



Leadership Effectiveness at Children's Healthcare of Atlanta

**ASTD Atlanta
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Topics

- Children's Healthcare of Atlanta
- Center for Leadership Process Blueprint
- Talent and Succession Planning
- Leadership Development Experiences
- Results and Future Direction

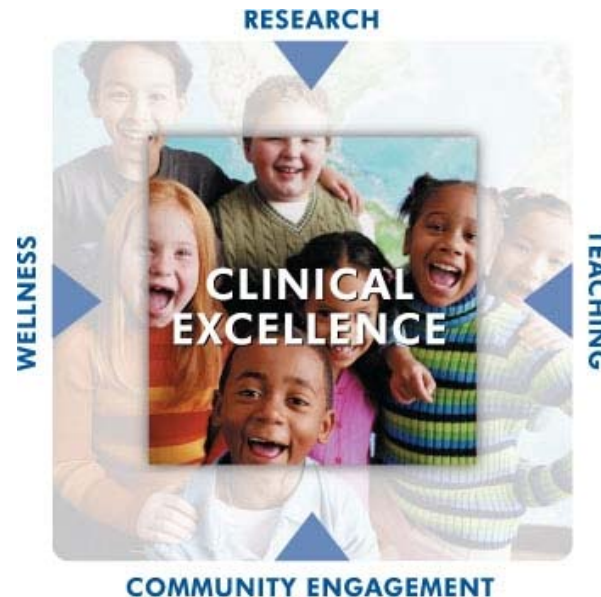
Children's Mission and Vision

Mission

To enhance the lives of children through excellence in patient care, research and education.

Vision

To transform pediatric healthcare and be the leading voice for the health of Georgia's children.



Children's Healthcare of Atlanta



- **3 Hospitals**
- **Marcus Autism Center**
- **15 neighborhood locations**
 - **5 Immediate Care centers**
 - **2 Primary Care centers**
 - **Other Satellites**
 - **Outpatient Rehabilitation**
 - **Specialty Care**
- **>500,000 patient visits per year**
- **Recognized nationally for our programs in pediatric cancer, cardiac care and transplantation**
- **Access to more than 1,400 physicians**
- **7,500 employees**
- **A volunteer base of 20,000**



The Children's Challenge

GROWTH

COMPLEXITY

Children's Center for Leadership



Strategic Objectives

- Develop the current leadership core
- Develop a steady stream of leaders who are ready for the future
- Build the brand of Children's as a great place to learn and lead
- Deliver direct business value along the way



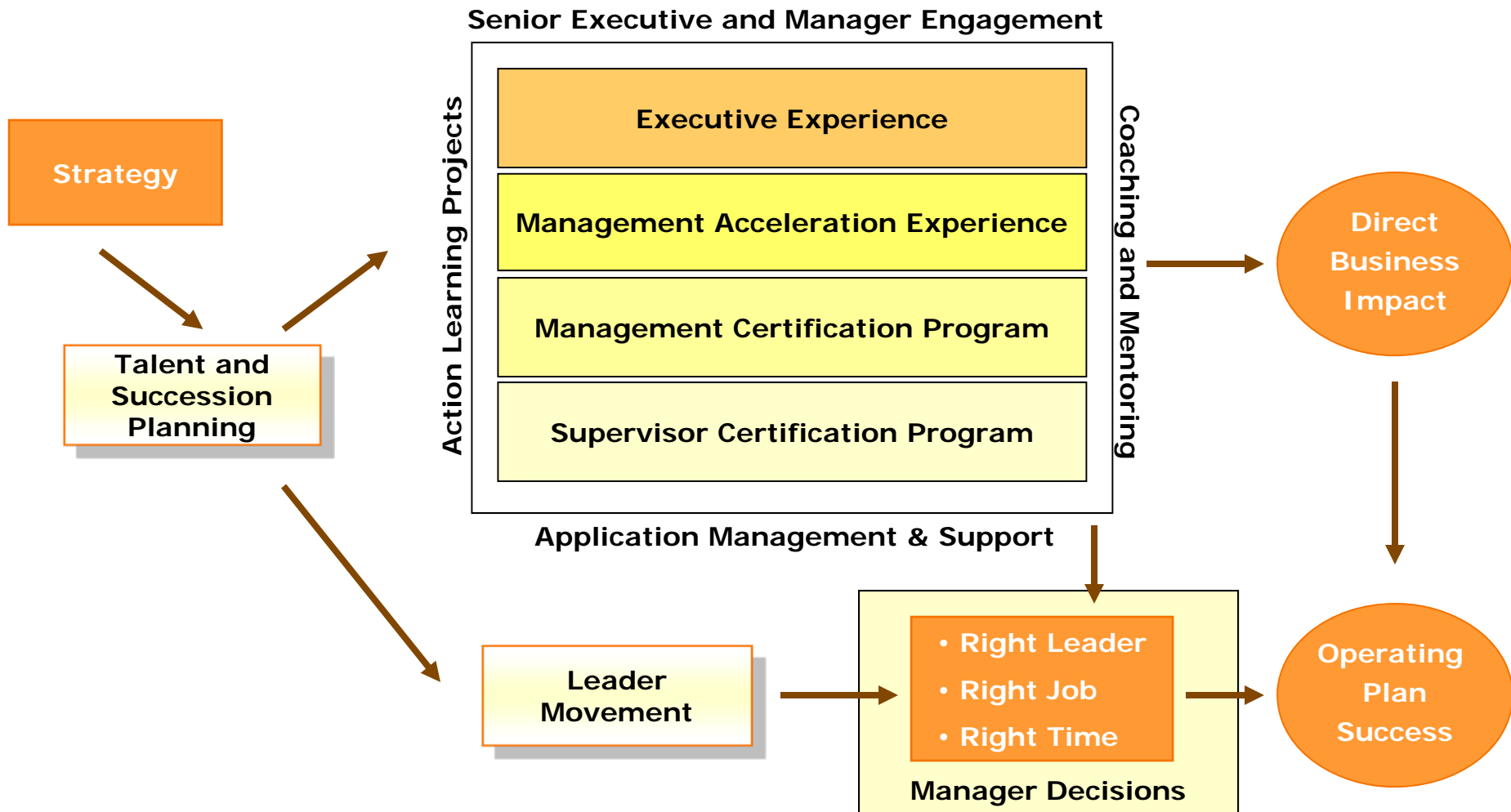
Philosophy

Leadership Development as a Business
Improvement Process

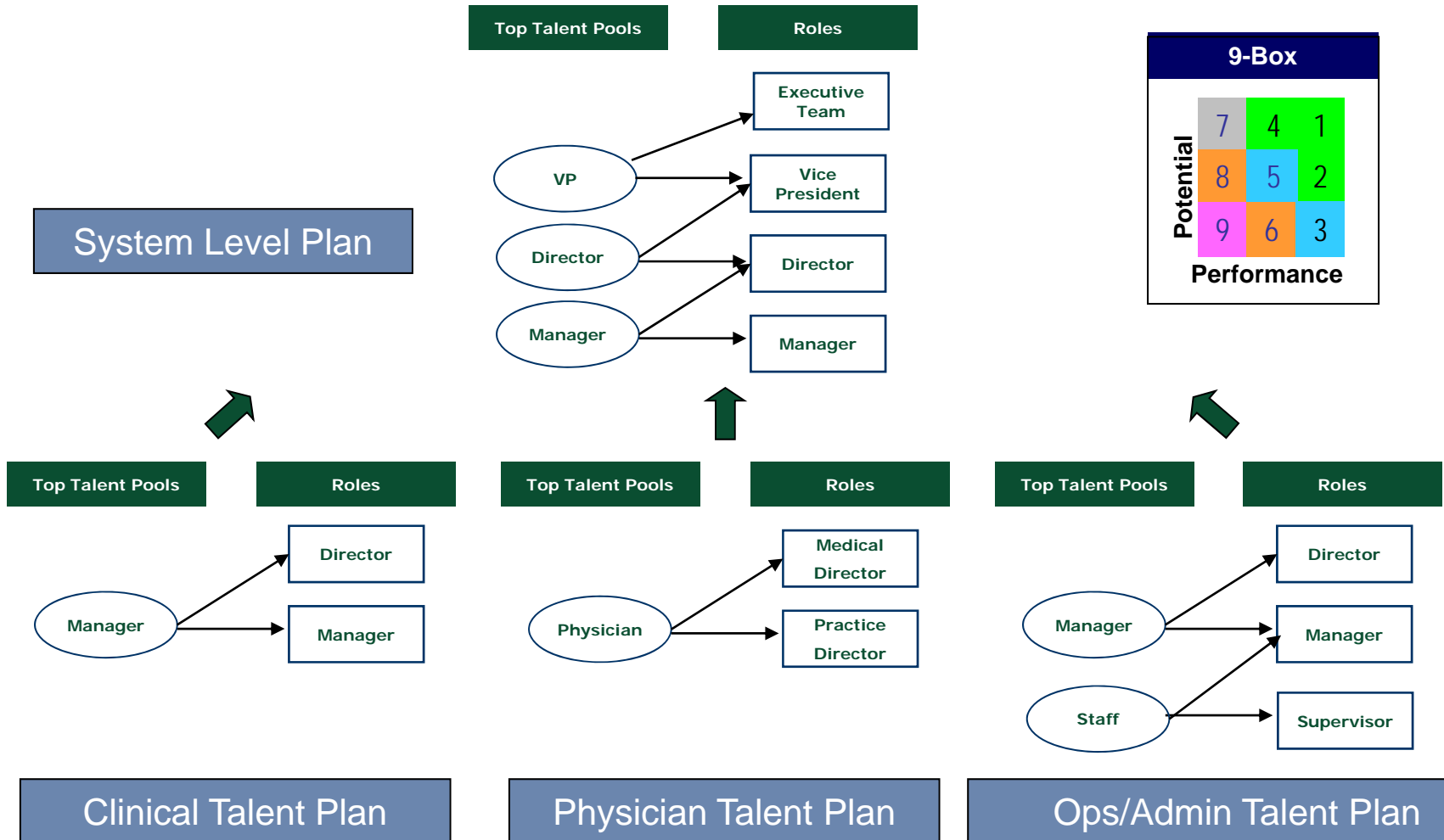
Vs.

Leadership Development as a Training Program

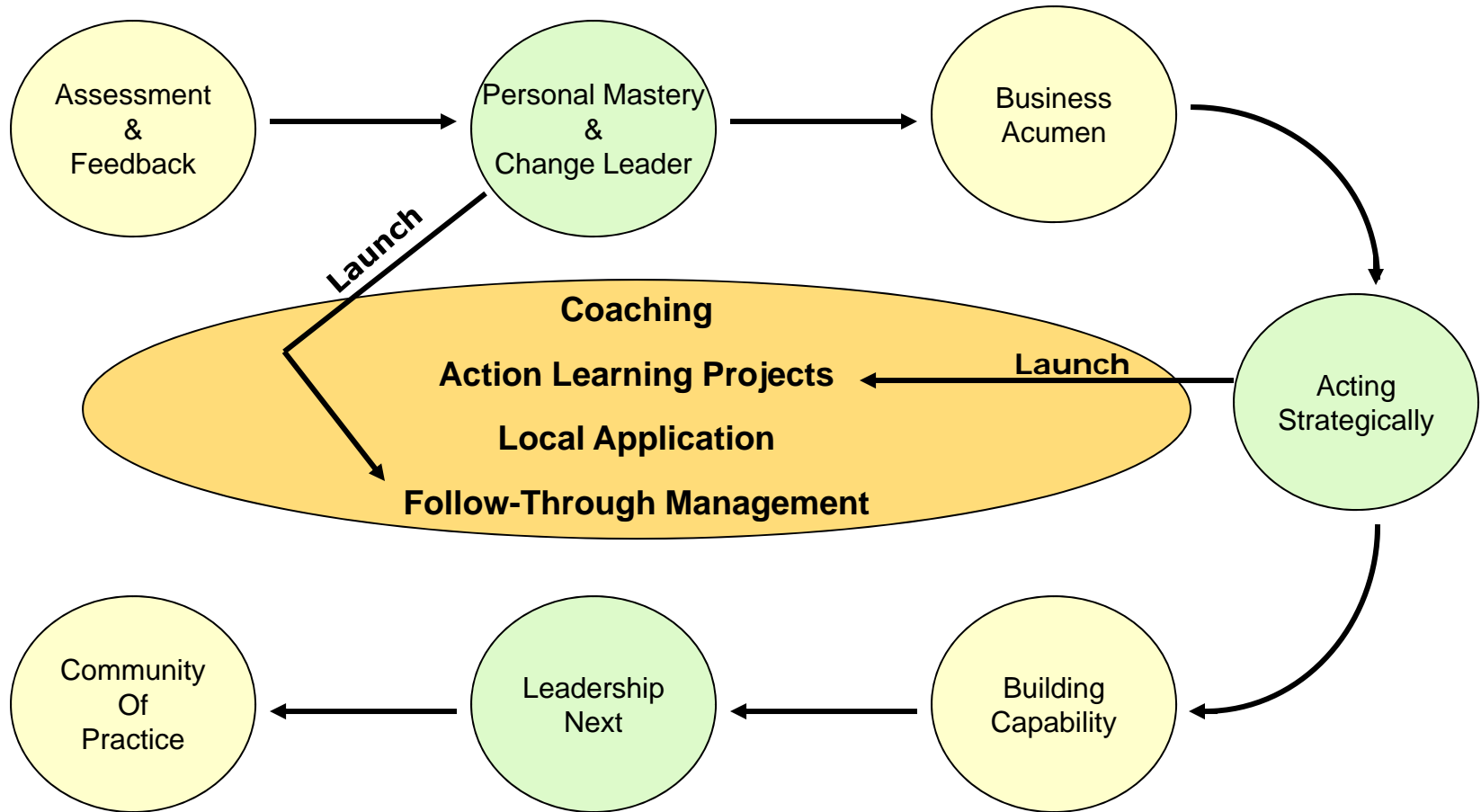
CFL Process Blue Print



Talent and Succession Planning



The CFL Executive Experience





Impact Expectations

Personal

- Promotions / Readiness
- Competency Improvement

Operational

- People
- Service
- Quality
- Growth

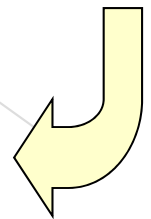
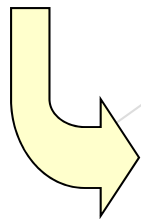


System

- Improved Internal Hiring
- Improved Leader Retention
- Differentiator in Leader Attraction

Financial

- Cost Savings / Cost Avoidance
- Increased Revenue / Extramural Funding





You Can't Find Consistent Impact That Wasn't Designed In



Role of Evaluation

Prove

Emotional

and

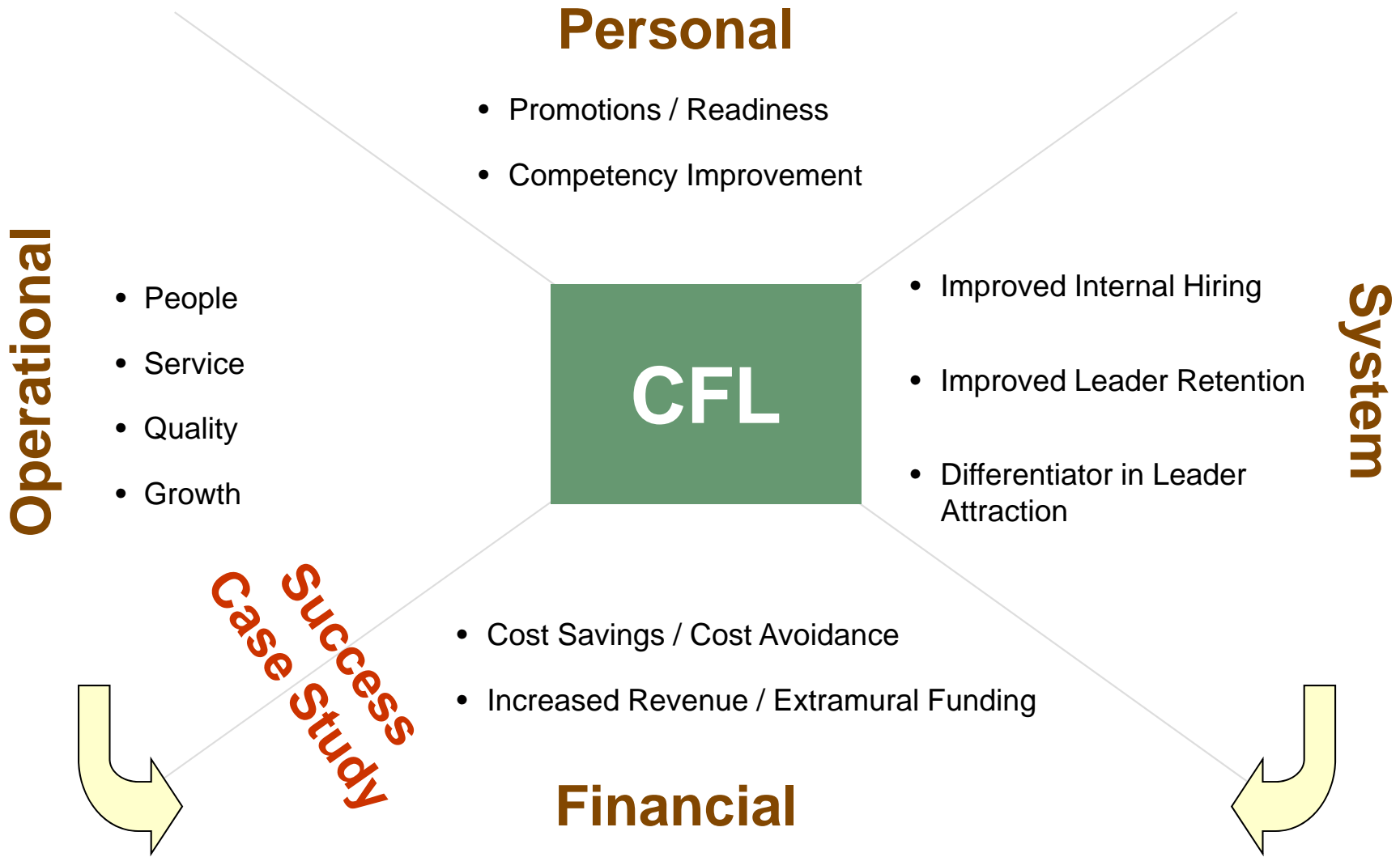
Rational

Improve

Success Case Method: Evalu-action



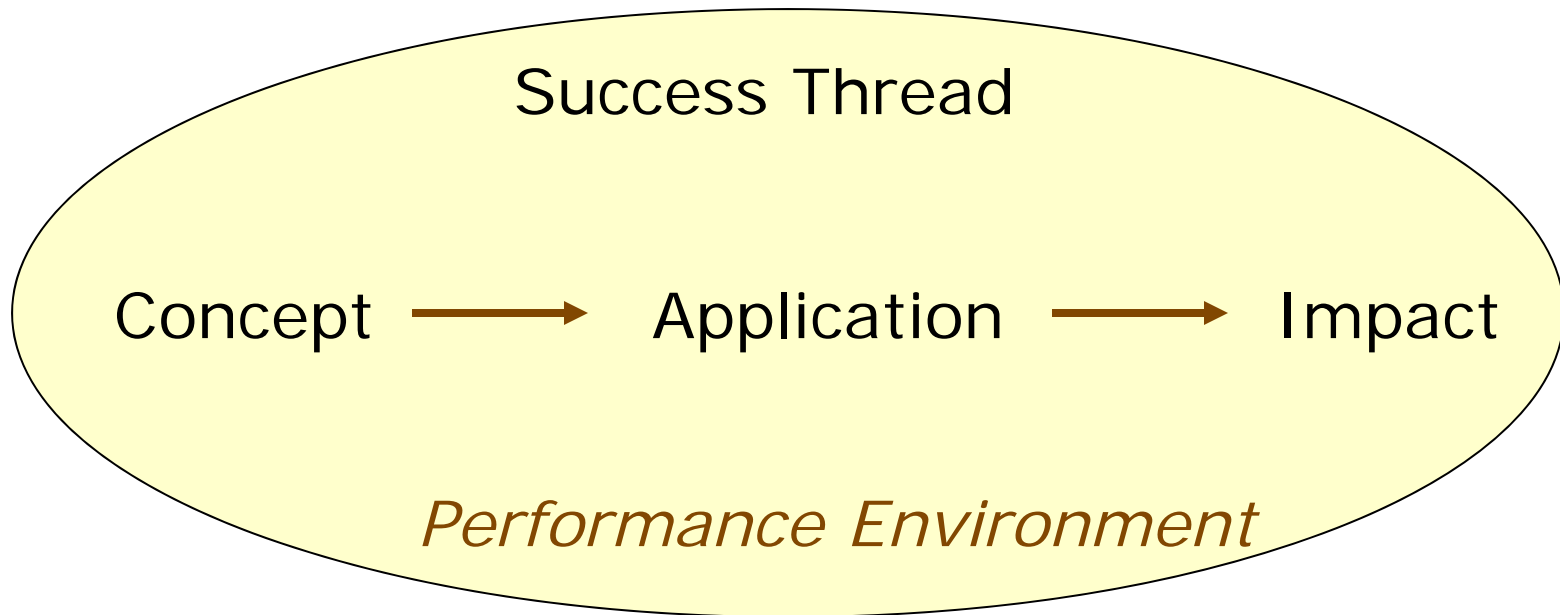
Impact Expectations





Success Case

Connecting the Dots





Success Case Application

- Application and impact reflection built into capstone workshop “Leadership Next”
- Application and impact survey sent to each participant
- 45 – 60 minute structured interview with each participant
- Stories documented and evidence collected on success threads
The Test:
 - Motivated or significantly improved by CFL participation
 - Assumption is no one does things of significance alone
- All stories and data analyzed and synthesized into impact framework
- Team of 3 works the process
- Finance team member involved in interviews and data reviews

Driving Impact by Design

Initial

Selection and Preparation

- Opportunity
- Expectations
- Manager Engagement
- Development Focus

Workshop Embedded

- Skill Practice
- Application Reflection
- Goal Planning
- Workshop Feedback

Between Workshops

- Follow-Through Triggers and Progress Updates
- Coaching Support
- Local and Team Project Support (OE Team)
- Next Workshop Preparation

End of Experience

- **Formal Success Case Study**
- 360° Feedback
- Improve Experience

Direct Manager and Senior Leadership Engagement

Driving Impact by Design

Improved

Selection
and
Preparation

Workshop
Embedded

Between
Workshops

End of
Experience

- **Significant Challenge**
- Expectations
- **Manager Engagement Sessions**
- **Laser Development Focus**
- **Prospective Success Stories**

- Skill Practice
- Application Reflection
- Goal Planning
- Workshop Feedback

- Follow-Through Triggers and Progress Updates **with Success Thread Triggers**
- Coaching Support
- Local and Team Project Support (OE Team)

- **Formal Success Case Study**
- 360° Feedback
- Improve Experience
- **Application Matrix**
- **Wall of Success**

Bi-Monthly Executive Team Learning and Review

Direct Manager and
Senior Leadership Engagement

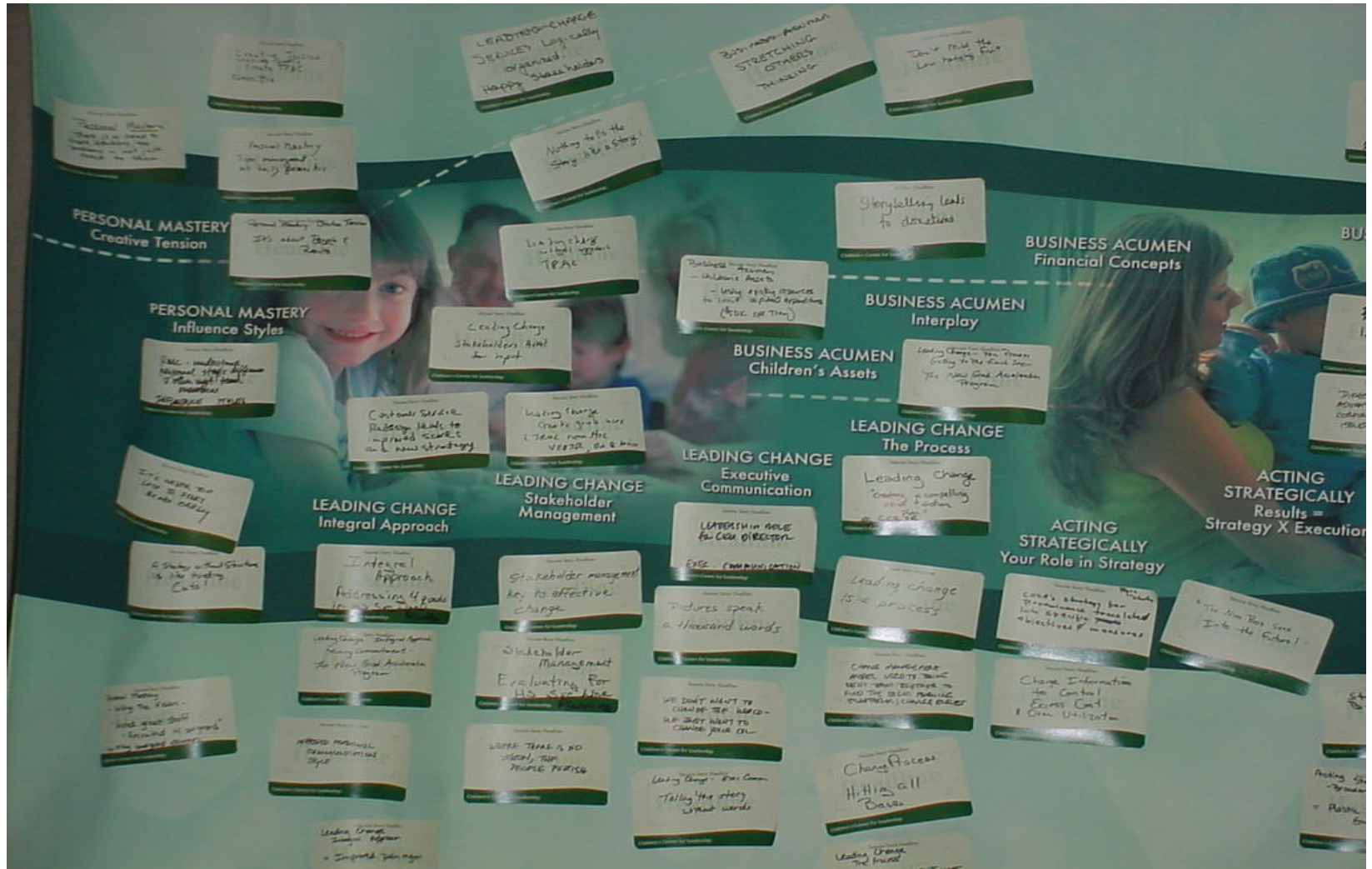
Visualizing Application

	Personal Mastery		Leading Change				Business Acumen			
	Creative Tension	Influence Styles	Integral Approach	Stakeholder Management	Executive Communications	The Process	Children's Assets	Interplay	Financial Concepts	Sources of Competitive Advantage
Participant 1	○	○N		○		○N			○	
Participant 2		○	○N	○	○	○		○	○N	○
Participant 3	○N		○	○N	○		○		○	
Participant 4		○		○N		○	○	○	○N	
Participant 5			○		○N				○	○
Participant 6	○			○N		○		○N		

○ = Applied and got one or more positive results

N = Area of continued focus - NEXT

Wall of Success





Future Direction

- Core Leadership Development Experiences
- Continuing Leadership Effectiveness
- Succession and Talent Planning
- Leadership On-Line Community
- Physician Management Development