



International Journal of Engineering, Business and Enterprise Applications (IJEBEA)

(Open Access, Double Blind Peer-reviewed, Refereed and Indexed Journal)

www.iasir.net

Conceptualizing the Role of Healthcare Leadership in Strategic Talent Development – A Framework Based Analysis

Dr. A. Narasima Venkatesh
Senior Assistant Professor
Department of Human Resources
R.V. Institute of Management
Bangalore -560 041
Karnataka, India.

Abstract: Talent Development has been high on the agenda of leaders' of every industry in the past few years. The idea of talent development is attractive for several reasons particularly in healthcare industry. Healthcare leaders often feel that they should do more about developing their human capital working in the organization for the future growth of the organization and talent development is presumed to be just about this. Talent development is all about doing positive things for your best human capital, making adequate investments in developing them, building their skills and increasing their domain knowledge and helping human capital to make best use of their strengths and to take necessary steps to improve on their weak areas. As healthcare sector continues to drive in a quick speed of change and uncertainty throughout the industry, healthcare leaders need to continuously progress by developing the talent to adapt to new skill sets to successfully lead their healthcare organization.

Keywords: Healthcare Industry, Healthcare Leadership, Strategy, Talent Development.

I. Introduction

Today in the global economy, a major challenge for health care organizations is the necessity to increase their health care facilities and capabilities of human capital to meet the growing demand for quality healthcare services. Leaders' in the healthcare organization who want to outperform their competition need to understand that strategic talent management is a significant factor in developing the right talent which is essential for meticulous business execution. Needless to say that the quality of human capital in healthcare organization and the kind of healthcare service they deliver will have a direct proportion to the healthcare organization's bottom line. Consequently, the key to become a competent healthcare organization in the world is to align talent development with an organization's strategy and when an healthcare leader plan and implement best talent development process in their organization, it will be more prepared to compete in the global economy by quickly clasp on new opportunities.

II. Conceptualizing the Role of Healthcare Leadership in Strategic Talent Development – A Framework Based Analysis

Today's healthcare leaders are facing numerous challenges from meeting regulatory guidelines to fill positions to develop talent who are working in the organization. Subsequently, they need to develop talent in order to navigate through many difficulties to compete in the competitive healthcare industry. The ensuing paragraphs briefly explain various vital roles of healthcare leaders' in strategy driven talent development.

Transforming Vision

Effective healthcare leaders should not only possess a clear vision to build high performing healthcare organization but also translate the same vision to talent to realize the same. They should appropriately communicate and direct the talent in the right direction as to how to develop a roadmap and implement it in the proper manner to achieve healthcare organization's success in a specific time frame. Healthcare leaders' should not only educate the talent in organization about their big dream but also to make them realize that they need to eagerly look forward to overcome various challenges in their way to realize that vision. In addition, healthcare leaders need to necessarily train their talent to articulate realistic goals that are actionable and measurable to appreciate the vision and foster its enduring success.

Adaptability to Change

Healthcare is a speedily evolving industry wherein healthcare organizations need to frequently encounter changing conditions coupled with an ever-growing demand for quality health care services. Consequently, healthcare leaders' are required to not only to demonstrate their innate alertness in adapting to changing

conditions but also need to inculcate the habit of adaptability to change to talent working in their organization. Talent should be developed in such a manner that they will be capable enough to spot and grab those opportunities that are intrinsic during the times of change. Talent should be trained to evaluate strengths of their healthcare organizations and constantly develop innovative methods to enhance their organization's performance by providing quality healthcare service to the patients. This will be very crucial as reforms in the healthcare sector continually lead to redesign the traditional models of healthcare delivery. Healthcare leaders' need to train the talent in the organization to believe that occurrence of change need not be considered as an obstacle rather it presents a new opportunity to drive their vision forward.

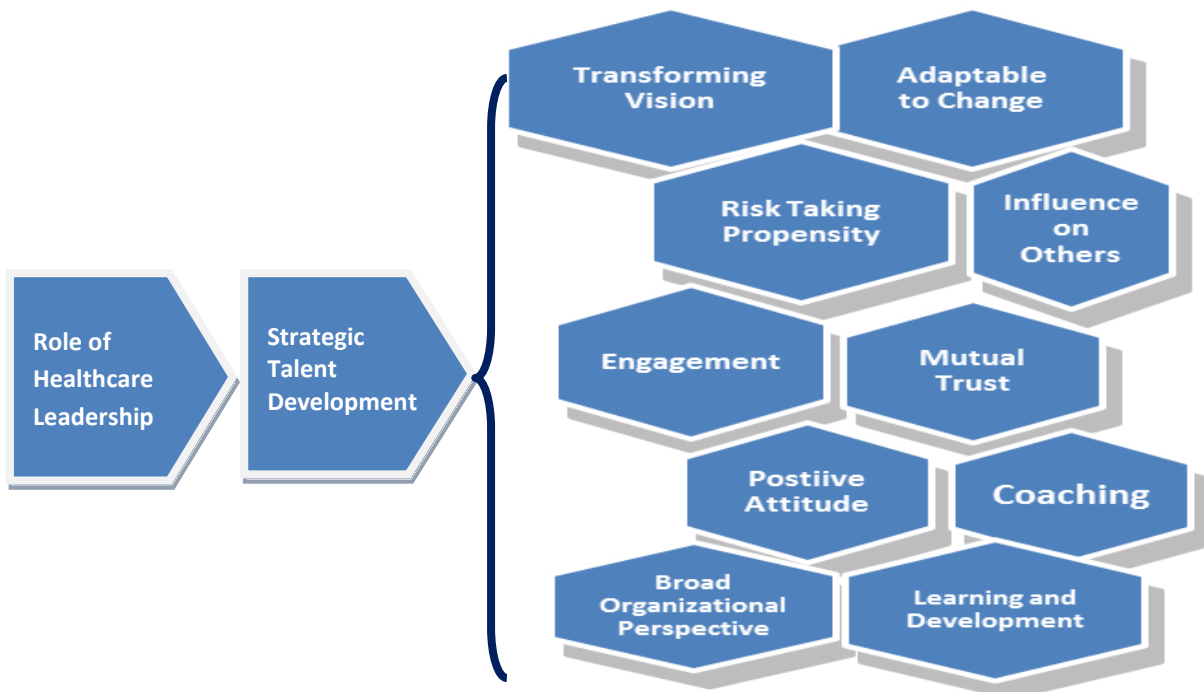
Risk-Taking Propensity

Talent in the organization need to be nurtured in such a manner to take some calculated risks in their workplace to try creative and innovative methods of delivering quality healthcare services. While doing so, healthcare leaders should not forget to caution the talent that taking calculated risks is acceptable but certainly not being rash that too being in healthcare sector. Talent require to be taught that due diligence is required to analyze various risk factors involved and then to develop a disciplined plan of action while capitalizing on risks. It will not only increase their success chances but more importantly develops confidence within the healthcare organization that talent is trained to create opportunities without hastily putting the healthcare leaders' vision at risk.

Influence on others

In today's competitive world, talent need be developed to learn tactics as to how to overcome resistance in the workplace environment. They should learn the tricks of positively influencing others for the benefit of delivering quality healthcare services and thereby marching forward to achieve healthcare leaders' vision. Healthcare leaders' should also need to ensure that talent should not be allowed to be passive; instead they should be encouraged to take active role in vigorously promoting the vision of the healthcare organization. They should also be made aware of the fact that their influence can be a vital factor in sustaining the shared interest and passion of human capital working towards achieving healthcare organizational goal.

Fig-1: Conceptualizing the Role of Healthcare Leadership in Strategic Talent Development – A Framework Based Analysis



Engagement

Healthcare leaders need to build an organization culture so as to engage the talent employed in their organization across functions as healthcare industry is predominantly governed by cordial and healthy relations with all the stakeholders involved in the industry. Adequate steps to be taken to develop talent in order to make them realize the importance of establishing a cordial and healthy relationship in the healthcare environment with

all the key internal stakeholders like employees and physicians and also with external stakeholders like patients including their family and the community they serve as well. It plays a major role in today's healthcare scenario as reforms in healthcare sector redefines the patterns of traditional reimbursement, alignment between hospital and physician, constant technological advancements in healthcare delivery to patients and gradually moving towards the concept of treatment to wellness models of healthcare service.

Mutual Trust

In order to succeed in the competitive healthcare environment, healthcare leaders need to constantly provide an opportunity to surround them with high-performing team in the workplace environment. In turn, the talent should develop mutual trust with their high-performing team and to develop and implement innovative plans in order to effectively achieve the desired outcomes in their healthcare organization. Talent should understand thoroughly the healthcare leader's vision and transform the same to their team members by demonstrating faith in their ability to execute that vision in a continuous manner with their concrete efforts.

Positive Attitude

One of the primary duties of healthcare leader is to inculcate positive attitude towards the future in the minds of talent. Top talent in healthcare industry should possess boundless energy in sharing healthcare leaders' vision to their team members. Talent to be developed in such a manner that their zeal and enthusiasm should be contagious throughout the healthcare organization as it will tremendously help to deliver quality healthcare service to the patients and will pave the way to achieve the goals of healthcare organization. At the same time, healthcare leaders' should also train talent to handle frustrations of disappointment in their healthcare work place during the process of achieving their vision as the road to achieve it will always not be an easy thing. Furthermore, talent needs to be taught to develop a spirited work environment and also to cultivate an optimistic attitude among their team members in order to achieve the healthcare organization's goal without any distractions.

Coaching

As healthcare industry is getting more and more competitive with the constant advent of life-saving technologies, it is imperative to healthcare leaders' to provide ample coaching opportunities to develop their talent. Healthcare leaders' realizing the importance of coaching should create a workplace environment in which current and future leaders can undergo precious work experiences in the early stage of their careers. Consequently, they will be able to make valuable observation from close quarters as to how top performers and senior leaders handle different situations. This experience will benefit them to develop the required competencies when they advance in their career ladder in the healthcare organization.

Broad Organizational Perspective

Talent need to be encouraged to look at broad organizational perspective because when an employee's orientation is too narrow then it will restrict the movement of that particular talent across departments or functions. Talent in order to move up in the career ladder, need to develop their abilities beyond their present level of competence so as to understand how other departments can collaborate and function effectively to achieve healthcare organization's goal. In addition talent should be provided with ample opportunities to work in multiple functions over a period of time so that they can gain adequate experience to handle different teams or groups with competing interests in the healthcare work environment.

Learning and Development

Healthcare leaders' in order to develop talent should constantly provide learning and development opportunities to keep abreast of latest developments in the healthcare sector as leadership skills need not only be exclusively innate but can also be constantly honed. Talent should be provided with opportunities like participating in healthcare industry seminars or conferences, spending some quality time with leaders whom they respect more or sponsoring partially or fully certificate/diploma courses. One simple way to constantly provide learning and development opportunities to talent is to allocate an annual budget for learning and development programmes for different levels of employees' in each department and letting the talent to choose the methods by which they can learn best and develop themselves to contribute to their healthcare organization.

III. Conclusion

Undoubtedly there is a tremendous change in the way healthcare sector is functioning and certainly with the latest technological advancements it is going to change for good. As it does, healthcare leaders in the industry in order to adapt to those changes need to necessarily develop talent in a strategic manner to seize opportunity in a time of uncertainty. It is the key to making the talent to move from good to great by aligning talent development

with healthcare organization overall strategy to achieve healthcare organization's vision. Ample opportunities need to be provided to enhance career ladders of healthcare professionals by the way of onsite training to improve their credentials and certifications to cater to their professional development needs. Thus, healthcare leaders' plays a very vital role to hone the talent constantly in order to realize their vision in the healthcare industry.

References

- [1]. Blouin, A. S., McDonagh, K. J., Neistadt, A. M., & Helfand, B. (2006). Leading tomorrow's healthcare organizations: strategies and tactics for effective succession planning. *Journal of nursing administration*, 36(6), 325-330.
- [2]. Clarke, R. L. (2001). Talent management nurtures future healthcare leaders. (Viewpoint). *Healthcare Financial Management*, 55(10), 16-17.
- [3]. Calhoun, J. G., Dollett, L., Sinioris, M. E., Wainio, J. A., Butler, P. W., Griffith, J. R., & Warden, G. L. (2008). Development of an inter professional competency model for healthcare leadership. *Journal of Healthcare Management*, 53(6), 375.
- [4]. Groves, K. S. (2006). View from the top: CEO perspectives on executive development and succession planning practices in healthcare organizations. *Journal of Health Administration Education*, 23(1), 93.
- [5]. Hall, D. T., & Moss, J. E. (1999). The new protean career contract: Helping organizations and employees adapt. *Organizational dynamics*, 26(3), 22-37.
- [6]. Motwani, J., Hodge, J., & Crampton, S. (1995). Managing diversity in the health care industry: A conceptual model and an empirical investigation. *The Health Care Manager*, 13(3), 16-23.
- [7]. McAlearney, A. S. (2010). Executive leadership development in US health systems. *Journal of Healthcare Management*, 55(3), 206-222.
- [8]. Scheck McAlearney, A. (2005). Exploring mentoring and leadership development in health care organizations: Experience and opportunities. *Career Development International*, 10(6/7), 493-511.
- [9]. Stefl, M. E., & Bontempo, C. A. (2008). Common competencies for all healthcare managers: the healthcare leadership alliance model. *Journal of Healthcare Management*, 53(6), 360.
- [10]. Ulrich, D., & Smallwood, N. (2007). Building a leadership brand. *Harvard Business Review*, 85(7/8), 92.
- [11]. West, M., Eckert, R., Steward, K., & Pasmore, B. (2014). *Developing collective leadership for healthcare*. London: The King's Fund.