

***“Preparing Banner for the
Future: Leadership Matters!”***

Peter S. Fine
President & CEO
Banner Health

Leadership Behaviors

Leader Behaviors (additional for all leaders)

People Above All

Optimize Organizational Talent

Creates an inclusive and safe environment where people can thrive

Identifies and promotes talent by providing opportunities for growth

Engages employees in improving individual and team performance

Excellence

Shape the Future

Acts as a change champion

Performs effectively in an ambiguous and complex environment

Actively engages others in our goal of achieving Industry Leadership

Results

Executive Presence

Exhibits energy, excitement, enthusiasm, and courage

Effectively communicates to, and influences a variety of audiences

Builds credibility and trust through visibility

3 Pillars



Talent Management Review Cycle



Purpose:

- Organizational process that helps to ensure Banner has the necessary talent to fulfill our non-profit mission and achieve Industry Leadership
 - Right People, Right Skills, Right Roles, Right Time

Process:

- 5-step process over 6-month period
 - 1:1 with direct report to check-in on aspirations
 - Gather data in preparation for calibration session
 - Conduct calibration session with peers
 - Provide feedback to direct report
 - Enter information into online profiles (9-box placement, readiness, succession plans, etc.)

Outcome:

- Snapshot of bench strength, succession plans, developmental needs, and areas of risk

[Potential / Promotability]

[Results]

Highly Effective

Effective

Less Effective

Low

Middle

High

Seasoned Professional

Results: Meets the needs of others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Seasoned Professional”.

Potential: Problem-solver with awareness of broader strategies and ability to connect the dots to improve team, department, and/or facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.

Keepers

High Professional

Results: Proactively seeks out and secures opportunities for development for self and others. Serves as a catalyst of change and successfully leads others through significant change. Maintains an organizational lens, identifies interdependencies, and takes planful action. Passionate about their work and routinely exemplifies the values of Banner Health. Performs exceptionally in current role and looked upon as a “High Professional”.

Potential: Strategic problem-solver whose emphasis on stakeholder support, awareness of broader strategies, and ability to incorporate multiple perspectives enables them to accomplish organizational initiatives. Expressed aspirations for higher level leadership positions or positions with greater scope and responsibilities. Though highly effective functionally, may need minor development to excel in next leadership role (e.g., 1 level up).

Growers

Superstar

Results: Consistently achieves successful and high-impact results. Strives for continual improvements and works tirelessly to optimize the talent of others. Anticipates systemic changes and effectively leads others through complex changes by stimulating innovative ideas and simplifying ambiguities. Embodies the essential qualities of composure, self-confidence, and honesty expected of senior leaders at Banner Health. Respected by others and looked upon as invaluable employee and member of team/department (i.e., a “Superstar”).

Potential: Visionary, facilitative problem-solver who promotes proactive stakeholder engagement and empowers others to implement and achieve organizational initiatives. Expressed aspirations and is immediately ready to adeptly and successfully perform in higher level(s) leadership position(s) or position(s) with greater scope and responsibilities.

Growers

Solid Professional

Results: Meets the expectations of the position, and looked upon as a “Solid Professional”. Makes some efforts to optimize and develop the talents of others, and is effectively able to navigate and/or lead through complex change. Comes across to others as thoughtful, confident, trustworthy, and open to new and innovative ideas.

Potential: Tactical problem-solver with an awareness of broader strategies and a focus on incremental improvements within team/department/facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.

Keepers

Valued Contributor

Results: Effective in meeting the needs of their customers and fulfilling the requirements of the position. Demonstrates interest and makes significant effort to grow and develop the talent of others. Performs effectively in an ambiguous and complex environment, and acts as a change champion. Builds credibility and trust with others and utilizes this to effectively communicate to, and influence a variety of audiences. Viewed as a “Valued Contributor” to dept/facility/organization.

Potential: Strategic problem-solver with awareness of broader strategies whose focus is on stakeholder input and buy-in and the integration of team, department, and/or facility improvements. Expressed aspirations for higher level leadership positions or positions with greater scope and responsibilities but needs additional development as a leader.

Keepers

Rising Star

Results: Performs all aspects of position well. Makes efforts to both develop the talent of others, and to engage others to improve performance in order to collaboratively achieve Industry Leadership. Maintains stability, and is an effective leader during times of change. Provides clear direction and communication to others while simultaneously focusing on both short-term objectives and long-term strategies. Consistently demonstrates energy, excitement, enthusiasm, and courage, and is looked upon by others as sincere and as a “Rising Star”.

Potential: Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Expressed aspirations and is currently ready to competently and successfully perform in higher level(s) leadership positions or a position with greater scope and responsibilities.

Growers

Learning Professional

Results: Consistently performs below expectations and fails to meet the requirements of the position. Makes no effort to develop the capabilities of others or to challenge self or others to improve. Resistant to change, and comes across to others as inconsiderate, judgmental, insecure, and aloof. Viewed by others as a “Learning Professional”.

Potential: Tactical problem-solver whose focus is primarily on incremental changes within team/department/facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership.

Movers

Future Utility

Results: Does not meet the minimum requirements of their position, but looked upon as individual with some potential for growth and advancement (i.e., “Future Utility”). Places little effort to develop self and no effort to develop those around them. Often, opposes and/or avoids change, and does not engage others in achieving Industry Leadership. Shows little or no excitement and energy for their work, may sometimes come across as hypocritical of others, and generally communicates in an ambiguous or unclear manner.

Potential: Strategic outcome orientation with focus on stakeholder input and buy-in to accomplish organizational initiatives. Expressed aspirations for higher level leadership position or positions with greater scope and responsibilities but needs additional development as a leader.

Movers

Diamond in the Rough

Results: May not always meet the expectations of the position, but shows glimpses of excellence and ability to perform beyond expectations. Maintains inadequate balance between focus on self-development as compared to the development of others, and between short-term goals and long-term perspective. Occasionally, but not consistently, presents him/herself in the way a senior leader at Banner Health should. Viewed by others as a “Diamond in the Rough”.

Potential: Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Although current performance is below expectations, he/she expressed aspirations for and is expected to perform effectively in a higher level leadership position or a position with greater scope and responsibilities.

Movers

9-box: Rising Star

Rising Star

Results: Performs all aspects of position well. Makes efforts to both develop the talent of others, and to engage others to improve performance in order to collaboratively achieve Industry Leadership. Maintains stability, and is an effective leader during times of change. Provides clear direction and communication to others while simultaneously focusing on both short-term objectives and long-term strategies. Consistently demonstrates energy, excitement, enthusiasm, and courage, and is looked upon by others as sincere and as a “Rising Star”.

Potential: Facilitative orientation with focus on proactive stakeholder engagement that promotes participation and empowerment in accomplishing organizational initiatives. Expressed aspirations and is currently ready to competently and successfully perform in higher level(s) leadership positions or a position with greater scope and responsibilities.

Growers

		[Potential / Promotability]		
		Low	Middle	High
[Results]	Highly Effective	<p>Seasoned Professional</p> <p>Results: Has the needed skills and a high level of expertise in fulfilling all responsibilities of current position. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Seasoned Professional</p>	<p>High Professional</p> <p>Results: Provides solid skills and demonstrates a strong level of expertise in fulfilling all responsibilities of current position. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: High Professional</p>	<p>Superstar</p> <p>Results: Consistently performs all aspects of current position well. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Superstar</p>
	Effective	<p>Solid Professional</p> <p>Results: Has the needed skills and a solid level of expertise in fulfilling all responsibilities of current position. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Solid Professional</p>	<p>Valued Contributor</p> <p>Results: Provides solid skills and demonstrates a solid level of expertise in fulfilling all responsibilities of current position. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Valued Contributor</p>	<p>Rising Star</p> <p>Results: Performs all aspects of position well. Makes efforts to both develop the talent of others, and to engage others to improve performance in order to collaboratively achieve Industry Leadership. Maintains stability, and is an effective leader during times of change. Provides clear direction and communication to others while simultaneously focusing on both short-term objectives and long-term strategies. Consistently demonstrates energy, excitement, enthusiasm, and courage, and is looked upon by others as sincere and as a “Rising Star”.</p> <p>Behaviors: Rising Star</p>
	Less Effective	<p>Learning Professional</p> <p>Results: Consistently performs all aspects of current position well. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Learning Professional</p>	<p>Future Utility</p> <p>Results: Provides solid skills and demonstrates a solid level of expertise in fulfilling all responsibilities of current position. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Future Utility</p>	<p>Diamond in the Rough</p> <p>Results: Consistently performs all aspects of current position well. Provides clear direction, offers to assist and empowers others to improve performance. Demonstrates strong communication and interpersonal skills. Provides clear direction and communication. Performs successfully in current role and leads team to high level of achievement. Has passed in current role.</p> <p>Behaviors: Diamond in the Rough</p>
		More	More	More

9-box: Seasoned Professional

Seasoned Professional

Results: Meets the needs of others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Seasoned Professional”.

Potential: Problem-solver with awareness of broader strategies and ability to connect the dots to improve team, department, and/or facility. Either has expressed desire to stay in current position or requires substantial growth as a leader in order to effectively move into a higher level of leadership. Well placed in current role.

Keepers

		[Potential / Promotability]		
		Low	Middle	High
[Results] [Function]	High Professional	<p>Seasoned Professional</p> <p>Results Meet or Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Seasoned Professional”.</p> <p>Desires</p>	<p>High Professional</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “High Professional”.</p> <p>Desires</p>	<p>Superior</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Superior”.</p> <p>Desires</p>
	Valued Contributor	<p>Results Meet or Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Valued Contributor”.</p> <p>Desires</p>	<p>Valued Contributor</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Valued Contributor”.</p> <p>Desires</p>	<p> Rising Star</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Rising Star”.</p> <p>Desires</p>
	Learning Professional	<p>Results Meet or Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Learning Professional”.</p> <p>Desires</p>	<p>Future Utility</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Future Utility”.</p> <p>Desires</p>	<p>Diamond in the Rough</p> <p>Results Exceeds others and is highly competent in fulfilling all responsibilities of current position. Promotes the talent of others by identifying and implementing opportunities for growth and development. Recognizes and implements change appropriately and facilitates the complex transitions associated with change. Thinks strategically and presents their ideas using calm, sincere, and authentic communication. Performs successfully in current role and looked upon with high regard as a “Diamond in the Rough”.</p> <p>Desires</p>

Talent Management Review Process

Two Cycles Using the 9-box Grid

[Potential / Promotability]

		Low	Middle	High
[Results]	Highly Effective	Seasoned Professional 27.54% (26.83% in 2015)	High Professional 14.49% (15.85% in 2015)	Superstar 1.45% (2.44% in 2015)
	Effective	Solid Professional 36.23% (32.93% in 2015)	Valued Contributor 17.39% (17.07% in 2015)	Rising Star 1.45% (1.22% in 2015)
	Less Effective	Learning Professional 1.45% (2.44% in 2015)	Future Utility 0% (1.22% in 2015)	Diamond in the Rough 0% (0% in 2015)

N = 69 (Direct reports of EVPs & SVPs – does not include any SOT Members)


Talent Showcase

Banner Health - TMR Talent Profile - Administration Use Only

Data as of: 2/10/2016 @ 11:11 am

Supervisor: Kuhn, Rebecca C; 180423

Employee: Johnson Foote, Mystie Leona; 103581

Employee Picture 	Seasoned Professional	High Professional	Superstar	Mobility - Interim: No Mobility - Permanent: Yes Mobility Location - Permanent: Arizona, Region Flight Risk: Low
	Solid Professional	Valued Contributor	Rising Star	
	Learning Professional	Future Utility	Diamond in the Rough	
			VOICE Scores - Employee	VOICE Scores - Clinician
			Dimension 2014 2015	Dimension 2014 2015
			Active Engagement Leadership Effectiveness Job Satisfaction	Active Engagement Leadership Effectiveness Job Satisfaction

Position: CEO BMG
Service Line: Administration
Department: 2088110 - Physician Admin
Facility/Entity: 0700 - Banner Medical Group
Date of Hire: 5/31/2011
Date of Last Promotion: 1/31/2016
Last 2 Performance Ratings:

Successor(s)		
SuccessorName	IsInterim	Readiness

Development Position(s)		
Type	Title	Readiness

Strength(s)		Development Opportunity(ies)	
Strength	StrengthPriority	DevelopmentOpportunity	OpportunityPriority
Builds Credibility/Trust		Executive Presence	1
Coaching Skills		Coaching Skills	2
Interpersonal Communication		Strategic/Systems Thinking	3

Development Plan			
DevelopmentPlan	DevelopmentPlanEE	DevelopmentProgress	ModifyDate
70% Development Experience	Recognize circumstances that trigger responses and manage responses in the moment.	Start Immediately	7/24/2015 11:32 am
70% Development Experience	Spend each month reviewing the Blue Book	Started Sept 2013, occurs monthly	8/8/2014 10:07 am
20% Coaching and Feedback	Create feedforward team.	Invitations sent to feedforward team on 7/24/2015	7/24/2015 11:32 am
20% Coaching and Feedback	Discuss impressions of information with feedforward person	Started Sept 2013	8/8/2014 10:07 am
		12/2013 - scheduled standing meetings with feedforward.	
		1/2014 - completed	
10% Formal Education	Identify an educational resource. Consider a coach.	Complete by 8/1/2015	7/24/2015 11:32 am
10% Formal Education	Enroll in MBA program in 2014	Completed 4/17/2015	6/9/2015 11:20 am

Education			
Degree	Major	College	DateGraduated
Master's	Executive Masters Business Admin.	Grand Canyon University	4/17/2015
Doctorate	Medicine	University of Arizona	5/31/1998
Bachelor's	Biology	Grand Canyon University	6/30/1994

Talent Showcase

Banner Health - TMR Talent Profile - Administration Use Only

Data as of: 2/8/2016 @ 10:22 am

Supervisor: Groves, Robert Hamilton; 214913

Employee: Holland, William W; 104797

Employee Picture 	Seasoned Professional	High Professional	Superstar	Mobility - Interim: No Mobility - Permanent: No Mobility Location - Permanent: Flight Risk: Low		
	Solid Professional	Valued Contributor	Rising Star			
	Learning Professional	Future Utility	Diamond in the Rough			
			VOICE Scores - Employee			
			VOICE Scores - Clinician			
<u>Dimension</u>		<u>2014</u>	<u>2015</u>	<u>Dimension</u>	<u>2014</u>	<u>2015</u>
Active Engagement			61	Active Engagement		
Leadership Effectiveness			100	Leadership Effectiveness		
Job Satisfaction			100	Job Satisfaction		

Position: CMIO
Service Line: Clinical Services
Department: 9073108 - Medical Informatics-Corp
Facility/Entity: 0101 - BH Corporate Office
Date of Hire: 6/20/2001
Date of Last Promotion: 7/20/2014
Last 2 Performance Ratinas:

Successor(s)		
SuccessorName	IsInterim	Readiness

Education			
Degree	Major	College	DateGraduated
Doctorate	Family Medicine Residency	Banner Good Samaritan Family Medicine Residency Prog	6/1/2004
Doctorate	MD	Baylor College of Medicine	6/1/2001
Bachelor's	Microbiology	Texas A&M University	5/1/1997

Strength(s)	StrengthPriority
Analytical/Problem Solving	
Decision Making	
Innovation	
Interpersonal Communication	
Strategic Thinking	

Development Opportunity(ies)	
DevelopmentOpportunity	OpportunityPriority
Delegation	
Employee Development	
Financial Acumen/Budgeting	

Development Position(s)		
Type	Title	Readiness

Development Plan			
DevelopmentPlan	DevelopmentPlanEE	DevelopmentProgress	ModifyDate
70% Development Experience	Will do the foundational work required to move our information systems to those supporting an integrated care delivery system.		10/23/2013 8:50 am
20% Coaching and Feedback	Will develop a team of physician leaders who can help support informatics vision and goals.		10/23/2013 8:50 am
10% Formal Education	Will develop and implement a plan to standardize and optimize Banner's approach to computerized physician documentation, support robust and innovative clinical decision support, and physician experience.		10/23/2013 8:50 am

Senior Leadership Team



Peter Fine

President, CEO



David Bixby
SVP
General Counsel



Kathy Bollinger
EVP
Academic Delivery



Ron Bunnell
EVP
Chief Admin Officer



Naomi Cramer
SVP
Chief HR Officer



Dennis Dahlen
SVP
Chief Fin Officer



John Hensing
EVP
Chief Med Officer



Becky Kuhn
EVP
Comm Delivery



Chuck Lehn
EVP
Strategic Growth



Alex Morehouse
SVP
Chief Mktg Officer



Ryan Smith
SVP
Chief Info Officer



Becky Kuhn

EVP, Community Delivery



**Dave
Caspers**

VP
Patient
Experience



**Jim
Ferando**

President
Western Div



**Rob
Gould**

President
AZ West Div



**Mystie
Johnson
Foote**

CEO
BMG



**Pam
Nenaber**

CEO
Pharmacy
Services



**Lynn
Rosenbach**

CEO
BHC



**Joan
Thiel**

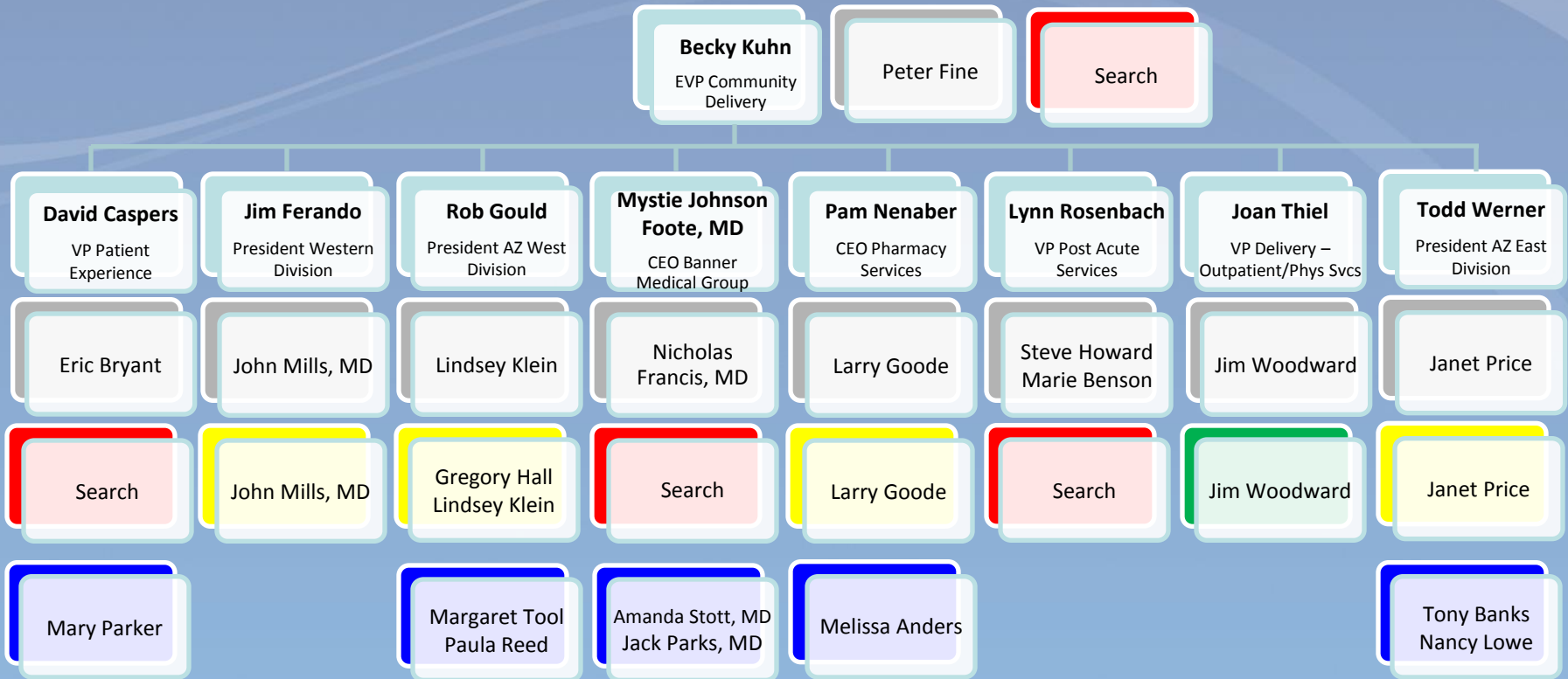
VP
OPS AZ



**Todd
Werner**

President
AZ East Div

2016 Community Delivery Succession Chart



Legend

- Interim
- Ready Now
- Ready 1-2 years
- Search
- Ready 2-4 years

Successor/Emerging Leaders

CEO

Tony Clarke, Michelle Gardner, Garrett Hallis,
Crystal Jones, Tracy Peters, Josh Poling, Amanda
Skepling, Joshua Wagner

Tracy Peters, Josh Poling

Michael Banks, Tony Clarke, Crystal Jones,
Amanda Skepling, Joshua Wagner

Michelle Gardner, Janet Goodwin, Garret Hallis,
Lucy Henderson, David Pine, Grant Potter,
Margaret Thomas

LEGEND

Interim

Ready Now

Ready 1-2 Years

Ready 2-4 Years

Successor/Emerging Leaders

CNO

Jason Carter, Barbara Caston, Allison Frantz, Angela Grant, Laurina Gomez, Tiffany Harrison, Susan Jenkins, Erika Johnson, Sandy Marks, Darren McKendry, Shelley Parker, Raul Penz, Claudia Sanchez, Kelly Schaefer, Jennifer Thompson, Brett Walker

Hailey Brooks, Barbara Caston, David Edison, Tiffany Harrison, Angela Grant, Sandy Marks, Darren McKendry, Jennifer Thompson, Kathleen Wrender

Ellen Artis, Jason Carter, Erika Johnson, Marianne Largo, Susana Lopes, Jocelyn Rogers, Claudia Sanchez, Julia Segovia

Angie Barnes, Heather Castro, Stephanie Davis, Allison Frantz, Laurina Gomez, Marcela Grotech, Sue Jenkins, James Makinney, Karla Shores, Lisa Taylor, Brett Walker

LEGEND

Interim

Ready Now

Ready 1-2 Years

Ready 2-4 Years

Leadership Development

Strategy

- Aligned with competencies/Behaviors
- Matched to needs of each role – what info is needed, modality, when needed
- Leaders as Teachers
 - Builds network of facilitators – leaders learning from other leaders

Leadership Academy

- Courses (virtual & in-person) taught on variety of topics to support leadership growth and development
 - e.g., Trust, Courageous Conversations, Accountability, Generational Differences, Executive Presence

Highlighted Programs

- Advanced Leadership Program
 - Rigorous high potential program to develop future Executives & Physician Leaders (85% promotion rate)
- Communities of Practice
 - Targeted learning (blend of leadership & coaching principles) for leaders scoring low on measure of Leadership Effectiveness. Last cohort had 150 leaders with 1,750+ direct reports. Resulted in change in behavior, increased engagement, increased productivity, and better budget management.
- Coaching
 - Available to all leaders in support of growth and development for themselves, their teams, and organization. Banner received 2012 Prism Award (from International Coach Federation) for excellence in coaching. To-date, approximately 350 individual leaders have engaged in 1:1 coaching.

New Leader Experience

- Expectation for all new leaders and those hired into leadership at Banner Health (occurs monthly)
- Purpose: communicate Banner’s expectations for new leaders and provide a robust learning opportunity of critical leadership skills and Banner’s strategy and culture
- Combination of Banner-specific content, leader education, learning, and practical application
- Day 5 of content mimics “Day in the Life” of a leader through simulations
- Use of mentors (experienced and high-performing leaders) to evaluate role-play simulations and support new leaders for first 3-6 months on job
- Mentors receive additional education/training to support their own personal development

Day One	Day Two	Day Three	Day Four	Day Five
<ul style="list-style-type: none"> • Banner Culture • Banner Strategy • Navigating the Future 	<ul style="list-style-type: none"> • Be Your Best Self • Situational Leadership • Goal Setting • Analyze team member skill levels and support needs • Productive 1-1 conversations 	<ul style="list-style-type: none"> • Lead Your Team • Peer to Leader Scenario • Communicating as a Leader <ul style="list-style-type: none"> • Creating a coaching culture • Difficult conversations • Team Meetings • Effective Rounding 	<ul style="list-style-type: none"> • Manage Your Business • Plan, prioritize, manage day • Scheduling Process • Optimize staff • Entering the schedule (Kronos) • Measuring productivity (WFA) • Budget 	<ul style="list-style-type: none"> • Day in the Life Simulation • Modules to Practice: <ul style="list-style-type: none"> • Staffing/Budgets • Conflict Resolution • Competing Priorities – Critical Thinking • Peer to Leader • Managing Interruptions

2016 Talent Management Focus

- Launch of Diversity & Inclusion Strategy to improve Representation and Retention.
- Build an Agile Workforce and Provide Tools in support of Employee of the Future.
 - Introduce new assessment that will enable us to “Hire for Attitude, Train for Excellence”
 - Develop workforce compensation strategy in alignment with Banner’s operating model.
 - HR Transformation & Technology that will develop foundation capability for HR’s strategic success and efficiency.
- Updated Banner Brand and Leadership Competencies to continue the evolution of Banner Health as an employer of choice
- Alignment of Talent Management, Culture, and Patient Experience strategies
- Enhanced focus on retention
 - 2016 Management Strategic Initiative
 - Entity goals for many entities (Acute & Ambulatory) for 2016 Performance Management