



# What would we do without you?

**Succession Planning in Changing Times**

Mark Rolfson, University of New Mexico Hospitals

- \*Table talk...
- \*What do we already know about succession planning?
- \*Identify three important lessons your tablemates have learned



Lessons from  
experience

- \* People leave
- \* Business changes
- \* Technology changes
- \* Required skills & knowledge change
- \* How many “single points of failure” do *you* have?

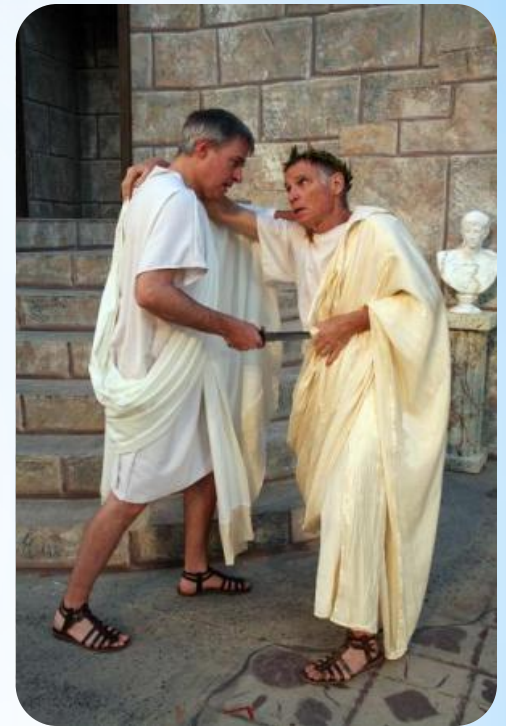
**All good things come  
to an end...**

- \* Baby Boomer leaders are pushing 60
- \* Gen X is 11% smaller talent pool
- \* Gen Y is not ready for the leadership role



# The generation gap

- \* Nature abhors a vacuum
- \* Who's your weakest link?



Succession happens!

- \* Increase bench strength
- \* Accelerate development of high-potentials
- \* Communicate vision & strategy; increase alignment
- \* Address key business issues/challenges
- \* Increase cross-org coordination & collaboration

# Trends in executive development

Pearson TalentLens &  
Executive Development Associates

<http://thinkwatson.com/downloads/2009-Development-Trends-Report.pdf>

- \* Strategic thinking
- \* Leading change
- \* Creating a vision & engage others around it
- \* Inspiring others
- \* Understanding total enterprise & how parts work together

# Qualities new leaders lack

- \* Senior exec opinions
- \* Judgment of immediate boss
- \* Formal talent review
- \* Performance appraisal
- \* 360 feedback survey on company competencies
- \* Assessment instruments
- \* Peer review
- \* Psychological testing
- \* Assessment center
- \* Generic 360 survey on leadership qualities

# Identifying high-potentials

- \*Track record
- \*Able to execute
- \*Demonstrates initiative and drive
- \*Understands “people side” of business
- \*Strong desire to learn, grow, develop
- \*Able to influence across organization
- \*Broad view of organization
- \*Active listener
- \*Empathy

**Top “talent scouts”  
look at...**

- \* Stretch assignments
- \* Rotational assignments
- \* Developmental conversations
- \* More responsibility
- \* Exposure to new people and places
- \* Executive assessments, 360s, development plans
- \* Mentoring and coaching
- \* Formal training

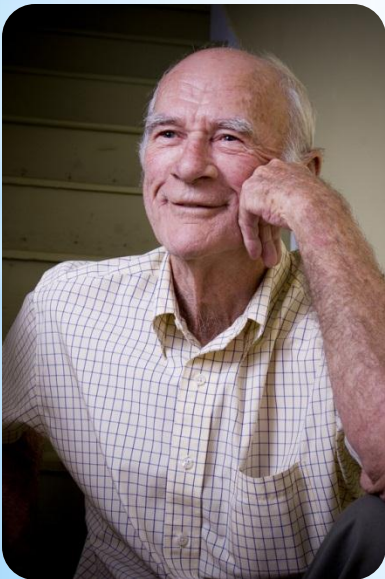
# Hi-po development

- \*Equips students with a vocabulary
- \*Inculcates them with principles of management and organization
- \*Provides a ticket of admission to a job

-- Russell L. Ackoff, Professor Emeritus, Wharton

# Value of a business education

- \* Longevity of employment in healthcare
- \* Longevity at UNM Hospitals
- \* Low employee turnover



# The UNM Hospitals situation...

- \* Succession planning in healthcare
- \* Growing enough clinical professionals to replace boomers
- \* Front-line leadership gap



**The UNM Hospitals  
situation...**

- \* Trial and error
- \* Failure and turnover
- \* Random development elements
- \* Survivors assumed competent, promoted
- \* Random variation is perpetuated

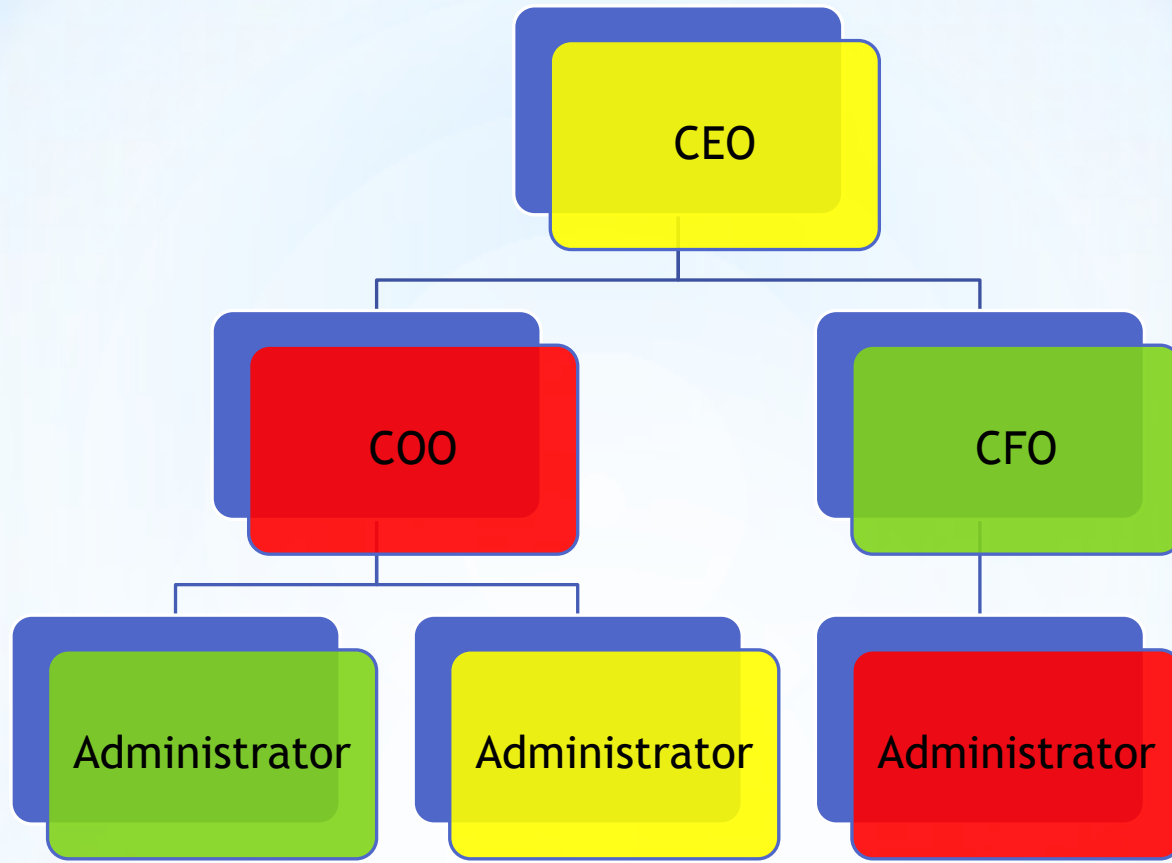


The UNM Hospitals  
situation...

- \* Developing leaders “ground-up”
- \* Prepare them before promotion!
- \* Up and Comers program



The UNM Hospitals  
situation...



**Color code your org chart**

- \*What's your most pressing "succession gap?"
- \*Who has a good track record of identifying hi-po employees?
- \*How do they measure potential?
- \*What do they look at?

# What should *you* look at?

- \*What do you do on-the-job?
- \*What kinds of training?
- \*Formal & informal approaches?
- \*What is the best preparation for this role?

**How should you develop  
hi-po employees?**

- \*The million-dollar question:
- \*Do you tell them they are “high-potentials?”

**How should you develop  
hi-po employees?**

- \* Linked to strategy
- \* Top management driven
- \* Leadership profile, feedback, development plans
- \* Action learning
- \* Hi-po ID & development
- \* Integrated talent management system
- \* Custom designed
- \* Succession management
- \* Long-term integrated strategy & system
- \* Measurement

# Best practices

Pearson TalentLens &  
Executive Development Associates

<http://thinkwatson.com/downloads/2009-Development-Trends-Report.pdf>

- \*What is our top-priority gap?
- \*Who needs to be involved to address this?
- \*How will we identify high-potential candidates?
- \*What development activities will we use?
- \*What roles and resources will we need?
- \*What are the first steps I will take?



**Get started...**

- \* A robust succession plan has “tributaries”
- \* Hire great frontline staff
- \* Groom high-potentials for frontline management
- \* Prep the next hi-po group for middle management
- \* Grow new upper management candidates from hi-po middle managers



**The pipeline starts at  
the frontline!**



Safe journey!

What do we already know about succession planning from experience?

- 1.
- 2.
- 3.

What qualities are *you* most concerned about in your next-generation leaders? Why?

- Strategic thinking
- Leading change
- Creating a vision & engage others around it
- Inspiring others
- Understanding total enterprise & how parts work together
- Other:
- Other:
- Other:

For more information, consult the experts and check out their free online resources!  
Pearson TalentLens & Executive Development Associates

Read the full report:

<http://thinkwatson.com/downloads/2009-Development-Trends-Report.pdf>

Your most pressing “succession gap” \_\_\_\_\_

What evidence should you look for, to identify high-potential successors?

- Track record
- Able to execute
- Demonstrates initiative and drive
- Understands “people side” of business
- Strong desire to learn, grow, develop
- Able to influence across organization
- Broad view of organization
- Active listener
- Empathy
- Other:
- Other:
- Other:

What are the most effective means for you to develop your high-potential people?

- Stretch assignments
- Rotational assignments
- Developmental conversations
- More responsibility
- Exposure to new people and places
- Executive assessments, 360s, development plans
- Mentoring and coaching
- Formal training
- Other:
- Other:
- Other:

Get started! Review the things you've already identified. Ask yourself these questions, to assess and improve your organization's succession planning.

What is our top-priority gap?

Who needs to be involved to address this?

How will we identify high-potential candidates?

What development activities will we use?

What roles and resources will we need?

What are the first steps I will take?