

Getting the Roles Right

by Gordon Hawthorne, JD, President and Healthcare Practice Leader

Leadership success is predicated on the “fit” between the characteristics of the leader and the specific requirements of his or her role. Generally, past performance is assumed to be a reliable predictor of future performance. But at times of dynamic change, your “A” player may quickly become a “B” when confronted with different challenges in a new role. Of even greater concern is when the top team becomes misaligned as the organization adapts to healthcare’s shifting market forces and new success measures.



Getting ahead of this shift is critical because it prevents your team of bright and loyal high-performing leaders from losing focus and becoming frustrated and -- at times -- competitive. What might appear to be team conflict or ineffective effort may instead be signs of adaptation to increasing organizational complexities associated with the changing healthcare landscape.

When the status quo is no longer an option, healthcare leaders must be sensitive to the mission, heritage, and historical pace of their organizations, yet decisive in seizing breakthrough moments to take their organizations to its next level. Top leaders must have the resolve to change ingrained habits and realign work to release the full potential of emerging leaders so they can focus energy and creativity on what matters most.

At Diversified Search, our consultants pose the important questions and facilitate the comprehensive conversations required in healthcare today. We are able to provide cross-industry insight and market intelligence from around the country to help broaden your perspective on changing leadership models, emerging roles, and new competencies. We help define top team models, role specifications, and the competencies necessary to advance your business and clinical strategy. Our consultants present leader opportunities to support the succession of your internal talent and recruit new talent, as necessary, from inside and outside of the healthcare spectrum.

Most recently, Diversified Search consultants have supported CEOs and governance leaders in grappling with a wide range of leadership challenges, including:

- Helping key physician stakeholders visualize a more expansive organization bridging ambulatory and acute care, and encompassing both employed and aligned physicians, while recruiting a new physician CEO.
- Establishing a new division leadership model to hard-wire strategic growth into clinical service development, maintain a clear focus on operational performance, and more fully engage three high-potential physician leaders in the evolution and alignment of the region's clinical enterprise.
- Assessing a leader team of a newly-acquired hospital against the requirements of the competitive market and cultural attributes of the high-performing new owners, and assisting the new CEO with redeployment decisions, transition strategies, and the recruitment of new leaders.
- Working with a CEO to confirm the readiness of his current leadership model to support an integrated, accountable, and financially sustainable delivery system while maintaining world-class quality and service standards. Assisted in streamlining the CEO team while further empowering it to be accountable for performance by clarifying the service-line model and redefining "growth" under a pay-for-performance scenario.
- Partnering with the corporate talent management team of a national healthcare system to define the roles and then collectively identify, recruit, and assimilate seven new physician leaders to fully support the system's Clinical Transformation Strategy.
- Facilitating a multi-year process with a CEO for the evolution of the leadership model and redeployment of talent for a 13-hospital system in support of care integration to improve quality, increase access, reduce waste, and better manage the system's overall movement to "value."
- Working with the CEO to develop a more "strategic" team of leaders, accountable for transforming and leading a population and continuum based delivery system as opposed to a hospital centric system. Established individual and team accountabilities based on a single market agenda and scorecard supported by a state-of-the-art program management process.

For more information on Diversified Search, as well as our integrated executive search and advisory process, please contact: **Gordon W. Hawthorne** at **215-656-3556** or Gordon.hawthorne@divsearch.com