



# *Secrets into How Top Companies Develop Their Own Leaders*

Prepared for PACHC – Annual Conference  
By: Cami Ressler, M.Ed., CEO and Founder  
Ressler Career and Business Solutions LLC

# About Us

- ▶ Over 20 years of combined career counseling/coaching and HR/business advising experience; entrepreneurial to large corporate environments
  - ▶ Certified DiSC and Myers Briggs Administrator
  - ▶ Certified to Administer HR, Counseling and Workplace Assessments
- ▶ Advising employers on how to recruit and develop talent AND passionate about helping people find careers they will love to do
- ▶ 1<sup>st</sup> book: *Career Planning and Succession Management, 2<sup>ND</sup> Ed.*

# Our Agenda

## **Format: Facilitated Discussion and Group Activity-Interaction**

- ▶ The Fundamentals and Key Questions to Ask.
- ▶ Understand the challenges new leaders face.
- ▶ Learn ideas for how to identify who to develop.
- ▶ Secrets into what top companies do to develop leaders.
- ▶ Q&A

Disclaimer: The information presented in this presentation are for general information purposes only and should not be construed as legal or professional services business advice. Note: Join us for the presentation for the full slides.

Have you given these situations any thought?

**CMO/CFO**



**Indispensable  
Receptionist**



**What is the impact to your ability to carry out your center's daily operations and to your profitability?**

# Obstacles to Succession Planning and Talent Development

- ▶ Not having the conversation or a plan in writing.
- ▶ Leadership lacks the time or resources to develop emerging leaders.
- ▶ Understanding there is a learning-curve and challenges new leaders face when transition to roles and assuming more responsibility.
- ▶ Lack of incentives and rewards in compensation systems.
- ▶ Difficulty to recruit for certain roles and retain employees in other roles.
- ▶ Patient relationship management.

# Laying the Foundation

## ► Know your **WHY?** and your **Culture**

- ❑ Recruiting challenges/retention
- ❑ Succession planning
- ❑ Other talent gaps
- ❑ Strategic plan/Business change
- ❑ Regulatory pressure

**SKILLS**

Begin with the end in mind...

What problem are  
you trying to solve?

**Actually**

# The Framework

- ▶ Use a strategic, systematic approach!



**Vision**

**+**

**Process**



Who is your audience?



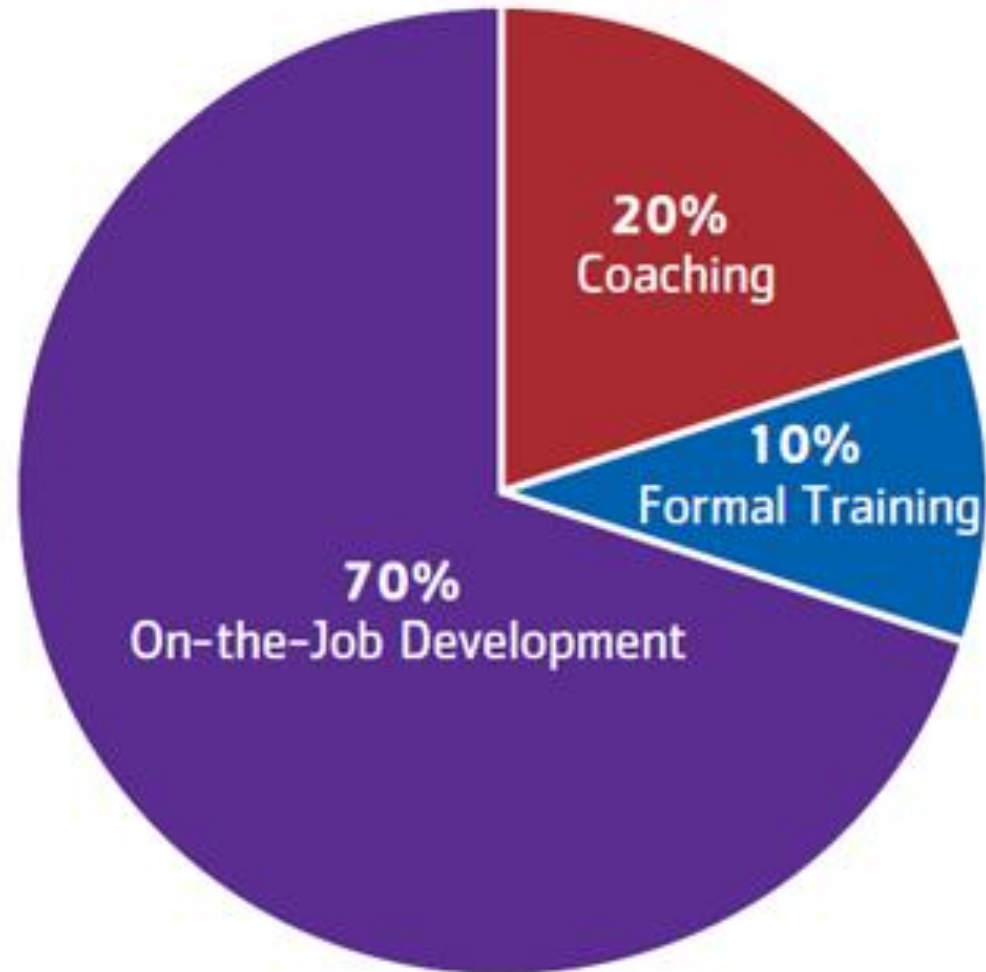
What do they need to know?

# What is the best way to develop them?

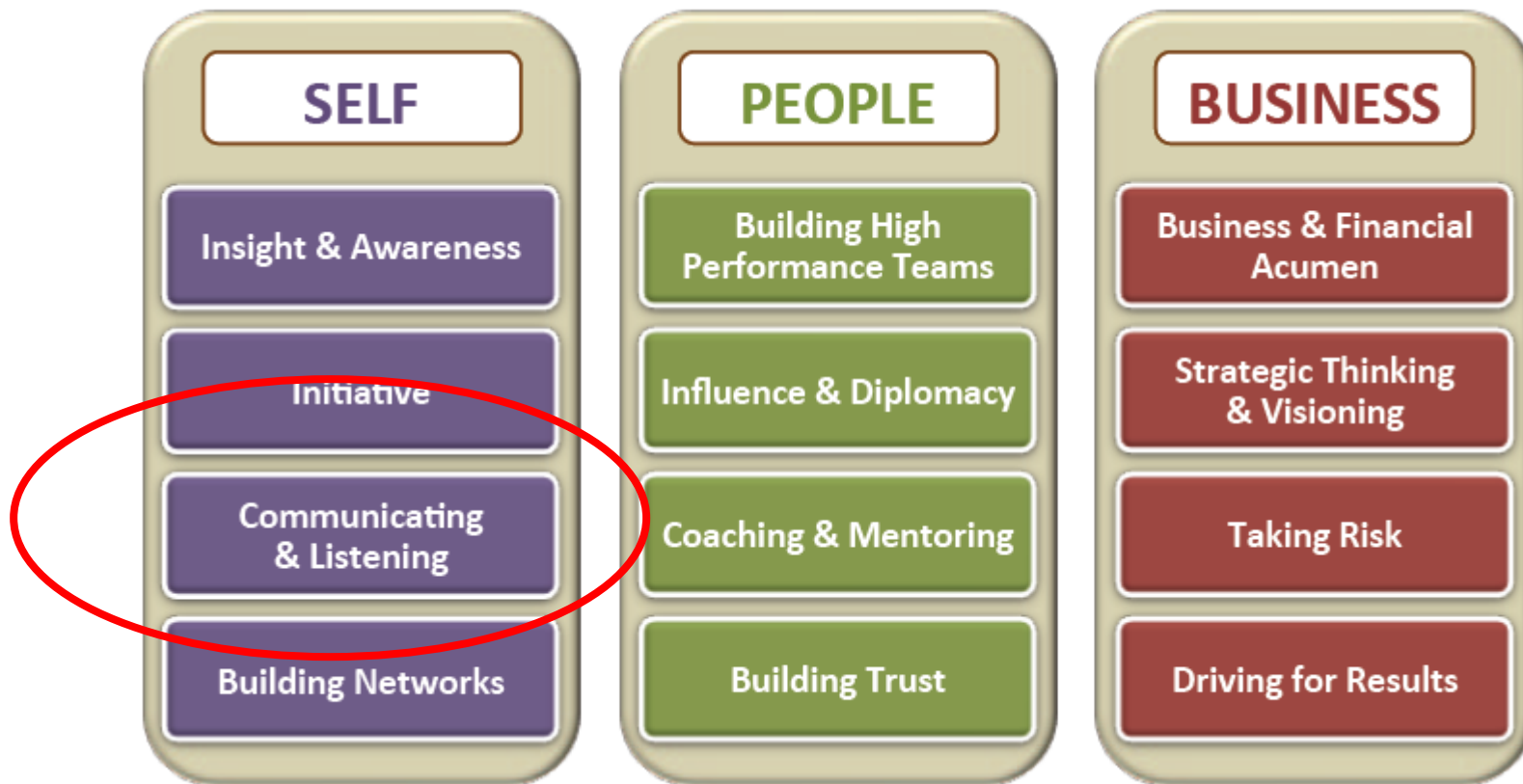


# Adult Learning

## 70/20/10 Learning Model



# A Target Model



# What Resources Exist? ...you might be surprised how you can stretch your budget.

- ▶ PACHC
- ▶ Health specific online courses and webinars
- ▶ Peer to peer training
- ▶ Ted Talks
- ▶ YouTube Videos
- ▶ Your Senior Management Team
- ▶ Book Clubs
- ▶ Assessments
- ▶ Job rotation programs
- ▶ Situational leadership
- ▶ Skill build/coaching
- ▶ Volunteer activities
- ▶ Journaling
- ▶ Government speakers
- ▶ Hire a coach or trainer for a specific need

Your Thoughts?

# How will you measure success?

- ▶ Focus on 2-3 outcomes or goals.
- ▶ Link to existing HR programs.
- ▶ Make sure you have a communication plan and your selection process is fair.
- ▶ Get buy-in from participants early and feedback often.





▶ What is your biggest leadership development challenge?



# OUR GOAL

1. Clarity
2. Focus
3. Execution

***THE SECRET OF  
GETTING AHEAD  
IS GETTING  
STARTED.***

**-MARK TWAIN**



# The Secrets

1. YOUR MINDSET
2. SENIOR LEADER BUY-IN
3. USE AN OBJECTIVE TOOL
4. TAILOR THE TRAINING TO THE PERSON
5. MEASURE WHAT MATTERS: FOCUS ON LEARNING

# LEADERSHIP DEVELOPMENT - ON AN INDEX CARD

- Don't try to develop leaders who don't want to change. They won't.
- There is no 'best' way to lead. The great leaders all do it in different ways.
- It is the presence of strengths not absence of weaknesses that makes you great. Build strengths.
- Leadership is like a 3 legged stool: People skills, Task skills, Technical expertise.
- There are two different types of dupt: horizontal (skills + competencies) + vertical (mindsets)
- What holds most people back isn't their skillsets, it's their mindsets (vertical dupt.)
- To grow leaders give them:
  - 1) Heat experiences: new challenge, results matter, people are watching, very stretching
  - 2) Colliding perspectives: interaction w people who are very different from you, stretch your mind
  - 3) Time to reflect: new experiences + perspectives need to be integrated + lessons learned
- Vulnerability is powerful. Teach leaders how to learn publicly, in real time, in front of peers
- A guide for developing leaders is 70% on the job, 20% from people, 10% in the classroom
- But if you neglect the 10, leaders learn much less from the 70 + the 20.

# Not One Size Fits All but... here are 5 key takeaways.

1. Change your discussion about talent management to being strategic instead of reactionary.
2. Understand that much of what make you successful healthcare providers applies to developing your talent – strong relationships lead to retention.
3. Be prepared to shift your mindset, be creative, think entrepreneurial and seek advice when necessary.

# Not One Size Fits All but... here are 5 key takeaways.

4. Audit, implement, review and measure: What impact are our programs having on job performance and are our emerging leaders learning?
5. Speaking to the choir but....the healthcare industry is continually changing and that requires new ways of thinking and new skills.

# How we can help...

- ▶ Curriculum development/creating integrated job assignments.
- ▶ Ideas for maximizing the resources you already have in place.
- ▶ Certified in DiSC, MBTI and multiple assessments.
- ▶ Share insights from being a facilitator of Executive Exchange Group, serving multiple clients during various phases of the LD process with different challenges and unique perspective being a career coach.

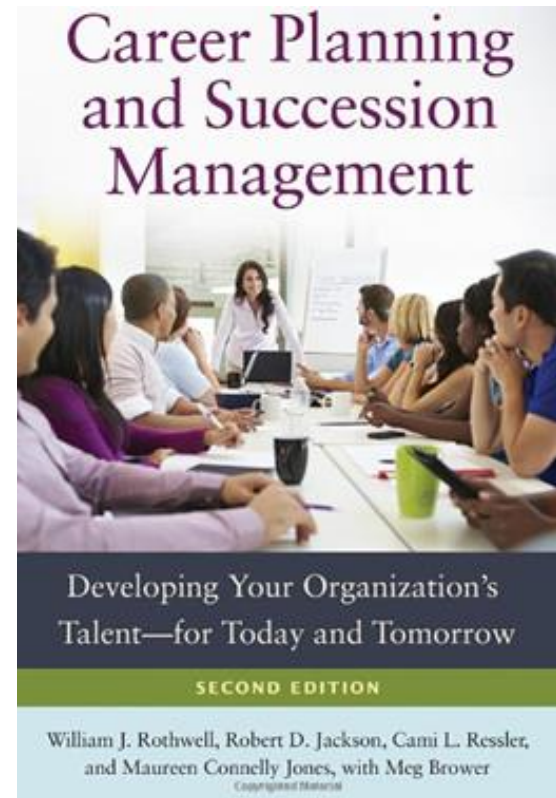
# How we can help...

- ▶ Share insights from training Millennials from a career perspective and speaking engagements.
- ▶ Thought Leadership: Best practices and research knowledge with 20+ years experience.
- ▶ Strategic planning and LD program design, logistics, implementation and evaluation. Pre and Post-evaluations.
- ▶ Customized training programs via our strategic partners.

# Contact Information:

Cami Ressler, M.Ed., CEO and Founder  
Ressler Career and Business Solutions LLC  
P.O. Box 861  
Mechanicsburg, PA 17055  
[Cami.Ressler@gmail.com](mailto:Cami.Ressler@gmail.com)  
<https://www.linkedin.com/in/camiressler>

Phone: 717.350.4412  
[www.camiressler.com](http://www.camiressler.com) – coming soon



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