

■ Our client's issue:

Our client, an association of more than 140 hospitals and healthcare organizations, under a recently promoted CEO, wished to address significant succession planning issues based on the demographics of the current senior team. Recognizing that these individuals would impact the future growth of the organization, the CEO asked BPI group's experienced healthcare practice to assist them in developing a solution to broaden the leadership development capabilities for identified high potential management staff.

■ The BPI group approach:

Our team designed an assessment and coaching process that included using the Leadership Effectiveness Analysis (LEA) assessment tool, and our proprietary Q5 Framework to assist an initial pilot group of six high value leaders to create and implement a personal development plan focused on shared success for the individual and the organization. Key steps in the process included:

- Working with the CEO, developed and prioritized the desired leadership competencies for this member based service organization.
- Developed a pilot program for a group of six high value leaders which included individual assessments and drafting an individual personal development plan.
- After reviewing results of the pilot plan and conducting feedback sessions with the participants, as well as their managers, rolling out the program to an additional 20 individuals through internal resources.

■ The business benefits:

- Leadership competencies were developed for the organization's ongoing consideration of talent needs.
- Specific, individualized and actionable recommendations were defined that impact the clients' ability to produce high quality service and deliverables, and meet business objectives.
- Increased employee engagement and thereby retention of key staff, allowing succession planning to occur more naturally.
- Three of the six pilot group participants have taken on expanded roles and responsibilities since completing the assessment and development plans.