Sage Mentors Inc.

Case Study

2004

Bermuda Hospitals Board (BHB) – Capability Mapping™ and Talent Pool Development

CARING FOR OUR COMMUNITY

Assignment:
Assessment and Capability Mapping™ of the Senior Executive and Management Teams to identify the means by which incumbents will maximize their strengths in leading the organization through a comprehensive transformation.

Context:
- BHB is the country's single largest employer meeting healthcare needs of 65,000
- Following a comprehensive operational review and in preparation for a new strategic and master estate plan to meet the needs of Bermudians for the next 20+ years, the fist step was to determine how to best utilize the capabilities of current talent, identify emerging leaders and establish learning plans for succession development
- Changing healthcare needs of the population are similar to significant global trends: aging demographics, technology application, epidemiology, legislative and regulatory environment
- Unique issues: long-term development of local talent and changing guest worker populations (90% of Nurses are guest workers), island isolation and international strategic partnerships, harsh environmental impact on infrastructure and significant ex-patriot population needs

Sage Mentors Inc. Solution:
- Conducted dialogue-based Labyrinth™ Assessments of senior managers and operations managers
- Created Capability Maps™:
  - Established and mapped the organizational capabilities needed to meet current and future business strategy needs
  - Determined and mapped the current capabilities in the management and executive leadership teams; identified potential, timelines for moves, and recommended adjustments to accountabilities and objectives
  - Created competencies, competency models and accountability frameworks
  - Developed measurable learning plans - linked to talent growth potential and business strategy

Results:
- Positions were adjusted to match talent/ talent moved to match capabilities needed
- 11 high performing project teams were created capitalizing on core strengths and development opportunities
- Project teams were engaged in creating and implementing ongoing transformational change initiatives
- Culture of accountability is taking hold at all levels of the organization

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