

Sanford Rose Associates Executive Search

Creating Senior Leadership Teams

Succession Planning Survey



The Purpose

After working with numerous clients with executive placement, we have found that there are many variations in healthcare succession planning. Some organizations have a plan in place but do not utilize that plan. Others face challenges in getting the Board of Directors on board to utilize succession planning. Other organizations believe solely in finding talent outside of the organization.

Our firm recently reached out to a select group of CEOs in the healthcare industry to conduct a survey research project to determine the various levels of succession planning that is in place in organizations throughout the country. An ACHE study of almost 1,000 healthcare organizations found that only about 20% of those organizations routinely utilized succession planning. Where does your organization stand on succession planning?

In the changing job market, succession planning has become an increasingly important strategic priority for many healthcare organizations. Recent studies indicate that executives make a career change every 2.3 years.

Years Executives Stay:

	2005	2006	2007	2008
In a single job	2.7	2.9	2.7	2.3
With the same company	3.3	3.4	3.2	2.8
In the same Industry	4.2	4.4	4.2	4.0

(<http://www.execunet.com/>)

How would you rate the succession planning process in your current organization? If a position on the executive team were to suddenly become vacant, how would your organization react?



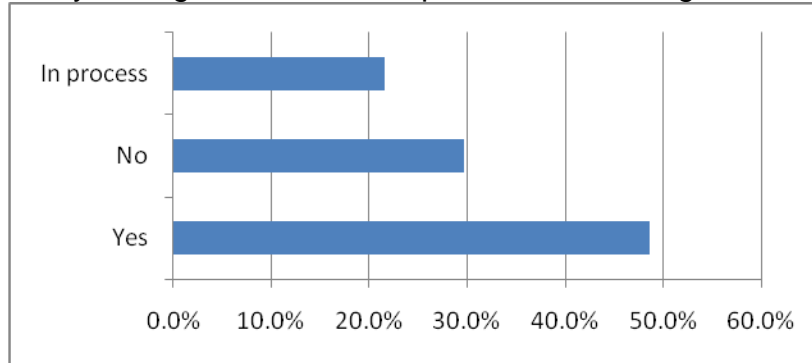
The Survey

1. Has your organization developed a talent management strategy and plan?
2. Is succession planning and talent assignment handled primarily as a reaction to a position becoming vacant?
3. Do objective discussions about leadership succession and development occur at the board level?
4. Are leadership competencies clear, well developed, comprehensive, and useful in assessing leadership talent?
5. Does the organization currently have individuals identified to immediately step into senior leadership roles if a position becomes vacant?
6. Is there a formal process in place to identify and prepare internal employees that have a potential to fill an open position?
7. Does the board understand the process of replacing an entire executive team should those positions become open?
8. Is your succession planning process grounded in your business strategy?
9. Does your organization incorporate diversity when addressing succession and development?
10. Would the board indicate that the executive team is solidly involved in the talent management and leadership development program?
11. Other comments related to succession planning

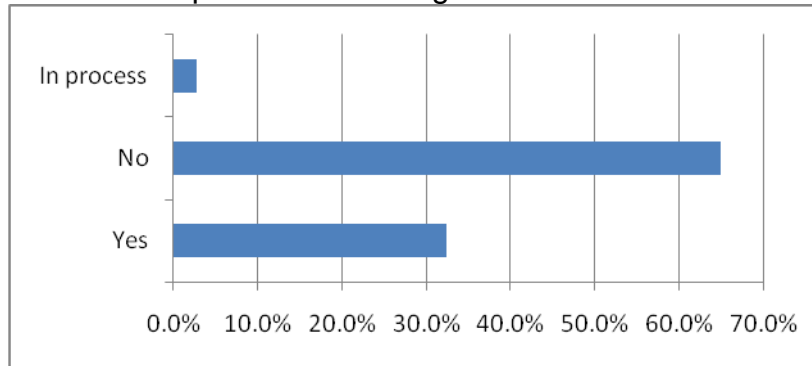


The Results

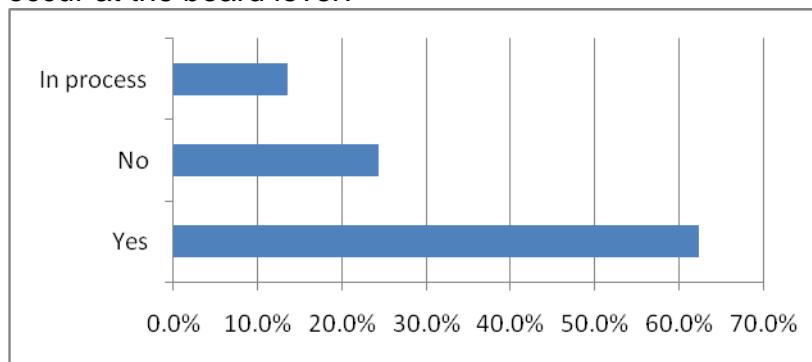
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2. Is succession planning and talent assignment handled primarily as a reaction to a position becoming vacant?

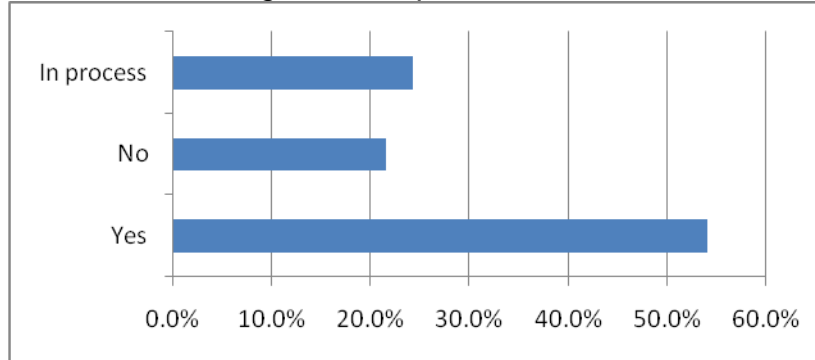


3. Do objective discussions about leadership succession and development occur at the board level?

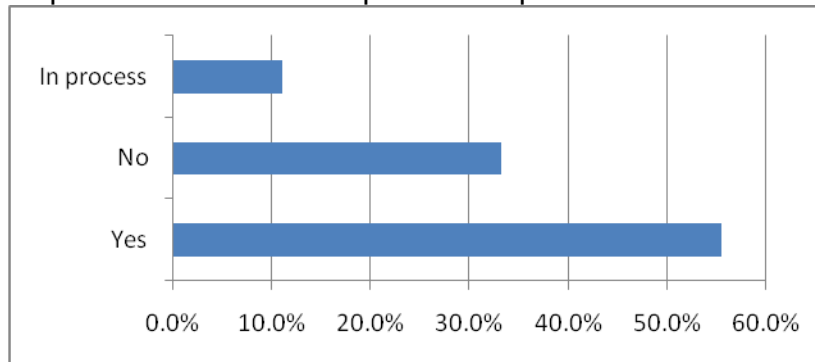




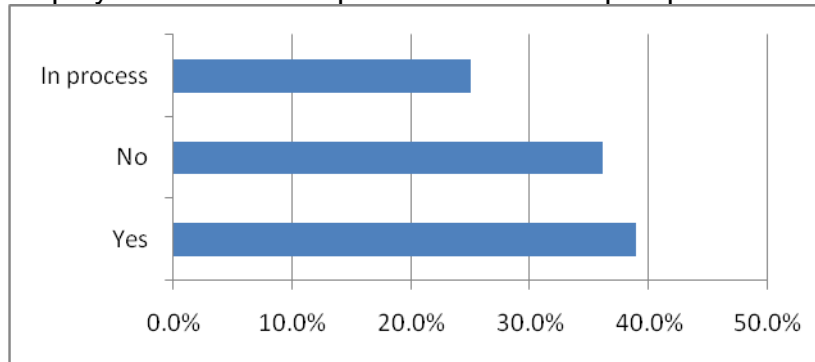
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5. Does the organization currently have individuals identified to immediately step into senior leadership roles if a position becomes vacant?

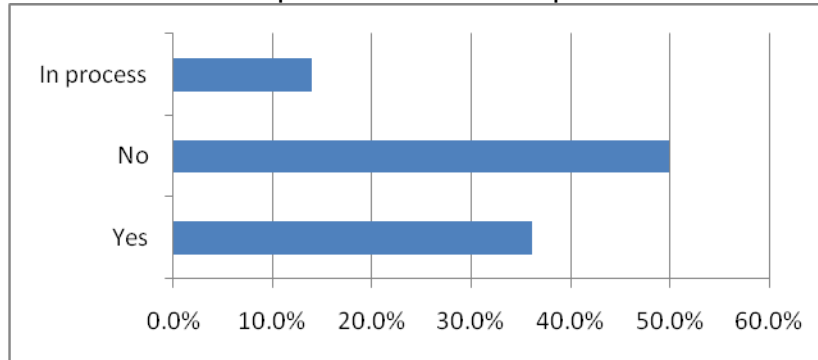


6. Is there a formal process in place to identify and prepare internal employees that have a potential to fill an open position?

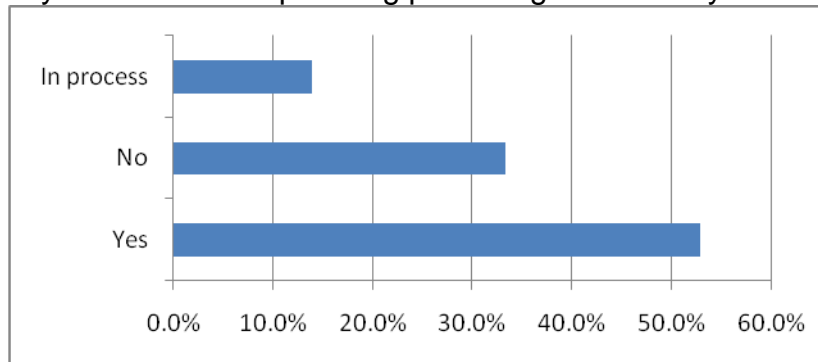




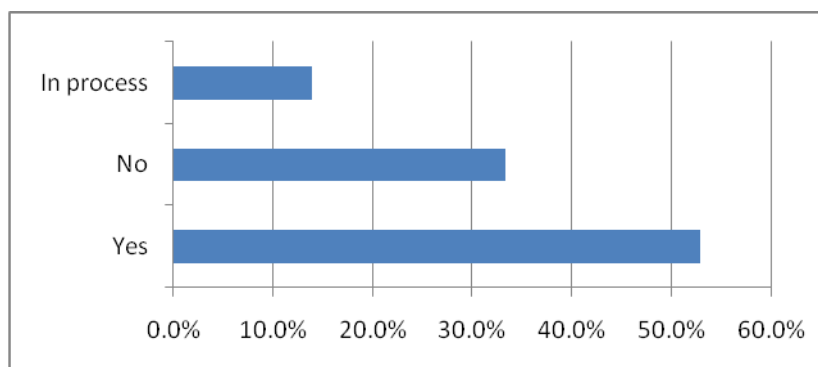
7. Does the board understand the process of replacing an entire executive team should those positions become open?



8. Is your succession planning process grounded in your business strategy?

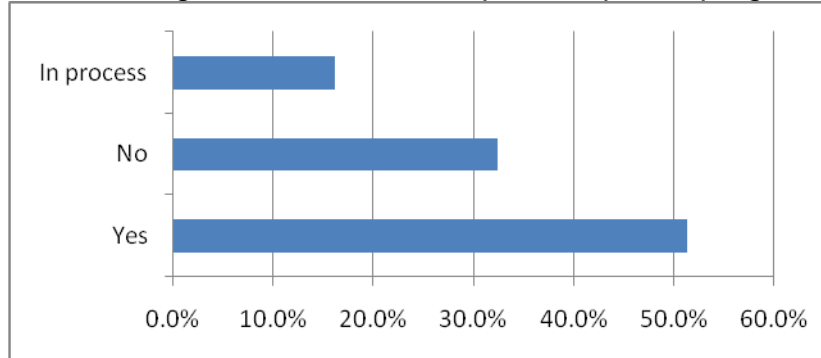


9. Does your organization incorporate diversity when addressing succession and development?





10. Would the board indicate that the executive team is solidly involved in the talent management and leadership development program?



Additional resources to assist and your team in planning for key executive openings in your organization:

Choose Tomorrow's Leaders Today

<http://gbr.pepperdine.edu/021/succession.html>

Applying Lessons Learned from Research about Strategic Leadership Development

<http://gbr.pepperdine.edu/072/leadership.html>

Developing strategic leadership with "lessons from the best."

<http://gbr.pepperdine.edu/073/leadership.html>



Comments from CEO Survey Participants

We are affiliated with a Health System- the most senior executive positions are supported by system talent development and succession planning. Our hospital's succession plan is focused primarily on target percentages for internal and external recruitment for open leadership positions at the management level and an associated leadership development plan.

We are an extremely small organization. While this does not obviate the need for succession planning it certainly makes it very difficult.

One of the key problems in this current environment is that people are more worried about the right balance and not that the people have the ability regardless of the diversity.

There are differing opinions among board members. Some believe in succession planning and some believe that an organization is often better off looking outside so as to bring in new and fresh ideas. It is an ongoing discussion as to where this will eventually end. If something were to happen to one of the senior management people the others on the team could pick up the slack at least for a while.



Contact Us

We welcome any comments, questions, and feedback.

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Sanford Rose Associates is an international executive search firm, founded in 1959 with a global network of nearly 70 offices, helping companies find and attract high-potential executives, managers, and professionals for critical position openings. Our healthcare services practice specializes in placing senior level executive management, marketing, business development, and other professionals for the healthcare practice industry. Healthcare executive search is all we do. Period.

Being in the people business, Sanford Rose Associates strives to understand our client's business and culture thoroughly. We are looking for long-term partner relationships and seek quality—not quantity—in the clients we serve. The senior partners of SRA's Healthcare Services Practice have over 50 years of executive-level experience in the healthcare industry. Our passion, knowledge, network and experience allows us to customize each search to find the perfect candidate to meet our clients' needs and exceed their expectations.

View our Brochure:

<http://www.sanfordrose.com/FileUploads/RichTextboxImages/File/Mount%20Pleasant/SanfordRoseAssociatesHealthcare.pdf>

***Let us know how we can assist you with your organization's
succession planning or executive talent placement.***