



// Business Context & Client Need

As one of the largest learning and research hospitals in Canada, this healthcare institution touches the lives of thousands of people daily. When they recognized that several of its senior executives were nearing retirement age, the hospital's board of governors mandated that some form of succession planning be set in place. The healthcare institution saw the need to fill the organization's senior pipeline and boost its overall leadership capacity.

// Our Solution

Optimum Talent worked with their HR department to design a talent management program that intended to build individual leadership capacity in alignment with the hospital's long-term vision. The first step in the process was to create a talent management blueprint that described the program goals and outlined steps in its implementation. The executive leadership recognized that the higher an employee rises in an organization, the greater the impact of his or her personal characteristics, strengths and development needs. Working with the hospital stakeholders, Optimum Talent created detailed success profiles for each executive position, covering the four key factors of success—competencies, knowledge, experience and personality. Next came an intensive diagnostic phase that identified individual strengths and development requirements and singled out people with the potential to move up in the organization. The final step in the process was the creation of individual development plans to maximize each executive's performance.

// The Program

- Initial SuccessFinder Assessments to provide an in-depth view of the participant's leadership DNA for executive and physician roles.
- 360 assessment based on the hospital competencies and values. Followed by 1-on-1 integrated feedback sessions, one with each participant and a joined one with the participant and their leader.
- One on one working session to develop individual development plans, followed by a joint with the participants' manager to collect feedback and gain alignment.

// The Program Continued

- Some participants received Executive Coaching Sessions to work through their individual leadership needs and gaps.
- Follow up on the implementation and progress six months after the implementation of the development plan.

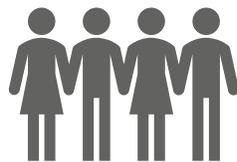


// The Impact

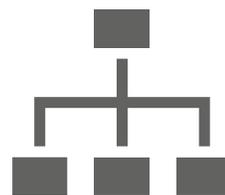
The hospital's talent management intervention was a success due to the regular follow-up done by the CEO, with each member of his executive leadership team and the board. One of the most tangible results of the talent management initiative at the hospital was the analysis and documentation of talent assets at the executive level. Today, the hospital has a pipeline of leadership within the organization, with several candidates being groomed for positions with more responsibility. Over the last few years, many positions have been filled with ready leaders from within the organization. The board has a clear understanding of the strengths and development opportunities in the hospital's senior ranks. By establishing the requirements for effective leadership, the HR team has a clear direction for future development efforts and hiring practices.

"It was not until I worked with Optimum Talent that I learned that succession management is really about developing and promoting your talent, which is a very different concept that caught my attention and made sense"

- **Hospital CEO**



Over 10-year business relationship with healthcare institution



All senior leaders have been assessed and have a development plan



HR Professionals and leaders are all certified on SuccessFinder