



National Center for Healthcare Leadership
Leading 21st century healthcare

Leadership Index

NCHL's Leadership Index

- **The Leadership Index is part of a new initiative by NCHL, in partnership with NRC+Picker, to develop a leadership index to compare organizational leadership development practices with evidence-based best practices in healthcare and in private industries**
- **The questionnaire is intended for completion by the CEO, with assistance from the COO and/or human resources executive as needed**
- **NCHL has data for three selected organizations that will be used as benchmarks**

NCHL's Leadership Index Respondents

- **Approximately 6,000 individuals were asked to participate through NRC+Picker clients, the Billians database of healthcare managers and executives, and the Healthcare Research and Development Institute**
- **256 returned the questionnaire (most by mail and 8% by internet)**
- **63% were male and 37% were female**
- **93% were late career stage (i.e., 10+ years)**
- **93% were administration; 3% nursing; 3% other; and .4% physicians**



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Section Four – Succession Planning/Talent Management

Raw Data Results

NCHL's Leadership Index Results

Not at All...to..... A Great Deal

Succession Planning/Talent Management Best Practices

13% 9% 12% 12% 15% 17% 13%

The Board engages in ongoing discussions with the CEO regarding succession planning for the CEO position and other senior-executive positions, including contingency plans to deal with emergency situations.

7% 11% 6% 10% 20% 22% 14%

The identification of both internal and external candidates for the CEO and other senior-executive positions is done with reference to the forward-looking requirements of those positions (i.e., the knowledge and competencies required for success in those positions given the organization's strategies and priorities).

11% 12% 8% 11% 18% 16% 13%

Development plans for internal candidates for the CEO and other senior-executive positions reflect the future-oriented requirements of those positions.

2% 6% 5% 9% 16% 19% 31%

Candidates for the CEO and other senior-executive positions are rigorously assessed, especially with regard to character, values, and leadership style.

* Percentages do not total 100% due to missing or incomplete responses.

NCHL's Leadership Index Results

Not at All...to..... A Great Deal

Succession Planning/Talent Management Best Practices

12% 12% 12% 11% 13% 20% 13% The succession planning process involves talent management at multiple levels of the organization, not just very senior levels.

20% 11% 10% 15% 16% 9% 6% The succession planning process involves talent management for medical leadership.

11% 8% 6% 17% 21% 18% 8% The succession planning process involves talent management for nursing leadership.

10% 8% 6% 12% 16% 23% 15% The succession planning process involves talent management for administration.

16% 14% 15% 16% 18% 9% 6% To determine managers' career potential and to drive development planning, the organization employs assessment methods that are rigorous (i.e., entail a thorough assessment of the range of factors that indicate future potential).

14% 14% 15% 18% 17% 10% 4% To determine managers' career potential and to drive development planning, the organization employs assessment methods that are repetitive (i.e., allow for the assessment of future potential to occur at numerous times during a person's career, acknowledging that the assessment of potential is not static).

* Percentages do not total 100% due to missing or incomplete responses.

NCHL's Leadership Index Results

Not at All...to..... A Great Deal

21% 11% 9% 20% 17% 10% 4%

7% 16% 11% 13% 20% 20% 8%

23% 13% 12% 15% 16% 9% 3%

Succession Planning/Talent Management Best Practices

There are mechanisms to follow up on and monitor the implementation of succession plans and individual development plans.

Senior management is actively involved in both succession planning and the management of the talent pool.

The succession planning and talent management process includes specific metrics to gauge the results of the process.

* Percentages do not total 100% due to missing or incomplete responses.