Core Process 4:
Coaching**



Assisting top leaders to perform, learn, stay healthy and balanced, and effectively guide their teams to successfully reach desired goals and exceed individual and organizational expectations. Put another way, coaching enables leaders to close the gap between who they are, and who they want to be.

**Core Process 5:
On-Boarding Leadership
Personnel**



An essential part of any talent development program is to accelerate the effectiveness of new leaders in an organization. An effective On-Boarding strategy provides leaders with an integrated framework of information, resources and contacts to ensure a productive transition

Talent Development Review Group



Accountable to the organization to develop a strong leadership bench, make developmental moves happen and to actively oversee the development of high potential talent.

Members of the Talent Development Review Group



- Project Champion
 - CEO
- Project Team
 - Sr. VP of Operations and Human Resources
 - Senior VP of Business Services
 - Chief Learning Officer
 - Consultant for Talent Development
- Board Representative

Foundation for Success:



- Attain “real” executive sponsorship.
- Devote key resources.
- Employ rigorous, user friendly processes and tools.
- Ensure ownership and accountability.
- Make the program work for your company and its culture.

A Systems' Ideal Characteristics



- Developmentally oriented
- Easy to use
- Frequent checkpoints for participants
- Effective monitoring systems
- Spots gaps and lynchpin positions
- Genuine engagement from top downwards
- Continual reinvention

Center for Effective Organizations, University of Southern California

Two Questions To Leave You With



- Who is demonstrating both current high performance and future high potential for a leadership role in your chapter? Do they know they are “high potential”?
- What aspects of the talent development approach presented today can you most readily apply in your own setting?
