

---

**ASCENSION TEXAS**

# Ascension Texas

Talent Management and Succession Planning

August 25, 2016



---

One Mission. One Integrated Ministry. One Ascension.



## Ascension

- Faith-based healthcare organization
- Largest non-profit health in US-world's largest Catholic health system
- Dedicated to transformation through innovation across the continuum of care
- Commitment to compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable

**“ We can’t solve problems by using the same kind of thinking we used when we created them.” -Albert Einstein**

- Transitioning Talent Planning and Development Strategy
- **From**-disjointed, HR driven, segregated, reactive process at local level
- **To**-targeted approach, aligned to business needs, integrated and ongoing process at the Ascension level

## Critical leadership competencies / behaviors

- Organizational Leadership
  - results oriented
  - business acumen
  - ministry identity
- People Leadership
  - builds capability
  - influences and collaborates with others
  - emotional/ spiritual intelligence
- Thought Leadership
  - strategic orientation
  - change leadership
  - consumer orientation

## Process

- Identify/ assess key talent across Ascension Ministry markets
- Focus on 8 strategic positions within a Ministry market
- Ready now and Ready in 1-3 years
- Selections based on deliberations among senior leadership
- Track talent across Ascension through Talent Insights tool
- Companywide quarterly talent reviews
- Formational and developmental experiences implemented at national level

## Ascension Texas-Further Steps to Ensure Development of Key Talent in support of Humancare 2020

- Transformation creating One Ascension Ministry
- Focus on matrix behaviors
  - partnerships across the continuum
  - influence and collaboration skills
  - systemness
  - aligning goals
  - role clarity
  - constructive conflict
  - get decisions made
  - productive meetings

## Engaging Key Talent at the local level

- Teach the matrix behaviors forward
- Planning Team in place to develop experiences
  - May 2016 retreat
    - \* developing a synergistic community of leaders across Texas market
  - opportunity to help drive Texas market integration

## Responding to Specific Business Need through Development Opportunity

- Turnover at the front line leader position
- Critical implications
  - creates environment for engagement
  - why / how and impact of change
  - impact of local goals on organizational success

“Associates leave their supervisor, not the organization”



## Emerging Leader Program ( ELP )

- Provide a realistic, practical job preview of the manager job
- Day in the Life of a Seton Manager
- Build a pipeline by sharing wisdom and experience of current high performing, role model leaders
  - creates pathway
  - reduce time to fill
  - reduce erosion of associate engagement

# Approach

- ELP Team
  - developed program infrastructure and presenter selection criteria
- Stakeholder Interviews-success for today and future

## Key Themes

- **Building Relationships**
  - Diplomacy
  - Emotional Intelligence
- **Planning and Organizing**
  - Managing Ambiguity
  - Resourcefulness
- **Tracking Individual and Team Performance**
  - System Thinking

## Participants and Presenters

- Application process based on selection criteria
- 3 ( 4 hour ) sessions
- Presenters share personal practices, organizational tools and resources, and leadership lessons learned in the Seton Healthcare Family
- Inter-session work includes dialogue with leaders and application of development tools and resources

## Results

- Met HR goals
- 30 + moved into leadership positions
- Ongoing Development focus
- Creating a community of leaders
- Paying it Forward