

Succession Management and the Use of LEADS

September 21, 2015 Webinar

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**Hamilton Health Sciences
LEADS and Succession Management
September 21, 2015**



Agenda

- Aim of Succession Management at HHS
- What we've achieved so far
- Our process and tools
- What we've learned and what we added
- How we stack up against best practice
- What's next?



Succession Management Aim

The HHS Succession Management journey began in 2009 with the commencement of the first VP pipeline.

Overall AIM

- To develop a sufficient pipeline depth of values-based leaders by establishing pools of potential candidates with sufficient generalist knowledge, experience, and skill to be considered as viable candidates for future positions at HHS
- To be able to fill positions from within
- To provide challenging, enriching developmental opportunities for our leaders that sustain their passion and commitment to HHS and the healthcare system
- To demonstrate our commitment to the strengthening of the healthcare system by promoting our candidates for growth opportunities elsewhere in the system

Ultimately, the aim of our Succession Management program is inwardly focused – HHS is developing talent for our own benefit. We are very fortunate at HHS to have such strong, capable leaders. We're not only strengthening our talent pipeline at HHS but we're also creating the capacity for stronger leaders to be able to support the healthcare system.



What We've Achieved So Far

Achievements

VP Pipeline

- After 4 cycles of the VP Pipeline 15 candidates have completed the 2-year development journey. Eight candidates, or 53%, have moved into a VP position either at HHS or externally.

Director Pipeline

- The first Director Pipeline is in progress. Of the original 20 candidates in the Director Pipeline 8, or 40%, have already moved into director positions before completion of their 2-year journey. These director positions have been both internal promotions and external to HHS.



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1. Talent Profile
2. Performance Review (Leads Capabilities, Values 360, Annual Objectives & Results)
3. 9-Box Talent Grid (Matrix) Assessment
4. Career Conversation - Aspirations and Desire

Outcome:

Personal Development Plan (PDP) for individual or
continue to Assess Leadership Potential



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ASSESSING TALENT FOR SUCCESSION PIPELINES



1. Psychometric Assessments
2. LEADS 360°
3. Leadership Potential & Readiness Assessment
4. Potential Nominee for Succession Pipeline

Outcome:

PDP for individual or
continue to Review Talent for Succession Pipeline



QUESTIONS



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1. Talent Review Meeting with key stakeholders
2. Environmental Scan of development opportunities
3. High Level Development Goals identified (for nominees and candidates)

Outcome:

PDP for nominee or
continue to Develop Talent in Succession Pipeline



QUESTIONS



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Vice President and Director Pipelines



1. Individual 2-yr PDP
2. Development Journey Reviews
3. PDP Updated accordingly
4. 2-yr Closeout Assessment

Outcome:

PDP and development journey for Pipeline Candidate; and, Readiness - VP or Director position at end of 2 years



QUESTIONS



What We Learned in Our First Improvement Cycle and What We Added

We learned...

- Find ways to ensure objectivity
- It is important how we make people feel
- Transparency is key
- Executives are not all created equally – having good conversations and giving feedback is a key skill
- Robust development plans are needed
- People want to know about all the available development opportunities in and outside of the organization

We added...

- LEADS 360 with ongoing development coaching meeting
- Coaching for sponsors
- Psychometric Assessment (organized around LEADS)
- DeBono Thinking Hats to facilitate the talent review conversation
- Create and share inventory Scan of development opportunities



How We Stack Up Against Best Practice

Best Practice Approach to Succession Management

- **Process**
 - Define strategic business imperatives required for successful execution of organizational strategy
 - Determine critical roles required to achieve the business imperatives and also assess current and future leadership capabilities
 - Visible support from the CEO and top management
 - Emphasis on accountability and follow up
 - Open and transparent
 - Measure effectiveness of the process
- Focus on large talent pools rather than a few key individuals
- Extend program to all levels of management
- Built upon well-developed objective assessment processes
- Integration with other HR systems, eg. leadership development, performance management



Best Practice Approach to Succession Management

- **Development Programs**
 - Are part of a broader management development effort
 - Incorporate plans for developmental job assignments (above and beyond classroom training)
- **High Potentials**
 - There is agreement on a context-specific definition of ‘high potential’
 - There must be consensus on data for identifying high potential
 - Group discussions (rather than decisions made in isolation) are used in high potential identification
 - An individualized development process is adopted



Best Practice Approach to Succession Management

HHS Strengths

Process

- ✓ Visible support from the CEO and top management
- ✓ Emphasis on accountability and follow up
- ✓ Open and Transparent
- ✓ Focus on large talent pools rather than a few key individuals
- ✓ Extend program to all levels of management

Development Programs

- ✓ Incorporate plans for developmental job assignments (above and beyond classroom training)

High Potentials

- ✓ Group discussions (rather than decisions made in isolation) are used in high potential identification
- ✓ An individualized development process is adopted



Best Practice Approach to Succession Management

HHS Gaps

Process

- Determine critical roles required to achieve the business imperatives and also assess current and future leadership capabilities
- Integration with other HR systems, eg. leadership development, performance management

Development Programs

- Are part of a broader management development effort

High Potentials

- There is agreement on a context-specific definition of 'high potential'
- There must be consensus on data for identifying high potential



Critical Requirements That Have Made Succession Management Successful at HHS

- CEO owned VP Pipeline
- Commitment and extensive involvement of senior leaders to make succession management a priority
- A people development mindset
- Open, honest, direct and candid conversations at each stage of the process
- Transparency about process, criteria for selection, and talent review meeting follow-up with nominees and candidates
- Emphasis on experiential development opportunities supplemented by other forms of development
- Robust development plans that include measurable achievement and are reviewed regularly
- Dedicated hours for someone to oversee all operational aspects of succession management
- Continuous monitoring and improvement of the succession management processes, leadership abilities and infrastructure



What's Next?

- Talent Philosophy
- Talent Strategy
- Integrated Talent Management System



QUESTIONS



Next Webinar: February 2016

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