

2019 WISCONSIN
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SPRING
CONFERENCE



GROWING YOUR OWN

Tina Nazier

Friday, March 15

8:45 A.M.



Growing Your Own

Tina Nazier, MBA, CPC, CCM, Director
Health Care Strategic Alignment
March 15, 2019





Today's Agenda



Growing Your Own | Tina Nazier

- Inventory and assess your talent pool
- Develop impactful, engaging career paths for your employees
- Identify your next leaders and provide them with an inspiring future that allows them to follow their passions
- Implement!

The National Center for Healthcare Leadership (NCHL) conducted a [study](#) on the systematic failure of health care organizations.

The findings indicated that not nearly enough attention is currently being paid to succession planning or talent management activities.



Maximizing Value – Growing Your Own



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Relationships that Matter

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The Grow Your Own Approach



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Inventory and Assess



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How Do You Know What Your Needs Are?

- **Organizational Strategy Alignment**
 - Strategic Human Resources Plan
 - Talent Inventory
 - Competency Assessment Matrix

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Current and Future Needs

Based on our organizational strategy, what critical roles are necessary?

- One year
- Three years
- Five years . . . from now

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Maximizing Value – Talent Inventory



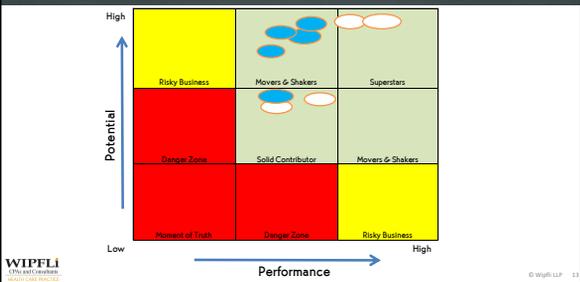
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Examples of Competencies

- Client service
- People development
- Problem solving and decision making
- Active communication
- Conceptual thinking
- Relationship building
- Strategic thinking
- Teamwork
- Learning agility
- Technical competence



Nine - Box Tool



Develop Career Paths



The Grow Your Own Approach



Career Path Planning

The future is ours to create!

Career Path Considerations

What career paths are needed in your organization?

- Specialized technical focus
- Departmental
- Leadership
- Other?

How do we know which one is right for our employees?

What Made Your Ideal Future Possible?

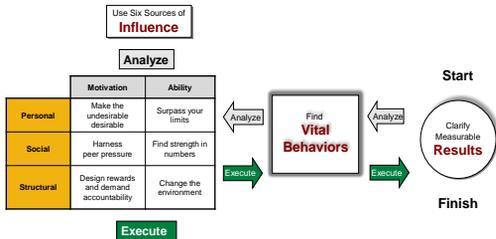
What strengths did you bring to the experience?
 What strengths did others bring?
 What strengths did the organization bring?
 What core values did you contribute?

Pathway to Their Future

Develop a learning and growth plan to motivate them to achieve their ideal future state:

- Clear steps to build necessary competencies
- Practical experience modeling activities
- Measurable goals to get to the desired results
- Coach/mentor role(s)
- Regular review, feedback, and necessary adjustments
- Reward and recognize
- Employees are responsible for their personal development

The Model for Behavioral Change



Surround With Support



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Identify and Inspire Leaders



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The *Grow Your Own* Approach



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Critical Role Identification

- What critical roles provide the force behind achieving your strategy?
- What critical roles provide the glue that keeps your organization together?
- What leadership roles are needed currently and in the future?

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Growing Talent For Your Critical Roles

- Identify individuals for critical roles:
 - High performers
 - High potentials
 - High performance ratings
 - Recommendations from peers
 - Eager to grow
 - Aligned with organizational values, vision, and mission
- Select future leaders

Address succession as part of this process!

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Succession Planning Defined

Succession planning

[suh k-sesh-uh n] [plan-ing]

Succession planning is the deliberate approach to human resource planning to ensure a consistent pipeline of talent for all critical roles within an organization.

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Why Plan for Succession?

- Rising CEO turnover
- Accelerating retirements
- Shortage of management talent
- Inadequate leadership pipeline
- Prepare for the future



Succession Planning Imperatives

- Key organizational priority and process
- Connection to organizational strategies
- Buy in and ownership at the senior leadership level
- Adoption of competency model for all roles
- Rigorous approach to growing future leaders (customized to individuals)
- Ongoing measurement and management of key outcomes for talent management and succession planning

Who Should Have a Succession Plan?

- All formal leaders
- All critical roles



What Should be Included in a Succession Plan?

- Role position description
- Competencies/contributions expected
- Inventory of knowledge, skills, and abilities
- Action plan to achieve succession (technical and emotional elements)

Implement



The Grow Your Own Approach



Don't Suffer From

IADD

Implementation attention deficit disorder

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The Art of Consistent
Implementation

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Implementation!

The magic power we all possess is to turn plans into results!

When do you wish to achieve your "Grow Your Own" talent strategy?

When will you start?

Who will be your coach (accountability partner)?

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Metrics to Consider

- Number of competent leaders (now and future)
- Talent inventory with key competencies
- Succession plans for critical roles
- Time to fill open positions
- New roles identified through innovative thinking

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Three Things You Can Do

1. Identify one critical role to apply this approach.

2. Work through:

- Competencies
- Talent assessment
- Career pathing and developing plan

3. Meet with the individual to discuss their future!

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Questions?

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Today's Presenter



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HEALTH CARE PRACTICE



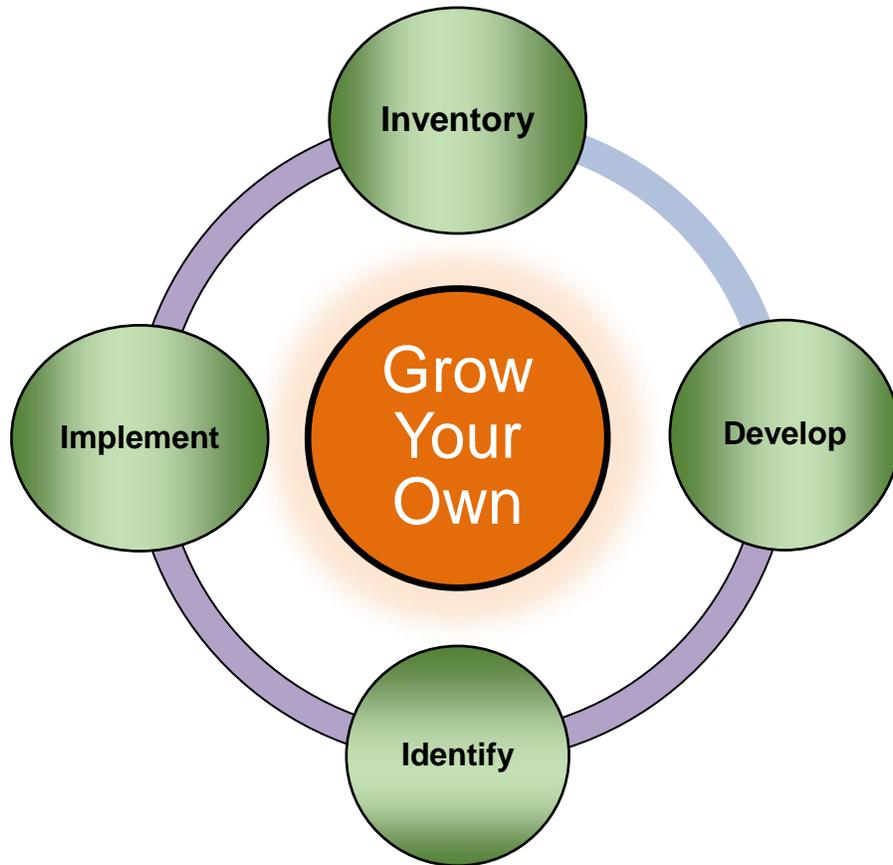
Growing Your Own

Participant Guide

March 15, 2019

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HEALTH CARE PRACTICE

The Grow Your Own Approach



Your Ideal Professional Future:

A. What strengths did you bring to the experience?

1. _____
2. _____
3. _____

B. What strengths did others bring?

1. _____
2. _____
3. _____

C. What strengths did the organization bring?

1. _____
2. _____
3. _____

D. What core values did you contribute?

1. _____
2. _____
3. _____

Career Path Dialogue:

1. Describe your professional passions
2. Describe your personal passions
3. Define your ideal future career state
4. How does your ideal career fit with your personal passions?

About Your Presenter



Tina Nazier, MBA, CPC

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Leaders within health care organizations are keenly aware there is always a higher level they can achieve. Yet answering the “how to” question may often elude them. As a leader within Wipfli’s health care practice, Tina provides specific answers and outlines the initiative, strategic thinking, and ingenuity that executives need to propel themselves and their organizations to the next level. She draws from over 25 years of experience in leadership, executive coaching, organizational and cultural development, strategy, and operational improvements to help executives and teams break through the barriers that prevent them from reaching their full potential. Tina is a Certified Professional Coach, Certified Change Manager, and Certified Trainer for Crucial Conversations.

Tina's Best Book List

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Leadership

1. **Originals – How Non-Conformists Move the World**, Adam Grant. Insightful book that shares a unique perspective on disruption and the myths around successful people.
2. **Start With Why**. Simon Sinek. Tells the story of how great leaders inspire action through the concept of sharing why we are doing what we are doing.
3. **Good Authority**. Jonathan Raymond. If you want to be a true leader (the one your team is waiting for you to become), this book has some good advice for how to start. Goes beyond managing people to redefining “boss” in the digital age.
4. **How to Identify and Master Change**, Robert Ian. Built on the premise that we already have the answer for how to overcome any challenge or problem in our lives, we just need to decode it. Quick read to inspire reaching beyond the comfort zone.
5. **Leading Strategic Change – Breaking through the Brain Barrier**, Black and Gregersen. Premise is to change the organization; we first need to change as individuals. Identifies the three brain barriers (failure to see, failure to move, and failure to finish) and provides tools for how to overcome.
6. **Hardwiring Excellence**, Quint Studer. Well-known health care change agent focused on changing culture in an organization.
7. **Results that Last**, Quint Studer. This book is specifically about hardwiring behaviors to ensure organizational success.
8. **Don't Kill the Messenger**, Kathryn Jeffers. Fun quick booklet that provides good tips for how to manage workplace conflict. Also outlines the 13 dangers in addressing workplace conflict and how to overcome them. Part of the Breaking the Rules series.
9. **The Five Dysfunctions of Team**, Patrick Lencioni. Absolutely the best team dysfunction book I have read! Written in a fable so it's light, fun and very insightful on why teams fail and how to overcome this. This should be required reading for any leadership team.
10. **Overcoming the Five Dysfunctions of Team**, Patrick Lencioni. Now the workbook on how to overcome the Five Dysfunctions of Team – I am in heaven with this one! I am definitely using these concepts in coaching teams and individuals!
11. **The Advantage**. Patrick Lencioni. Organizational health trumps everything! This book's message asserts that organizational health will one day surpass all other disciplines in business as the greatest opportunity for improvement and competitive advantage. Need I say more?
12. **Getting Naked**. Patrick Lencioni. Another great fable regarding shredding our three fears that sabotage client loyalty. And trust me – we all have these three fears in our work and personal lives!

13. **The Five Temptations of a CEO**. Patrick Lencioni. Another great read from this author that includes an assessment of how we measure ourselves against these temptations and steps to overcome them.
14. **The Four Obsessions of an Extraordinary Executive**. Patrick Lencioni. Wonderful story that depicts how organizational health can be profoundly impacted by these four actionable steps.
15. **Reengineering Management**, James Champy. Sequel to Reengineering the Corporation – the science of reengineering. Provides simple guidelines to lead, organize, inspire, deploy, measure, and reward in a reengineered organization.
16. **The New Strategic Selling**, Heiman, Sanchez. A collection of personal management tools and processes to be more successful at closing the sale. Research in 100s of world-renowned companies adds to the credibility of this approach.
17. **Execution, The Discipline of Getting Things Done**, Bossidy and Charan. Bossidy was the CEO that turned around General Electric. His disciplined approach around execution was critical to the organization's success. He talks about understanding how to link together people, strategy, and operations – the three core processes of every business. Many organizations fail because they have execution attention deficit disorder.
18. **The Speed of Trust**. Stephen M.R. Covey. Trust is the intangible asset at the heart of your personal and professional success. It's referred to as the trust dividend. This book includes behaviors necessary to build trust.

Strategy

1. **Good Profit**. Charles Koch. The book unpacks the Koch brothers' approach to the Win Win philosophy around their success.
2. **The Balanced Scorecard**, Kaplan and Norton. Foundational resource for developing strategy that incorporates a balanced approach considering all aspects of strategy (financial, customer, Internal processes, and learning and growth). Discusses the five management principles to becoming "strategy focused", and measuring/managing strategy.
3. **Strategy Maps**, Kaplan and Norton. Explains the importance of being able to visually tell the story of your strategy. Defines the process to develop effective strategy maps.
4. **Balanced Scorecard Step by Step**, Paul Niven. Further defines the creation of a balanced scorecard strategy in a little unique way than Kaplan and Norton.
5. **Balanced Scorecard Diagnostics**, Paul Niven. Another good strategy tool that defines developing, training, assessing, and personalizing your balanced scorecard.
6. **Strategic Performance Management**, Bernard Marr. Shares the concepts of clarifying strategic purpose, values, and goals and how to manage performance related to this.

Personal Effectiveness

1. **Crucial Conversations**, Patterson, Grenny, et al. Probably the best personal effectiveness “core foundation skill building” book I’ve read. I apply this in everything I do personally and professionally! Provides a skill-based approach for how to hold any conversation well. Excellent CD series available also. I have listened to the CDs more than a dozen times in the past 10 years and have picked up a new thought every time.
2. **Crucial Confrontations**, Patterson, Grenny, et al. Next level of Crucial Conversations that provides the framework for holding others accountable for results after crucial conversations have occurred. CD series also available. Great for resolving ongoing, consistent performance issues.
3. **Influencer**, Patterson, Grenny, et al. Another great read from the authors of Crucial Conversations and Confrontations that uses concepts of both books and takes it to the next level of applying them into the “Six Source Influence Model”. This is a “must read” for anyone trying to figure out how to get better results (or why you seem permanently stuck in anything). A step by step skill-based approach to using all sources of influence – not just personal knowledge or skill. Discusses importance of how to bring the social and environmental forces together with personal skill and will to create a dynamic plan to get better results. I use this constantly in leadership coaching!
4. **Change Anything**, Patterson, Grenny, et al. Takes the concept of the “Six Source Influence Model” and teaches practical application to five major change efforts many of us would like to be better at: career progression, weight loss, financial fitness, addictions, relationships, and finally – if you have any energy left after covering all of these – yes – they will help you “change the world☺”. Outstanding read that goes quickly if you’ve read and understand the “Six Source Influence Model”.
5. **Leadership and Self Deception**, The Arbing Institute. Delightful tale of how we start with ourselves to develop some “out of the box” thinking on why we aren’t successful in our leadership efforts (a great personal effectiveness tool also!) Some similar concepts to Crucial Conversations.
6. **The Anatomy of Peace**, The Arbing Institute. Another great tale that takes the “out of the box” experience to a very personal level. It shifts thinking from focusing on what’s going wrong to helping things go right.
7. **Rock the Boat: How to Use Conflict to Heal and Deepen Your Relationships**, Resmaa Menakem, MSW, LICSW. Some of the best – very direct - relationship advice I’ve read! A very down to earth and matter of fact author that focuses on using conflict (not avoiding it) to create an emotional transformation that results in a greater, more mature intimacy; a deeper trust; and a stronger bond. And it all starts with me. A must read for any relationship!
8. **Co-Active Coaching**, Kimsey-House. The latest in coaching techniques to transform organizations in professional business environments.

9. **Immunity to Change**. Robert Kegan, Lisa Laskow Lahey. How to overcome your own resistance to change and develop new strengths in yourself and others to do this.
10. **Happiness is an Inside Job**, Sylvia Boorstein. The responsibility of staying engaged in life and keeping ourselves happy is ours. The concept of equanimity struck a chord with me.
11. **Personal Styles and Effective Performance**, Merrill and Reid. Basic concepts of why we behave the way we do and how to harness the power of behaviors to create successful relationships and outcomes. Nice precursor to understanding our Predictive Index profiling concepts.
12. **The Five Love Languages**, Dr. Gary Chapman. Had to throw this book in even though it's a personal relationship book (although we all know personal relationships impact our professional lives). Excellent book that clearly defines what love language each of us needs to feel fulfilled. Takes all the confusion out of how to show love to others in a way that they want to receive it - genius. Simple concepts I wish someone would have defined for me when I was first in a relationship! It's great for singles, married couples, kids, anyone. I love the assessment at the end that helped me and my spouse determine our own love languages (and also used it for my kids and their significant others - amazing). If you're in a relationship, read it with your significant other. I laughed my way through parts of it as I realized how I could have put myself in any one of the scenarios. Simple, insightful, fun!
13. **The Five Languages of Apology**, Dr. Gary Chapman. Yet another book with five easy concepts to help us be more effective in our relationships – personal and professional. Why do some think our apologies are superficial or insincere? This book has the answer. Great resource to use in any setting.
14. **Getting to Yes: Negotiating Agreement Without Giving In**, Fisher and Ury. Both authors are Harvard professors – Fisher teaches negotiation at Harvard Law School and Ury is the Associate Director of Harvard Negotiation Project. Light, quick, easy read that has a similar take on the Crucial Conversations skills but also goes into how to get through when someone pulls rank on you, when they pull dirty tricks, and to get folks playing when they don't want to play. This was required reading for all leaders at Mayo.
15. **The Seven Habits of Highly Effective People**, Stephen Covey. Covey is an icon in the world of personal and professional effectiveness. This is his primary foundational book that shares the concepts around how to take control of your life to improve effectiveness and experience greater fulfillment. This was required reading and competency-based training for Mayo leaders.
16. **The 8th Habit**, Steven Covey. Fifteen years after his Seven Habits book was published, Covey felt the need to apply it to current life issues. In the “knowledge worker” age, we no longer can settle for just effectiveness. We need to move to greatness – new mindset, new skill set, new tool set to achieve greatness.

17. **The Untethered Soul; The Journey Beyond Yourself**, Michael A Singer. A compelling book that gets to the depths of your soul, who you are, and how you can truly free yourself from your internal psyche to find happiness and peace beyond your boundaries. Excellent, deep, insightful, inspiring read! For those who have not explored the self and psyche, it's a bit complex. I had to re-read a few sections to completely understand the concept but well worth the effort. Inspiring and freeing!
18. **Who Moved My Cheese**, Spencer Johnson, M.D. Simple, short, fun, parable that addresses what we want in life (the cheese) and how to navigate the maze to get it. Informative book for helping deal with change to have less stress and more success in your personal and professional life.