

Sage Mentors Inc.

Case Study

2004

North Simcoe Hospital Alliance – Capability Mapping™ for Succession Planning



Assignment:

Capability Mapping™ and assessment of key talent for succession planning and development to avert a looming crisis of leadership due to significant retirement-ready talent group.

Context:

- Following the restructuring and elimination of traditional supervisory and management layers in the late 1990's, the Hospitals find there is a significant gap in levels of complexity between line operations and senior management roles thus increasing the risks related to identifying, developing and promoting management and leadership candidates into more complex roles
- Changing healthcare needs of the population are similar to significant global trends: aging demographics, technology application, epidemiology, legislative and regulatory environment, significant talent shortage
- Unique issues: significant growth of retired population as this demographic group move north out of urban areas and have higher and more acute care needs, difficulty of attracting talent to the area, the winter climate challenges
- Over 50% of key organizational leaders are retirement-eligible now

Sage Mentors Inc. Solution:

- Conducted dialogue-based Labyrinth™ Assessments of key talent who expressed an interest in more complex roles, management functions or, were seen as having significant potential within a development and succession planning context for key clinical roles and administrative leadership roles
- Created Capability Maps™:
 - Established and mapped the organizational capabilities needed to meet current and future business needs and specifically for replacement and succession planning
 - Determined and mapped the current capabilities in the management and executive leadership teams; identified potential timelines for moves against retirement and hand-off options, and recommended adjustments to accountabilities and objectives
 - Developed measurable learning plans -linked to talent growth potential, business strategy and succession plans for clinical and administration leadership

Results:

- Career pathways were identified and development plans are in process for management, leadership and clinical specialists to assure retention
- Key people were identified and in development for replacement, leadership succession and technical capability growth
- Program helped alleviate the significant industry challenges of being able to hire and retain talent in a rural northern region thus stabilizing leadership for the immediate and future

©2005 Sage Mentors Inc.