

Succession Planning Case Study

At a glance

A Northeastern healthcare system needed to determine their bench strength for leadership roles, understand the diversity of their leaders, and ensure that all subgroups of employees were being developed equitably.

The Client

Four-site system in the northeast

 **8,000+**
Employees

 **50+**
Locations

 **1.5 Million**
patient encounters per year



 Healthcare EXCELerators

 www.exetergroup.net

 Chicago, IL

The Engagement



- Analyzed leader bench strength, developed Top Performer Profiles, and Career Development Plans
- Trained HR leaders to identify biased-language and decisions in development conversations

The Challenge



The Board of Directors focused on equitable leadership development, increasing promotions for leaders of color, and reducing time-to-fill for key positions.

The CHRO engaged Exeter to:

1. Understand leader demographics
2. Evaluate bench strength of leaders
3. Ensure all employees were being developed
4. Reduce time-to-fill for key roles

Solutions



Solution One

1

Exeter developed an assessment tool for the evaluation of 260+ leaders, analyzed the demographic, performance, potential, and readiness data of the leaders, and presented the demographic and bench strength data to the Board.

Solution Two

2

Exeter conducted 360° assessments to determine key knowledge, skills, abilities, and experiences for each department in the organization.

Solution Three

3

Training the HR team on recognizing biased-language and biased-decisions was also imperative.

The Results



Exeter developed a Top Performer Profile for each of the system's 18 departments. These profiles help leaders understand key competencies that are necessary to be successful in their departments as well as identify development opportunities that will help them advance in the organization.