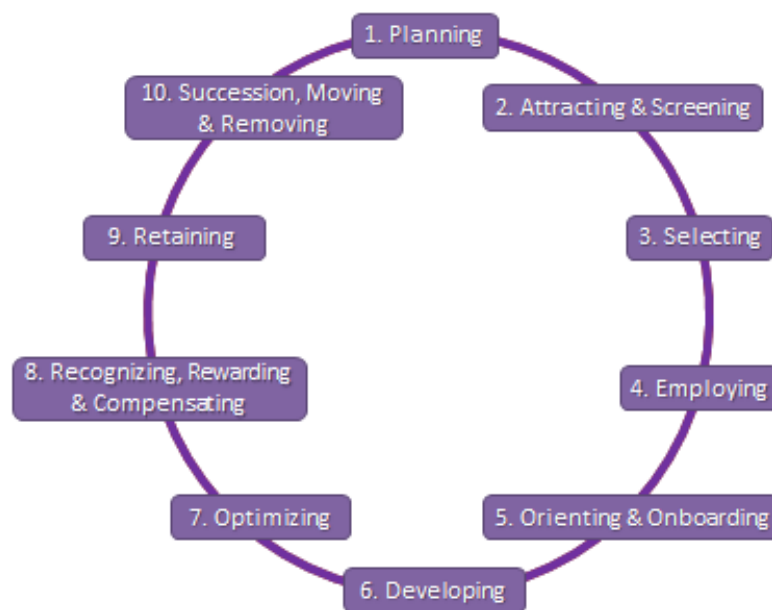


The Total Talent Management System™

For Healthcare Excellence

The Full Cycle Process for Turning Your Good People Into Fully Engaged Top Talent

By Bob Moore, CMC and Dr. Shayne Tracy, CMC



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A Special Executive Report Published by the



www.TalentManagementInstitute.com

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Introduction

Excellence can have different meanings in different enterprises. However, most would agree that excellence in healthcare is primarily determined by the level of patient care and satisfaction. Patients' perception of the quality of care is influenced by everyone who has direct interaction with them. An efficient and effective staff is essential to optimal patient care, satisfaction, and clinical quality.

Dr. Jeff Ring, one of our associates, says "Today we live in a yelp society and health care is not exempt from consumer feedback as a factor in building market share." High levels of patient satisfaction not only enhances a healthcare organization's reputation, it also improves employee quality of work life.

Under U.S. regulatory requirements, health care providers must publically report survey results to show patient perceptions of their care. Providers that focus on improving patient satisfaction improve their reputation, market share and optimize their reimbursements under the value-based purchasing framework.

Achieving excellence in healthcare requires continuously improving four strategic objectives:

1. Patient Satisfaction and Safety
2. Improving Clinical Quality for Patients
3. Operational Efficiency in the Care Delivery Process
4. Work Life Balance of Healthcare Providers



Fully Engaged Top Talent Required

To achieve these objectives, you must have teams of fully engaged top talent. Research consistently concludes that top talent outperforms mediocre employees by as much as 200 percent. By effectively recruiting and retaining talented employees, healthcare organizations are in a stronger position to deliver high quality care, which translates into higher levels of patient satisfaction and safety, and overall organizational excellence. It is important to acknowledge that you cannot hire top talent, but good people who can be developed into top talent.

Many surveys reveal that low levels of employee engagement and unacceptable turnover are uppermost on the minds of CEOs across all industries. However, many HR professionals frequently lack the resources and strategic direction to address the talent management challenges they are expected to solve. The authors assert that many HR systems are broken and in need of a major overhaul. We believe the **Total Talent Management System™** is the optimal solution.

The Total Talent Management System™

The primary purpose of the Total Talent Management System™ is to assure that the *Right People with the Right Skills are in the Right Position at the Right Time*. The Total Talent Management System™ is a dynamic human system which must be consciously monitored and improved. It is an interconnected progressive talent ecosystem which includes the following ten elements which identify the organization as an **Employer of Choice**.

1. Planning for Talent

This element supports the operational objectives of the strategic plan related to the talent ecosystem. It is essential to create a culture that assures high

levels of engagement and satisfaction of top talent (see Strategic Prerequisites on page 4).

2. Attracting and Screening Top Talent

Job roles and expectations are changing rapidly as the new health care regime evolves. Depending on the job, the factors typically considered indispensable may, in fact, be completely unnecessary. The core element of this system is the Job-Talent Fit™ process. Begin with the Position Talent Model™, which includes creating a job benchmark by clarifying the reasons the job exists and identifying the skills, competencies, behaviors, motivators and emotional intelligence required for superior performance by the job. The job benchmark must be the baseline, not the assessment of incumbents who may be considered top performers. The second step is to develop relevant job interview questions and screening criteria for determining finalists. This step can substantially reduce the time required by eliminating the review of resumes and interviews of candidates that do not fit the job requirements.



3. Selecting Top Talent

The final step of the Job-Talent Fit™ process includes the Candidate Talent Model™, which compares how well candidates fit the talent requirements of the position. The job benchmark, created in element 2 above, becomes the basis for comparison of each individual candidate's talent assessment with the job. The results of this step can comprise up to one-third of the selection decision. However, the final decision must be based on the hiring manager's judgment after considering behavioral interviews, technical skills and experience, and cultural factors. For incumbents and

new hires, the Job-Talent Fit™ is the basis for ongoing development. This will assure that you are developing teams of fully engaged top talent who can consistently execute your organization's objectives.

4. Employing Top Talent

This element includes the traditional HR administrative functions of getting the applicant hired, on the payroll and enrolled in benefit programs. Ideally, all paperwork, forms and review of policies and procedures take place in advance of the first day on the job. Top talent, particularly impatient, egocentric millennials, expect to have the opportunity to make a positive contribution from day one.

5. Orientation and Onboarding Talent

Be aware that new employees want to learn "how things get done around here," which can include general information about the organization along with specific information about performing the specific job. HR professionals and hiring managers must ensure that new hires have a productive initial experience with a well-orchestrated "quick start" orientation program. The manager/team leader must be accountable for executing an onboarding process linked to performance expectations and continuous learning.

6. Developing Top Talent

Keep in mind that the best an organization can expect from any selection process is to identify the most talented (good) candidates which are available at the time the position needs to be filled. Turning these "good people into top talent" must be done in a systematic and purposeful manner after the individual is hired. The gaps identified in the job-talent fit process (element 3) are the basis for creating a personal development plan. It should be recognized that the candidate's technical skills, education, work experience, intelligence, and the basic training provided by the organization are not primary factors that determine high performance. Full engagement and high achievement are the results of mastering personal strengths and people skills, and supported by mentoring and coaching. Coaching and continuously guiding a personal development plan to close the gaps between the

individual's talents and the job requirements must become the manager's responsibility.

7. Optimizing Top Talent Performance

The authors believe performance management is an ongoing, real-time engagement process between manager/team leader and employees. It is not something that is "just done" during the typical annual performance appraisal. Human Resource professionals and managers must create a non-threatening environment using best practices, and consciously, proactively, and consistently involving all employees, especially new employees.

8. Recognizing, Rewarding and Compensating Top Talent

A core Human Resource Management function must consider the labor market and design responses to address employee compensation and benefits issues. Many people are initially motivated by money. However, many studies have confirmed that as long as employees are paid competitively, money is not the main factor that influences engagement, satisfaction, performance and retention.

A comprehensive compensation and rewards system available to employees must equally address both monetary *and* non-monetary factors. Ultimately, most people are motivated more by the work they do, the environment in which they work, management effectiveness, and the authentic recognition they receive.



9. Retaining Top Talent

Turnover is frequently associated with diminished levels of employee engagement and is significantly influenced by the immediate manager. Many studies indicate employees typically quit their manager and not the organization. The authors believe that retention is a cumulative effect, beginning with how

talent is attracted, recruited, and oriented.

Organizations can significantly reduce undesirable and preventable turnover by implementing and maintaining best practices in all the above elements.

10. Succession and Moving/Removing Talent

An ideal preplanned career path anticipates future leadership and senior management roles linked to the strategic plan. Modification or removal along the path may be necessary and ultimately, everyone will exit the organization.

Therefore, succession planning must be a priority element of workforce planning and deployment, and the first element of a Total Talent Management System™. Succession planning has traditionally focused on replacing senior executives. However, major business and demographic realities point to the need for a different approach:

- In today's fast-changing, project-based business environment, it is important to develop and promote high-potential employees at all levels, not just at the executive level.
- Because in most countries, there are more workers retiring every day with fewer qualified workers to replace them, it is essential to retain older workers and accelerate the development of younger workers.

The Strategic Prerequisites

Successful implementation and maintenance of the Total Talent Management System™ requires the following six strategic prerequisites.

1. Organizational Vitality

To create a progressive talent ecosystem, senior management must provide the clarity employees need by agreeing on the answers to **six critical strategic questions**:

- Purpose: Why do we exist as a team or organization?
- Vision: Where are we going?
- Values: What are our beliefs?
- Goals/Priorities: What will we accomplish and by when?

- Systems/Procedures: How will we accomplish the goal?
- Roles: What are the talent requirements of all key positions?

2. Shared Values

Senior management must model and hold others accountable for practicing the eight shared (universal) people values that build trust. The eight people values listed below were based on survey results from 17 million workers in 40 countries who answered the question, “*What are the components of the work environment that people want?*” The authors acknowledge there may be cultural differences in your organization.

- Straightforwardness: Clarity about expectations
- Honesty: Truthfulness and integrity
- Receptivity: Open communication and debate
- Disclosure: Vulnerability and authenticity
- Respect: Valuing others for who they are
- Recognition: Acknowledging contributions
- Seeking Excellence: Commitment to be the best
- Dependability: Following through on promises

3. Coach-Based Managers and Team Leaders

Peter Drucker predicted over 60 years ago that the information age would produce knowledge workers that will require a different management style and work environment to fully utilize their talents. This is becoming evident in healthcare. Top talent expect highly effective team leaders who will coach them and demonstrate highly effective leadership skills including: **Casting a Vision, Assuring Alignment, and Facilitating Execution.**

4. High Performing, Cohesive Teams

The best definition of a high performing, cohesive team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they agree to hold themselves mutually accountable; and are also deeply committed to one another’s personal growth and success. Achieving

this requires a formal facilitated process to guide teams through the four stages of development.

5. Just-in-Time, On-Demand Continuous Learning and Development

The objective of learning and development is to master the essential skills beyond education and technical skills. Personal strengths, people and behavioral skills, including emotional intelligence and job relevant attributes, are the multipliers of job performance. These make the critical difference that results in top talent exponentially outperforming average workers. Today, technology can provide the platform for on-demand learning, an essential component required for superior performance.

6. Interdepartmental Integration

Many healthcare organizations have distinct departments performing the functions commonly associated with Talent Management, Human Resources, and Organizational Development. To assure optimal effectiveness, there must be alignment of the leadership within these functions.



Organization Development (OD) is typically an organization-wide effort focused on increasing organizational effectiveness. OD interventions also promote organizational readiness for change and transformation. OD also implements processes, systems and structures to sustain focus on the strategic objectives required for excellence in healthcare mentioned on page one.

Human Resource Development (HRD) has traditionally been the umbrella which covered all the people related functions, including learning and development (L&D), HRD or simply HR, and also includes all the administrative functions, such as compensation and benefits.

For optimal effectiveness, it is necessary to align and integrate compensation, benefits, learning and development (traditional HR functions) with

organization development (OD). The authors assert that talent management is the pivotal point for both functions and is the organizing title for the 21st century.

Information Technology (IT) involvement is critical to assure system support for total integration of the ten components of the Total Talent Management System™.

Summary

A team of fully engaged top talent is essential for excellence in healthcare. This requires that the Right People with the Right Skills are in the Right Position at the Right Time within a progressive talent ecosystem. This can be accomplished with the Total Talent Management System™, which requires leadership and senior management commitment to consciously monitor and continuously improve this dynamic system.

Next Steps

Begin by completing the TTMS Satisfaction Index, which helps you prioritize the ten elements of the Total Talent Management System™. The index is an online questionnaire to indicate how satisfied you and other sponsors are with the current level of effectiveness of the ten elements. The results and a professional debrief will provide guidance in planning the implementation of your Total Talent Management System™.

Then, to assure successful implementation of the Total Talent Management System™, assess and diagnose the following three prerequisites:

1. Organizational Vitality
2. Shared Values
3. Manager and Team Leader Effectiveness

Click the button below to get started.



You may also access the Satisfaction Index at <http://talentmanagementinstitute.com/ttms-satisfaction>

About

Talent Management Institute (TMI)

TMI, a division of Effectiveness, Inc provides “done-with-you” resources and publications for HRD and Talent Management executives and professionals who want to improve the selection, alignment and development of top talent. The TMI Vision is to be the trusted advisor and preeminent source for turning good people into top talent. Our primary Values include integrity, dependability, reliability, competency and to model best practices.

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Bob Moore, CMC, Founder and Managing Principal

Bob Moore is an internationally recognized talent development authority, business growth strategist and CEO of Effectiveness, Inc. which he founded in 1975. Bob is the author of *Turning Good People Into Top Talent* and over 500 articles, white papers and special reports on talent development, and executive and organizational effectiveness. Bob is a graduate of NC State University and was elected a Certified Management Consultant (CMC) by the Institute of Management Consultants in 1995.

Dr. Shayne Tracy, CMC, FIBCA, Principal

Dr. Shayne Tracy earned a PhD from Columbia Pacific University, a Masters Degree from Brock University and has over 25 years experience as an Organizational Development Specialist. He is a Certified Odyssey Consultant, a Facilitator with the Odyssey Consulting Institute, co-author of *Odyssey-The Business of Consulting*, a Master Certified Coach and certifies candidates for the Certified Master Coach Designation worldwide for the Behavioral Coaching Institute.

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