



Singapore Healthcare Management 2016

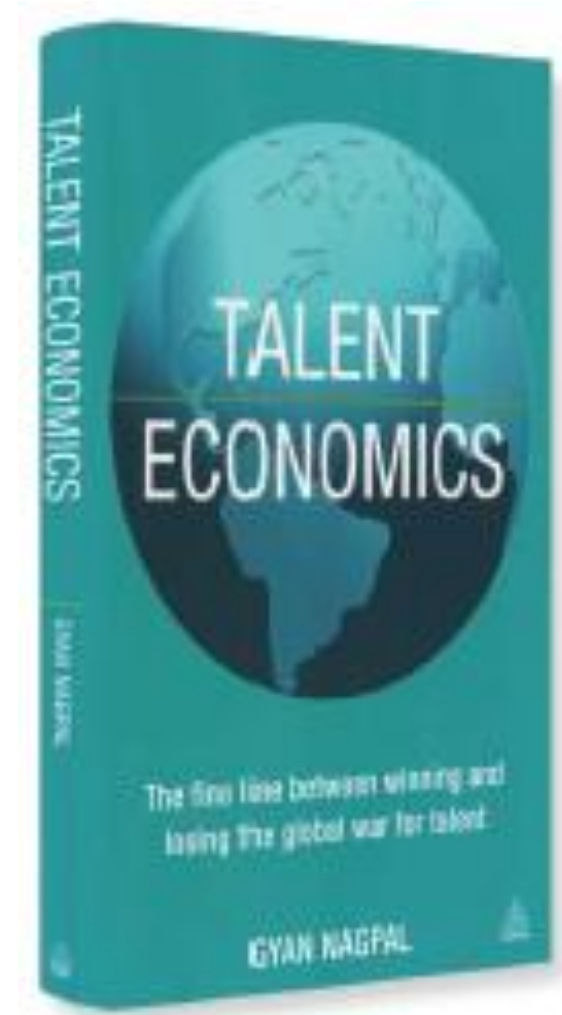
An Integrated Approach in Building Organisational Leadership Capabilities

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Introduction

Recognising the evolving change in healthcare landscape and war for talent, SingHealth Polyclinics (SHP) aligned our Talent Strategy (Attract, Develop and Retain) to support the 2020 strategic imperatives (Talent, Leadership and Culture).



Methodology

Adopting the *Talent Economics*¹ methodology, SHP conducted a diagnostic review of our external market forces, need for a strategic shift, organisational readiness, and organisational/talent aspiration. To become a **Leader in Family Medicine** and excellent Health at a national level, **Leadership Capabilities** was identified as one of our **niche differentiator** for SHP's future success.

¹ Talent Economics by Gyan Nagpal

SHP's Succession Planning Flow



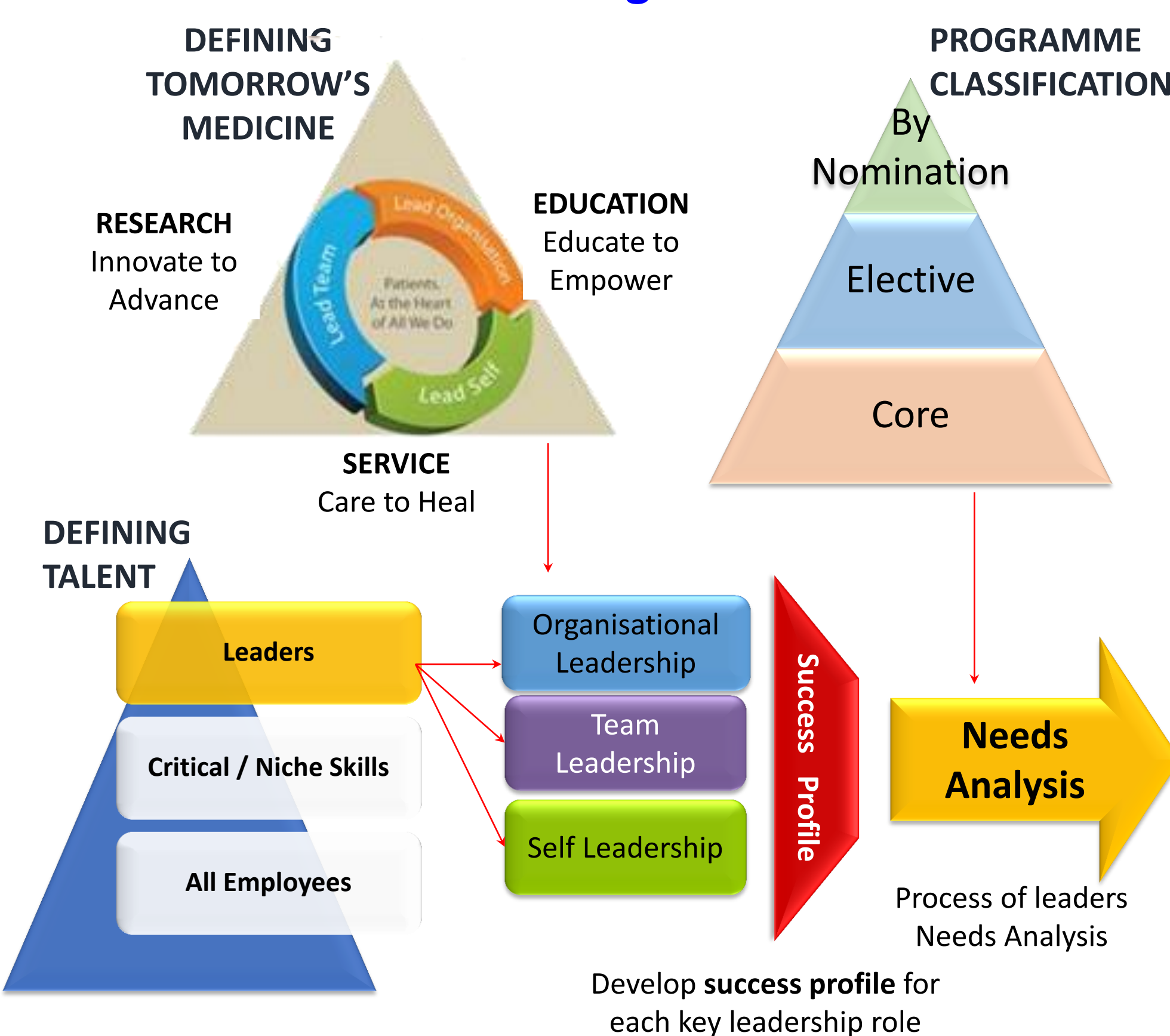
Beginning of Our Transformational Journey

With a clear management mandate, SHP has refined its existing Talent Management & Succession Planning (TMSP) process to bring a more about a **"proactive and integrated"** talent management planning based on anticipated organisational requirements and future capability requirements. By leveraging on the SingHealth's potential evaluation tool (Heart, Head and Hands), talents are assessed against their potential. Potential is extremely difficult to assess and is largely subjective, hence unequivocally measuring potential per se is insufficient; thus SHP has **adopted the 9-Box Grid assessment tool**, to add the dimension of sustained performance during the succession planning.

9-Box Grid on Performance and Potential

Potential	Performance		
	Below Expectations	Meet Expectations	Exceed Expectations
High	New to Role Potential Performer "Rough Diamond" (To Develop/Improve in current role/Re-assign)	"Rising Star" Major Contributor Growth Employee (To Challenge/Develop/Prepare for Future role)	High Performer "Consistent Star" Future Leaders (To Stretch/Take Action/Prepare for Future role)
Moderate	Inconsistent Performer Dilemma (To Observe/Develop/Perform in current role)	Solid Contributor "Key Player" Core Employee (To Leverage/Develop/Prepare for Future role)	Emerging Potential Major Contributor High Impact Employee (To Challenge/Develop/Prepare for Future role)
Limited	Underperformer Problem Performer "Talent Risk" (To Address/Replace)	Emerging Specialist Solid Professional Effective Employee (To Observe/Leverage/Improve in current role)	Valued Specialist High Professional Trusted Employee (To Leverage/Develop/Reconsider)

Talent Management Flow



Leveraging the SingHealth's Leadership Competency Model, SHP started to develop Success Profiles for key leadership positions. With the integrated talent management approach, SHP has not only **developed an intuitive training needs analysis tool** to ascertain the essential leadership competencies by key leadership positions, but also able to **optimise the leadership development investment** by focusing on key developmental area.

Name	Employee Name	Position	Manager	Staff Category	Pharmacy		
Domain	Competency	Definition	What this is about	Success Profile	Supervisor's Assessment	Gap	Training Recommendation
Organisational Leadership	Seize the Future & Provide Stewardship	The ability to think strategically and draw implications and conclusions in light of the strategic environment in which SingHealth is operating in, and envision a future and set the larger direction for the organisation to move towards.	• Environment Scanning • Strategic Thinking & Planning • Envisioning the future	Expert	Intermediate	1	Scenario Planning Workshop
	Master Complexity	The ability to appreciate and understand complexity in the operating environment and conceptualise systemic interventions needed to ensure the health and performance of the organisation.	• Systems Thinking • Thriving amidst complexity	Intermediate	Expert	1	Basic System Thinking 1 Creating High Leverage Strategies for Your Work & Life

Enhanced Development Activities



Results

With this journey of transformation, SHP aims to create a **highly competency-based internal Talent pools** who will be ready to lead SHP towards its goal as a Leader in Family Medicine. With Leadership Development as an integral system of the Talent Management and Succession Planning (TMSP) process, SHP strive to achieve early identification of the right leaders, for the right job, at the right level of competencies, and be ready at the right time. As a result of the above integrated approach, SHP has achieved the stretched goal of both SingHealth Balance Scorecard's Key Performance Indicators (KPIs) in Bench Strength and Leadership Development.

Conclusion

With an integrated talent management system, it marks the intersection where SHP's strategic needs converge with the leadership aspirations of the employees. With a focus-approach to ensure investment and resources are aligned to develop next generation of leaders, SHP is poised to be **future ready**.

Integrated Succession Planning and Talent Management System

