

Legacy Leadership Succession Planning

The Issues

It's an unavoidable reality: the baby-boom generation is beginning to retire at an alarming rate. As a member of senior management, you can already see the likely effects of this phenomenon within your own hospital. Seasoned leaders will disappear at a time when the available talent pool for replacing those leaders is shrinking – with negative impacts on both your hospital's performance and your recruitment costs. What are your options?

You realize that wise stewardship of your hospital's resources requires you to prepare for its future, as well as its current leadership needs. In today's world, succession planning is not simply about getting a head-start on recruiting a new CEO. It's about managing leadership talent in critical positions throughout the organization so that your hospital's core mission, values and goals perpetuate successfully into the future. Is your hospital's leadership profile ready for the demands of the future?

leadership*Forward*, a team of leadership development experts, offers a strategic, systematic solution to having . . .

the right leaders in your organization
in the right place
at the right time.
It's called **Legacy**.

The Impact

The **Legacy** program focuses on identifying and developing future leadership competency within your hospital. leadership*Forward* strategic advisors work with you to determine which positions are critical for meeting the anticipated needs of your strategic plan. leadership*Forward* advisors assess both the key competencies in each position that will be required going forward (for example, strategic thinking and change leadership), as well as those that have been successful in the past. They scale those specific competencies, not only to reflect the different levels of leadership behaviors and skills within the organization, but also to provide a clear competency development plan for individual leadership positions.

Using the scaled competencies as a guide, leadership*Forward*'s strategic advisors interview current and high-potential leaders and their supervisors. They design with you a leadership "map" that presents the critical leadership positions and their required competencies - as well as potential candidates within the organization, their competency profiles and their estimated "readiness" timelines. Finally, they help you integrate the leadership map into your current human resources/talent management systems, so that you begin to develop (or recruit) and retain your leadership capital around competencies that are clearly aligned with your hospital's strategic plan and its future success.



leadership*Forward*

Unlock the Performance of Your Organization



Experience at hospitals across the country shows that leadership**Forward's** **Legacy** program 1) clarifies the leadership competencies required to fulfill each organization's strategic plan, 2) designs an integrated, effective talent management strategy based on current leadership's strengths, weaknesses and promotion "readiness," and 3) strengthens the objectivity and

strategic goal alignment of the recruitment, retention and promotion processes.

Mini-Case Study: Southern Illinois Healthcare, Carbondale, Illinois

When CEO Dr. Tom Firestone realized that throughout the 3-hospital SIH system, a significant number of senior leaders (himself included) would be leaving within a few years, he knew he needed both the expertise and a systematic process for managing a transition of this scope. He needed a succession plan. Having worked previously with leadership**Forward** on leadership development, he trusted them to help with this challenge. After an in-depth study of the organization, its stakeholders, and its strategic goals, the leadership**Forward** team worked with the SIH executive team to devise a succession plan that outlined both the required senior leadership competencies and the internal development needs – tailored specifically to mesh well with SIH's long-term strategies. Both the process and the resulting plan were so well-suited to their needs that SIH now plans to continue succession planning through other levels of the organization.

*"I remain impressed that leadership**Forward** really did what they said they were going to do. They didn't give us a canned approach like others might have – they took the time to help us create a plan that was tailored to our needs, that was exclusively ours."*

Tom Firestone, MD
CEO, Southern Illinois Healthcare

The Difference

You have many potential partners to choose from in the leadership development field. You will find that leadership**Forward** clearly distinguishes itself from the others in:

- The level of client intimacy and trust it achieves for significant breakthroughs
- The diverse, real-world experience of its team that truly defines credible coaching
- The flexibility of its services to evolve as its clients grow and evolve
- The sustained focus on alignment of client values, strategy and culture
- The ability to customize solutions to your specific needs
- The commitment to encourage your earliest independence from the coaching process



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