

Tomorrow's Talent: An In-Depth Look at Succession Management

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Empty Benches are Pretty Pictures





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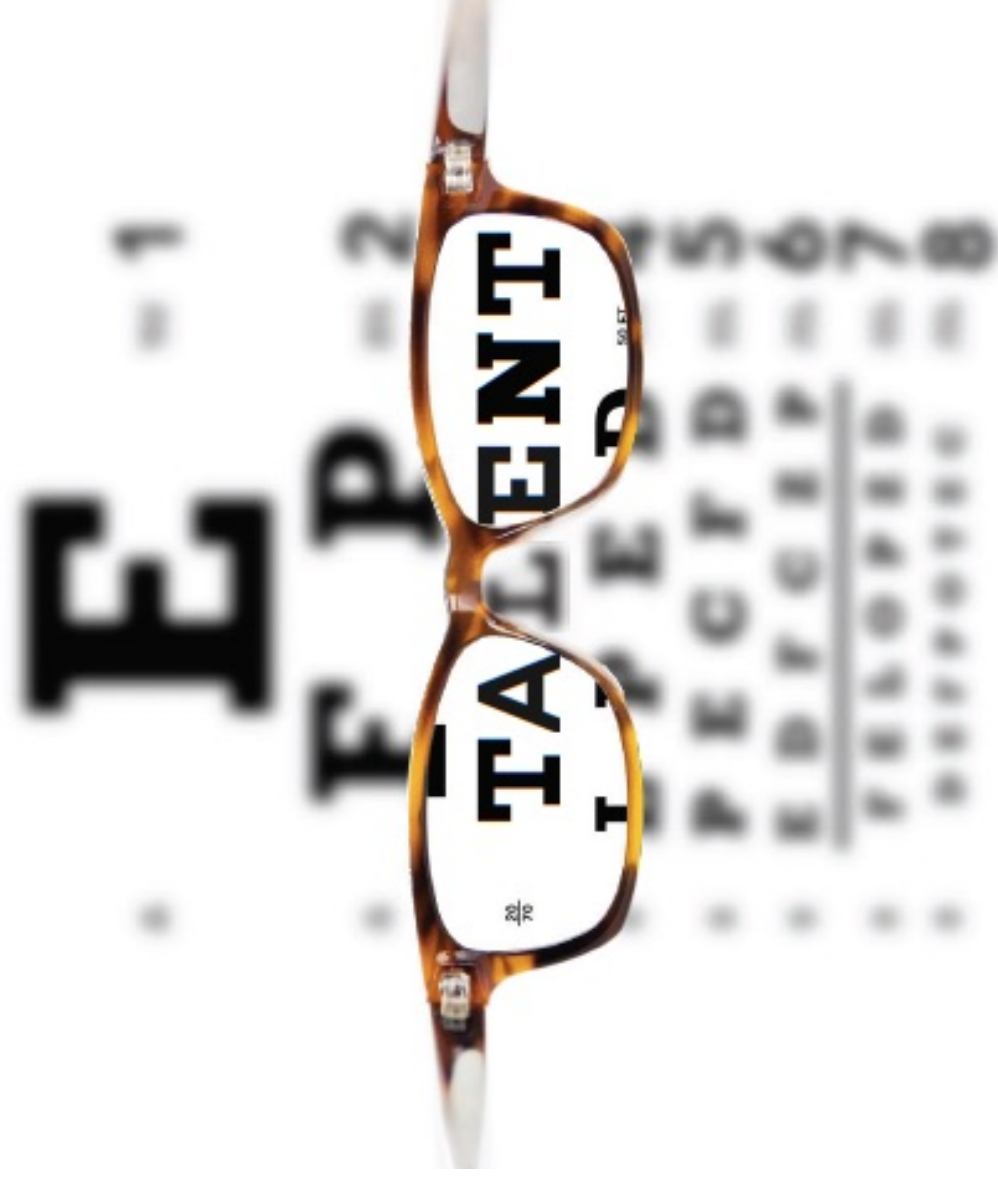
Unless They Represent Your Team





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How Clear is Your Talent Strategy?





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Best-in-class Talent Strategy





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Purpose of Succession Management

- To align talent strategy with organization's strategy
- To determine if we have the right *people*, in the right *roles*, getting the right *results*
- To agree on our High Potential pool
- To identify succession bench strength and gaps
- To ensure that we provide *meaningful* development actions





- *Organizational structure* required to meet strategic plan
- Current and future *skills* needed to achieve goals
- Strategic *budget* and *resource* allocation dedicated to succession management





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Stakeholders

Whom are we impacting?

- Organization
- Board
- Executives
- Leaders
- Frontline





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Tools: 9 Box

POTENTIAL (Combination of upward trajectory and learning agility)				
	Lateral/Status Quo	Potential: 1 Position in 2 years	High Potential: 2 Positions in 3 years	
PERFORMANCE	Exceptional Contribution	A3	A2	A1
	Solid Contribution	B3	B2	B1
	Needs Improvement	C3	C2	C1

Too New to Rate
Name / Title

Open Positions
Title

- Technical expertise
- Cultural fit
- Aligned with Performance Reviews





Role / Job Grade	Current Incumbent	Emergency Backup	Ready Now	1-2 years	3-5 years	Emerging Leader

Every leader

Focus especially on the High Potential talent and succession gaps

- **Current Incumbent:** person currently in that role
- **Emergency Backup:** person who could temporarily fill while we look for a permanent replacement
- **Ready Now:** person who can move into role permanently if a vacancy occurs
- **Emerging Leader:** anyone who could fill the Incumbent's role sometime in the distant future (5+ years)

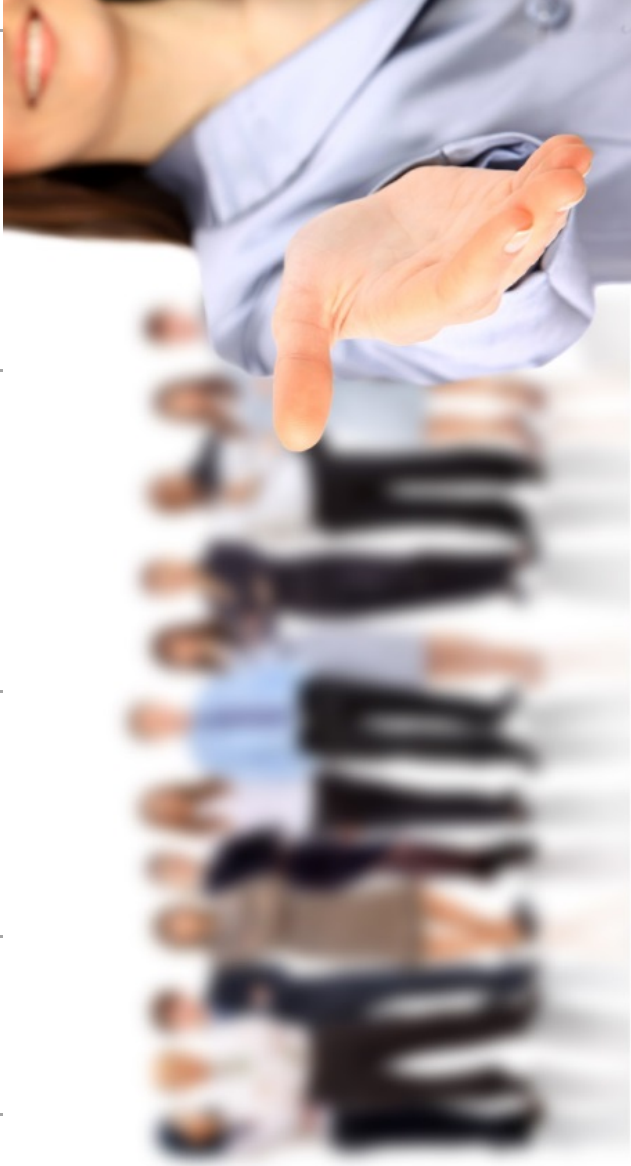




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Tools: Development

9-Box	Name	Role	Job Grade	Potential Future Role(s)	Strengths	Development Areas	Experiences Needed
A1 High Potential	Susie Sharp	Lead Analyst	24	Manager	Focus on Patients Show Integrity Communication	Develop Talent Make Sound Decisions	Lead cross-functional project about improving patient flow Mentor with Director on team development and decision making for RCA Skillsoft course on Developing Talent





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Milestones

Kickoff information sessions with Chiefs, VPs and Directors Completion in 1 month <u>Deliverables:</u> Scheduling of VP/Director Talent Review Confirmation of attendance or viewing of webinar	Recorded webinar for on-demand explanation of the process Completion in 1 month <u>Deliverables:</u> Scheduling of VP/Director Talent Review Confirmation of attendance or viewing of webinar	Talent Review meetings with each VP and her/his Directors Completion in 2 months <u>Deliverables:</u> Roll up 9 Box and Succession Bench numbers List of HiPo and At Risk talent List of team's collective development gap and succession action plan	Talent Review with each Chief and her/his VPs Completion in 3 months <u>Deliverables:</u> Roll up 9 Box and Succession Bench numbers List of HiPo and At Risk talent List of division's collective development gap and succession action plan	Talent Review with CEO and Chiefs Completion in 3.5 months <u>Deliverables:</u> Roll up 9 Box and Succession Bench numbers List of HiPo and At Risk talent List of Parkland's collective development gap and succession action plan
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Success Criteria

What measures will we use to know if our results meet our purpose?

- Immediate
 - List of High Potential employees
 - Documented succession bench for every leader
 - Meaningful development plan for all leaders and Ready Now and 1 – 2 Year successors
- List of organizational competency strengths and gaps
- List of organizational development needs
- Long term
 - Succession bench with 1+ Ready Now and 1 – 2 Year
 - Increased internal promotions
 - Retention of key talent
 - Increased employee engagement
 - Increased diversity pipeline

S U C C E S S
F A I L U R E





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Potential Barriers to Success

- Lack of clarity on strategic plan and organizational structure needed
- Lack of Executive buy-in
- Culture of mistrust and lack of transparency
- Inadequate leadership development opportunities
- Budget constraints for development
- Fear of adult conversations
- Promotion limitations
- Reactive instead of proactive





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Best Practices to Impact Success

- **Relationship Building**

- Strategic alignment with key stakeholders
- Prioritization of projects and resource allocation

- **Communication**

- Clearly communicated purpose and process for implementing and sustaining succession management

- **Implementation**

- First fast steps to guarantee quick wins and gain testimonials
- Pilots to identify and fix issues before system-wide implementation

- **Sustainability**

- Documentation of action items and milestones after each talent review
- Reporting on business impact
- Follow-up sessions with quick updates in 6 months and full talent review annually

