

ACHE CHAPTER PANEL DISCUSSION TEMPLATE #22

For ACHE Face-to-Face Education Credits

Talent Management for Bench Strength Development

Length: 1.5 hours

Target Audience: Senior Executives, Department Heads and Human Resource Professionals

Description: Talent management and succession planning are important to the successful operation of every organization. Together, they constitute a systematic process for preparing people to meet an organization's needs for talent over time. They are designed to ensure the continued effective performance of an organization by developing employees at all levels, while paying particular attention to the identification and training of high-potential candidates for managerial or leadership positions.

Talent management and succession planning enable an organization to meet its needs for leadership by assessing the competencies required for key positions, nurturing and developing the talents needed to fill those positions, and implementing procedures and protocols for managerial and leadership replacement when it becomes necessary.

Faculty: Moderator and two to three panelists.
The moderator should be a hospital or system COO, ideally with some experience with succession planning and nurturing the advancement of future organizational leaders.
Panelists should include other administrative and clinical leaders, human resource professionals and perhaps an academic program director or an executive recruiter.

Topics for Discussion:

- Assessing the organization's future need for new leaders
- Creating mechanisms to identify emerging leaders from within the organization
- Training your staff to recognize high potential, future leaders with every new hire—regardless of level or division
- Addressing generational issues of the new work force
- Assessing whether talent management should be part of your strategic plan
- The history of succession planning and its key role in supporting top management

- Succession planning is not about individuals, rather it is about systems that allow the organization to succeed with the loss of key staff
- Find out where to begin; how to begin; and how soon to begin.

Questions for Discussion:

1. Who in your organization is responsible for talent development?
2. What is the better approach—promoting from within or bring in fresh talent?
3. How are you retaining and motivating your organization’s “best and brightest”?
4. Do you know why employees and professional staff leave your organization? What, if anything, are you doing about it?
5. What is the role of diversity in your talent management approach? How about in the succession of key leaders?
6. How does your succession planning approach go beyond just replacing the departing employee with the “next in line?”
7. What talents and skills will your future leader need that your current leaders do not necessarily possess?

Material for Distribution:

“Leadership Development as a Corporate Strategy”, *Healthcare Executive* Nov/Dec 2005, pp 14-18. (link will be added here)

Additional Resources:

“A Race/Ethnic Comparison of Career Attainment in Healthcare Management”, *Healthcare Executive*, Jan/Feb 2004, pp 24.

Dye, C. F., S. Maloney. “Ensure Success as an Executive Hire”, *Healthcare Executive*, Nov/Dec 2005, pp 54-56.

Dye, Carson, *Winning the Talent War: Finding and Keeping Talent at the Executive Level*, *Self-Study course*, Health Administration Press.

Garman, A. N., C. F. Dye. “CEO Succession Planning in Free Standing US Hospitals: Final Report.” American College of Healthcare Executives, 2004.

Krause, M. K, “The ABC’s of Being a Mentor”, *Healthcare Executive*, May/Jun 2007, pp 64-67.

Noyes, B. J, “Effective Career Development”, *Healthcare Executive*, Sept/Oct 2006, pp 48-50.