

PR::XIMITY

Proximity Picks

Curated Readings on CEO Succession

Volume 2
The Talent Pipeline Dilemma

Curated by

Mike Baker
Dr. Andy Smith

Claire Hefferon Payne
Emily Jago
Andrea Nameth
Annie Tobias



MORE VOLUMES IN THIS COLLECTION:

Proximity Picks Curated Readings on CEO Succession
Volume 1: Leading Practices

Proximity Picks Curated Readings on CEO Succession
Volume 3: Humanizing the Role of CEO

ABOUT PROXIMITY INSTITUTE

Proximity Institute (Proximity) is an independent charitable organization dedicated to leadership development at the most senior level in Ontario hospitals. Our mandate is leadership development and change leadership. Our purpose is enabling effective leadership. Our long-term ambition is to work collaboratively with Ontario hospitals to identify, develop and ready a quality pipeline of emerging CEO talent.

Proximity was founded by the Ontario Hospital Association (OHA).

www.proximityinstitute.com

INTRODUCTION

If the statement rings true that “leadership matters”, then it follows that a healthy pipeline of identified ready leaders matters equally. Evidence of continuing hospital CEO recruitment challenges and above average levels of CEO turnover province-wide suggests the pipeline of identified ready leaders for the role must be strengthened.

The identification of exceptional talent rests with the CEO, with line-of-sight from the board. This collection of readings is designed to share the most compelling research and thinking on high potential talent identification with Ontario hospital CEOs and boards. Although there is no single agreed ‘best practice’ in the literature review, readings strongly support the need for explicit identification of A-talent to prepare for an eventual CEO leadership transition and enhance retention of the highest performers.

This collection of articles largely reflects studies drawn from the corporate world. The learnings are in most instances universal and carry worthwhile relevance for hospitals. Adaptation of the learning to hospital corporation, size, culture and context is encouraged as there is no blanket solution for a sector characterized by its diversity. The collection includes a handful of academic papers in those instances where no general management articles were available.

“A-talent” is defined as being either within your direct senior leadership team, potential leapfrog candidates from elsewhere within your organization and/or standout talent from associated or related entities outside the hospital walls. The need to go outside is most relevant to Small, Rural and Northern hospitals.

Getting the most out of Proximity Picks Curated Readings on CEO Succession Volume 2: The Talent Pipeline Dilemma

Proximity Picks: Curated Readings on CEO Succession and the Talent Pipeline Dilemma isolates talent identification as a critical process unto itself.

The goal of this volume is to reinforce CEO accountability and board line of sight to identify high potential talent from within the hospital and/or from affiliated entities who clearly demonstrate leadership attributes and potential aligned with the CEO role of the future. Once identified, a customized development pathway becomes essential to enable CEO leadership readiness buttressed by mentorship and sponsorship.

Readings bring forward various perspectives and dilemmas CEOs may face when confronted with the decision to explicitly single out and identify top-tier talent or not. Proximity strongly argues that the Ontario hospital sector has little choice but to act. All Ontario hospitals will benefit over time if the accountability to develop a robust pipeline of exceptional talent is actioned, and if all hospitals are intentional about growing a robust pool. This is a shared collective challenge for the sector.

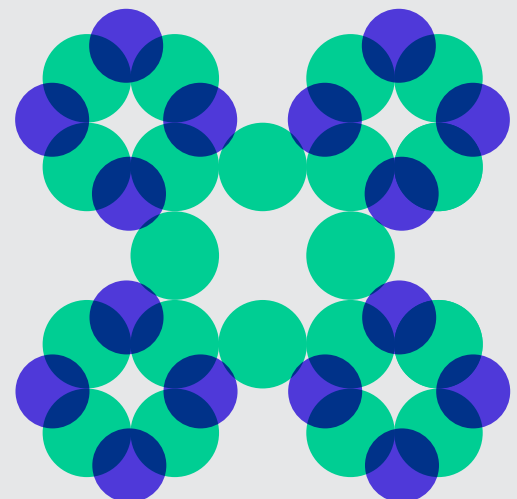
CHAPTER ONE

The Dual Accountability of Hospital CEO and Board

Too often identifying exceptional talent with CEO potential is left too late or an afterthought. This leaves hospital boards unprepared for an inevitable CEO leadership transition.

It falls directly within the purview of the CEO to actively identify exceptional talent demonstrating aptitude, appetite, performance and potential to lead a complex hospital. This practice is supported by the CHRO and other members of the senior leadership team with line of sight from the board.

1. **Attracting and Retaining The Right Talent**
Keller and Meaney, McKinsey and Company, 2017
[Read The Article](#)
2. **Make Your Company a Talent Factory**
Ready and Conger, Harvard Business Review, 2007
[Read The Article](#)
3. **The Talent-Intelligent Board**
Konigsburg et al., Deloitte Global Services Ltd., 2013
Please contact Proximity for a copy contact@proximityinstitute.com
4. **How Well do Corporate Directors Know Senior Management?**
Larcker et. al, The Conference Board Governance Center, 2014
[Read The Article](#)



CHAPTER TWO

The Imperative to Do It Well, with Intention

There are different ways to approach exceptional talent identification. Those who do it well prioritize it, have an objective process and pursue it with tenacity as an ongoing practice.

5. **How to Spot – and Develop – High-Potential Talent in Your Organization**

Intagliata et al., Harvard Business Review, 2022

[Read The Article](#)

6. **How the Best Managers Identify and Develop Talent**

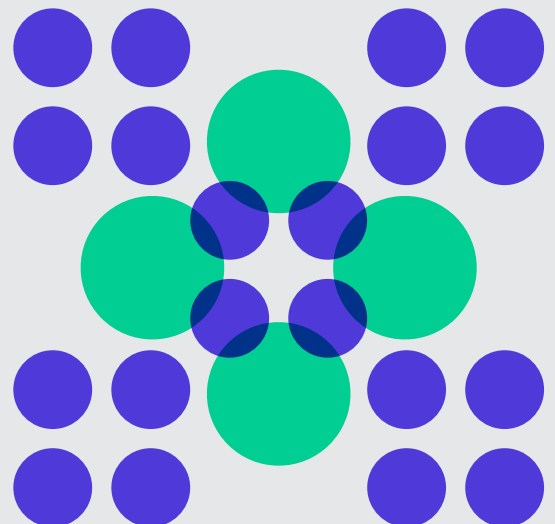
Chamorro-Premuzic and Kirschner, Harvard Business Review, 2020

[Read The Article](#)

7. **How are Top Companies Designing and Managing their High-Potential Programs? A Follow-Up Talent Management Benchmark Study**

Church et al., Consulting Psychology Journal: Practice and Research, 2015

[Read The Article](#)

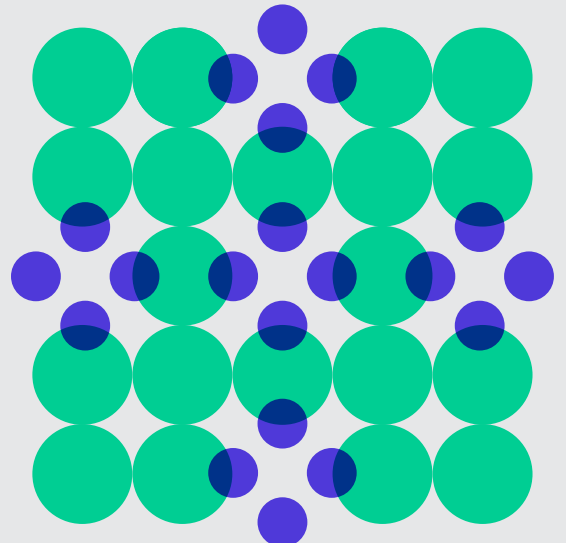


CHAPTER THREE

Why is High Potential Talent Identification so Thorny?

This chapter covers two challenges in high potential talent identification. The first is whether to tell exceptional talent they have potential to lead a hospital in the future. The second addresses bias in talent identification.

8. **How to Hang on to Your High Potentials**
Fernández-Aráoz et al., Harvard Business Review, 2011
[Read The Article](#)
9. **Talent or Not? Employee Reactions to Talent Identification**
Björkman et al., Human Resource Management, 2013
[Read The Article](#)
10. **Driving Workforce Equity with the Internal Talent Marketplace**
Brodzik, Deloitte Global Services Ltd., 2021
Please contact Proximity for a copy contact@proximityinstitute.com
11. **How Diverse is Your Pipeline? Developing the Talent Pipeline for Women and Black and Ethnic Minority Employees**
Stewart, Industrial and Commercial Training, 2016
[Read The Article](#)



FURTHER READING

12. Tensions in Talent Identification: A Multi-Stakeholder Perspective

McDonnell et al., International Journal of Human Resource Management, 2021

[Read The Article](#)

13. Talent Identification and Location: A Configurational Approach to Talent Pools

De La Calle-Duran et al., Intangible Capital, 2021

[Read The Article](#)

