

# Leadership Development for a National Health GPO

## SITUATION

A national health care group purchasing organization was implementing a major enterprise-wide business transformation plan. In the face of increased performance expectations, heightened complexities, and change required, executives, managers and supervisors needed to improve their team and individual leadership skills.

## SOLUTION

### Phase I

Supported the development, implementation, and introduction of a leadership development program focused on supporting an enterprise-wide business transformation. Specific project activities included:

- Conducted an organizational assessment utilizing senior leader interviews, an employee survey, and focus groups to understand the leadership and change management issues associated with the business transformation.
- Identified the culture shift necessary to support an organization-wide business transformation.
- Identified the basic leadership competencies, standards of performance, and standards of behavior required to execute business transformation objectives.
- Evaluated individual leaders, created personalized development plans and conducted individual coaching with key executives.
- Conducted a series of collaborative work sessions focused on resolving specific business issues related to the Operating Plan, Budget, FTE Plan, Customer Service, and Talent Pipeline/Performance Management.

## SOLUTION – CONTINUED

### Phase 2

The second phase of the project was focused on creating a results oriented, decisive, market driven, customer focused culture, and supporting the leadership team vice presidents and their managers with improving the performance and growth of the organization. Project activities included:

- Individual executive coaching of senior leaders through at the top three levels of the organization
- Continued use of collaborative work sessions focused on enterprise issues, strategic priorities, and process improvements.
- In conjunction with internal organizational development staff, developed leadership training curriculum to support enterprise priorities and improved performance.

## RESULTS

- The organization has hit all of the financial and performance targets of the transformation. Financial performance continues to improve and currently is at an all time high.
- The leadership team was scaled down to a smaller, more effective group that leads, makes decisions, and acts from an enterprise perspective.
- The organization won the National Malcolm Baldrige Quality Award in 2006.