

Pick the **RIGHT LEADERS** for Tomorrow's Game

Every leader should invest in identifying and developing their organization's next generation of leaders. However, some roles are so critical to the organization's future success that they warrant a formal succession plan.



Health care organizations that don't have an effective succession planning process face two risks. First, these organizations may fail to achieve their strategic priorities because critical roles are vacant. Second, senior leaders may select future leaders who aren't necessarily the talent the organization needs for tomorrow's challenges.

You can build an effective succession planning process for your organization by following these four steps:



- 1 Pinpoint future leadership gaps
- 2 Identify top talent
- 3 Customize high-potential development
- 4 Personalize onboarding for internal promotions

Here's your game plan for how to implement these four steps.



Pinpoint Future Leadership Gaps

	Challenge <ul style="list-style-type: none"> 45% of health care executives are over the age of 55, so many will be approaching retirement age soon Retirement risk alone won't tell you which positions need succession plans—you also need to consider each position's future importance
	Sample Tactics <ul style="list-style-type: none"> Identify a short list of leadership positions that are critical to the organization's success—roles where the organization would face serious strategic or operational shortfalls if the position was vacant for more than two weeks Prioritize critical positions that have a high vacancy risk and would be difficult to fill quickly



Customize High-Potential Development

	Challenge <ul style="list-style-type: none"> To prepare for next-level roles, high-potential staff need a variety of opportunities that may be unavailable within the current scope of their responsibilities Senior leaders have a rational incentive to hoard talent and may not be willing to free up their best people for a new opportunity
	Sample Tactics <ul style="list-style-type: none"> Expose high-potential talent to various career paths and development opportunities across the organization—not just within their own department Develop a slate of successors for critical positions; include talent outside of the incumbent's department or facility Give supervisors a "cheat sheet" of opportunities to help them customize a development plan for their high-potential staff

Identify Top Talent

	Challenge <ul style="list-style-type: none"> Due to rating inflation, performance evaluations alone rarely identify top-performing leaders Leaders often use their own definition of "high potential" when considering which people could succeed in next-level roles—meaning some high-potential talent will be missed (and some employees identified as high potential may not be)
	Sample Tactics <ul style="list-style-type: none"> Limit your high-potential pool to no more than 10% of the leaders you want to prepare for next-level roles Develop a standard assessment of potential and host a talent calibration discussion to identify top talent Help diverse staff navigate barriers to promotion with peer cohorts and sponsorship

Personalize Onboarding

	Challenge <ul style="list-style-type: none"> Executives may assume newly promoted, high-potential staff are already set up to succeed, so they may not communicate critical information about the leader's new role Newly promoted leaders have a new set of peers and may not know whom to ask for help
	Sample Tactics <ul style="list-style-type: none"> Interview key stakeholders to gather information on team dynamics and staff expectations to share with the new leader as he or she joins the new team Assemble an onboarding team that includes peers who can offer functional expertise to the new leader

