A Look in the Mirror:
HealthCare takes an Outside-In Approach to CEO Succession & Culture Change

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Right Management and ThedaCare
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Our Journey – Part 1

Getting Ready for Succession
• Need for Alignment in the ThedaCare Culture
• Board and CEO Alignment
• CEO and Senior Leadership Team (SLT) Alignment

Right Management and ThedaCare Partnership
• Plan for 2 Year Journey
• “Success Profiles” Created

Executive Assessments
• Robust Process for CEO Candidates
• Modified Process for Other SLT Members

OUTCOME:
✓ Ready to Begin Individual, Team, AND Organizational Development
Three Horizon Process: Business Strategy / Talent Strategy

- **What's Now?**
  - Horizon 1: Actions to do now to build a strength for the Horizon

- **What's Next?**
  - Horizon 2: Actions to do now to achieve Horizon 2

- **What's the Goal?**
  - Horizon 3: Actions to do now to build momentum for Horizon 3

**Actions to do now to prepare the organization for Horizon 3**

Focus of Development Experiences
- Readily observed on the job and more easily measured.
- Highly developable within limits set by inner layers.

- "Managed" rather than "developed".
- Underline and enable effective use of outer layers. Focus on feedback for self-understanding.
- Better predictor of long-term performance.

**Set Direction and Limits for Development**

- **Skills & Knowledge**
- **Self Perception**
- **Trade & Expectations**
Our Journey – Part 2

Feedback and Development Planning
- For Individuals and the Team
- CEO Candidates Began Executive Coaching

Group Profile for Team Learning
- SLT “Critical Look in the Mirror” (Aha’s)
- Our Business Results Mirrored How the Leadership Culture Had Evolved
  - “First, Change Yourself”

Reinventing the Leadership Culture
- Internal Leadership Reflection
- Look at Culture, Development, Engagement
- Re-understanding Our Lean Initiatives

OUTCOMES:
- Cascading “Success Profiles” to Lower Levels: Better Hiring & Onboarding
- Future Driven Talent Processes
- Fully Prepared for Successful CEO Search
- Successful CEO Hiring and Onboarding
- Rapid Team Re-Alignment

Thank You.

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