Say Goodbye to the Hi Po Hunger Games: How to Build Trust and a Shared Vision for Leadership Development

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children’s health
Children’s Health: Making Life Better for Children

Clinical Care

• Two full-service hospitals (Dallas and Plano)
  – 7th largest pediatric system and 2nd busiest ER
  – ~7000 employees, 1,000+ medical and dental staff
• 7 Specialty Centers with 50+ specialties
• Rehabilitation inpatient hospital with 8 outpatient locations
• 20 Pediatric Group locations
• Outpatient pediatric imaging and surgery centers
• Telemedicine – in 60+ schools in 4 area counties
• Home Care

Community Health and Wellness

• School-based and Faith-based programs
• Health and Wellness Alliance (40+ organizations)
• Partnerships with organizations like YMCA
What are the Hi Po Hunger Games?

**Winners and Losers**

Sponsors protect and defend

At the mercy of the “gamers”

The spotlight of the Arena

Victor’s curse

The weight of all our hopes and dreams….
The Reboot for Trust and a Shared Vision
Four Steps

1. Redefine, communicate, and deliver the higher objective: *Development*
2. Remove suspicion and mysterious criteria by using proven, industry-validated tools and practices
3. Balance standard process with cultural knowledge
4. Balance confidentiality with building confidence in the process
#1. Redefine, communicate, and deliver on the higher objective, starting with…

“Everyone gets a meaningful development plan…”

…and some receive “accelerated development.”
#2. Remove suspicion and the perception of mysterious rating criteria by introducing industry-validated tools.

DDI’s Leadership Potential Inventory (LPI)

For Children’s Health, that evolved into a few guiding principles:

- Make it palatable, so they want to do it again next year
- Err on the side of inclusion
- **Ditch the 9-box**
4. Balance confidentiality with building confidence in the process.

In the absence of information, people make it up.

- Show the survey to anyone who wants to see it
- Don’t advertise, but don’t hide the names of those in the accelerated development pool
- Promote conversation between sponsors and eligible and non-eligible leaders; sponsors “own” the feedback
- Welcome questions and input to the process, and be willing to make adjustments
Current State

- Identification process takes less time
- Assessment includes a blend of tools and “not-tools”
- Leaders see the link between performance and potential, as well as the differences
- Sponsors leverage the “Watch List”
- Periodic reporting supports the “tangible” value of the process
- Organization is ready for further optimization:
  - Expand process to emerging leader population
  - Strengthen methodology for executive development and potential assessment
Good luck, and “may the odds be ever in your favor.”