SUCCESSION PLANNING AT EXCELLUS

A STRATEGIC IMPERATIVE FOR THE ORGANIZATION'S FUTURE SUCCESS

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AGENDA

Introduction

An Uncertain Future

Succession: An Enterprise Approach

The Employee Experience

The Balanced Scorecard: Success Measures

The Succession Path & Experience

Questions & Discussion

OUR 7-BLOCK CORPORATE STRATEGY

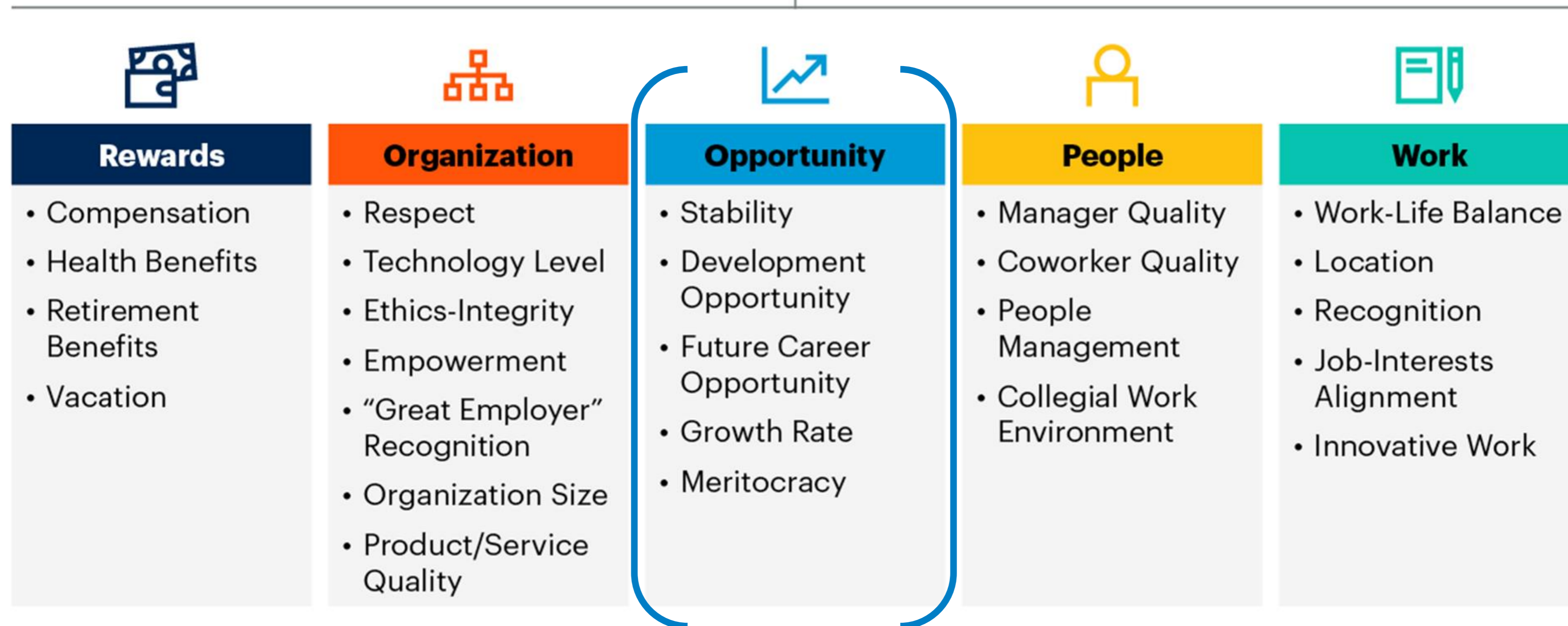| Block	Description
Engage our workforce	Engage, invest in and empower our people.
Exceed stakeholder expectations	Deliver a high quality, simple and personalized stakeholder experience.
Focus & finish	Deliver priorities with quality, agility and speed.
Drive affordability	Keep our products affordable. Control medical and administrative expenses.
Grow profitably	Achieve margin objectives through sustainable, long-term growth strategies.
Improve member & community health	Engage and invest in activities that improve clinical quality and ultimately member and community health.
Advance provider partnerships	Invest in provider partnerships to achieve mission and business success.

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AN UNCERTAIN FUTURE

✓ **Competitive Labor Market**

✓ **Employee Expectations**

✓ **The Great Resignation**

HOW WILL WE COMPETE FOR TALENT IN A RAPIDLY CHANGING MARKETPLACE?

AN UNCERTAIN FUTURE

Employee Value Proposition

Rewards	Organization	Opportunity	People	Work
• Compensation	• Respect	• Stability	• Manager Quality	• Work-Life Balance
• Health Benefits	• Technology Level	• Development Opportunity	• Coworker Quality	• Location
• Retirement Benefits	• Ethics-Integrity	• Future Career Opportunity	• People Management	• Recognition
• Vacation	• Empowerment	• Growth Rate	• Collegial Work Environment	• Job-Interests Alignment
	• "Great Employer" Recognition	• Meritocracy		• Innovative Work
	• Organization Size			
	• Product/Service Quality			

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INTERNAL MOBILITY

INTERNAL TALENT MARKETPLACE

We seek to bridge talent supply and demand. The depth of our enterprise level succession planning process **reveals high potential talent at all levels** in the organization who seek new opportunities—**it's about identifying talent, their skills, and their ability to take on new roles**. Talent mobility is key to our success as an organization and enables us **to attract and retain top talent now and in the future.**

OUR VISION

We prepare the organization for change, the anticipated and the unexpected. The depth of **our enterprise succession program is a competitive advantage** in that we proactively develop and place talent into key leadership positions by **leveraging our internal talent** supply.

PHILOSOPHY

Pipeline Management

Identify talent deep within each business group and manage them up the pipeline until they're ready to replace the leadership bench.
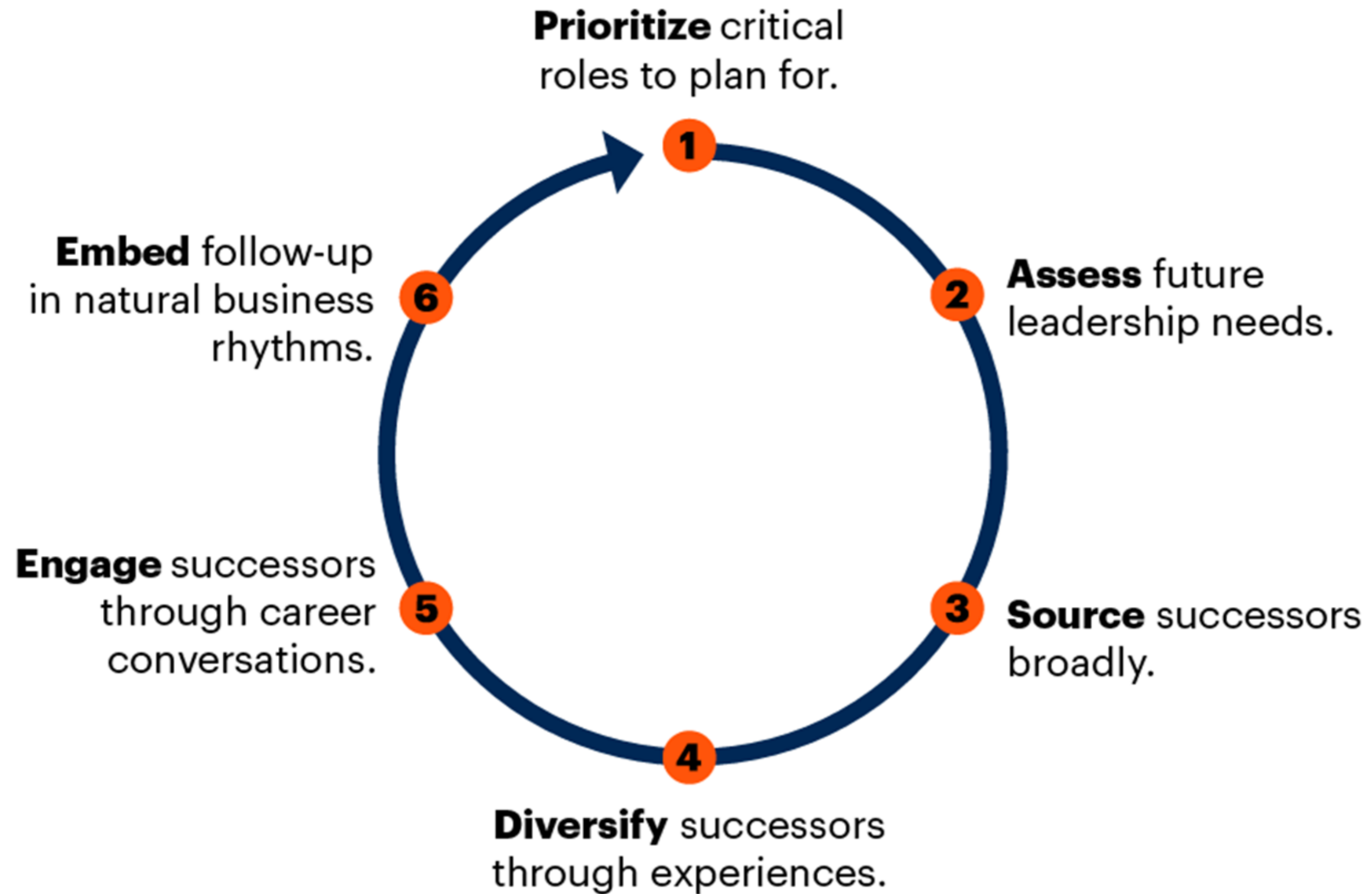
Portfolio Managment

Identify talent broadly across the organization and diversify them for a variety of potential futures based on the business strategy.

ANNUAL PROCESS

Prioritize critical roles to plan for.

Assess future leadership needs.

Source successors broadly.

Diversify successors through experiences.

Engage successors through career conversations.

Embed follow-up in natural business rhythms.

Employee Name
Job Title

About

Includes relevant information and background about the individual

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📍 **Location**

in **LinkedIn Profile Link**

Succession

☑ **Readiness Level**
Succession Position

Education

🎓 **University Attended**
Major (Highest Level)

Experience

2022	Job Title

2021	Previous Job Title

2019	Next Previous Job Title

2017	Next Previous Job Title (External if applicable)

Competency Assessment

Inspire Others — Expert

Set Priorities — Applying

Think Strategically — Learning

Drive Results — Advanced

Developmental Focus

- Business Acumen
- Technical Knowledge
- Relationships

IDENTIFYING POTENTIAL

Ability
to be more effective in more senior roles

Engagement
to commit to the organization and remain in challenging roles

HIPO

Aspiration
to rise to more senior roles
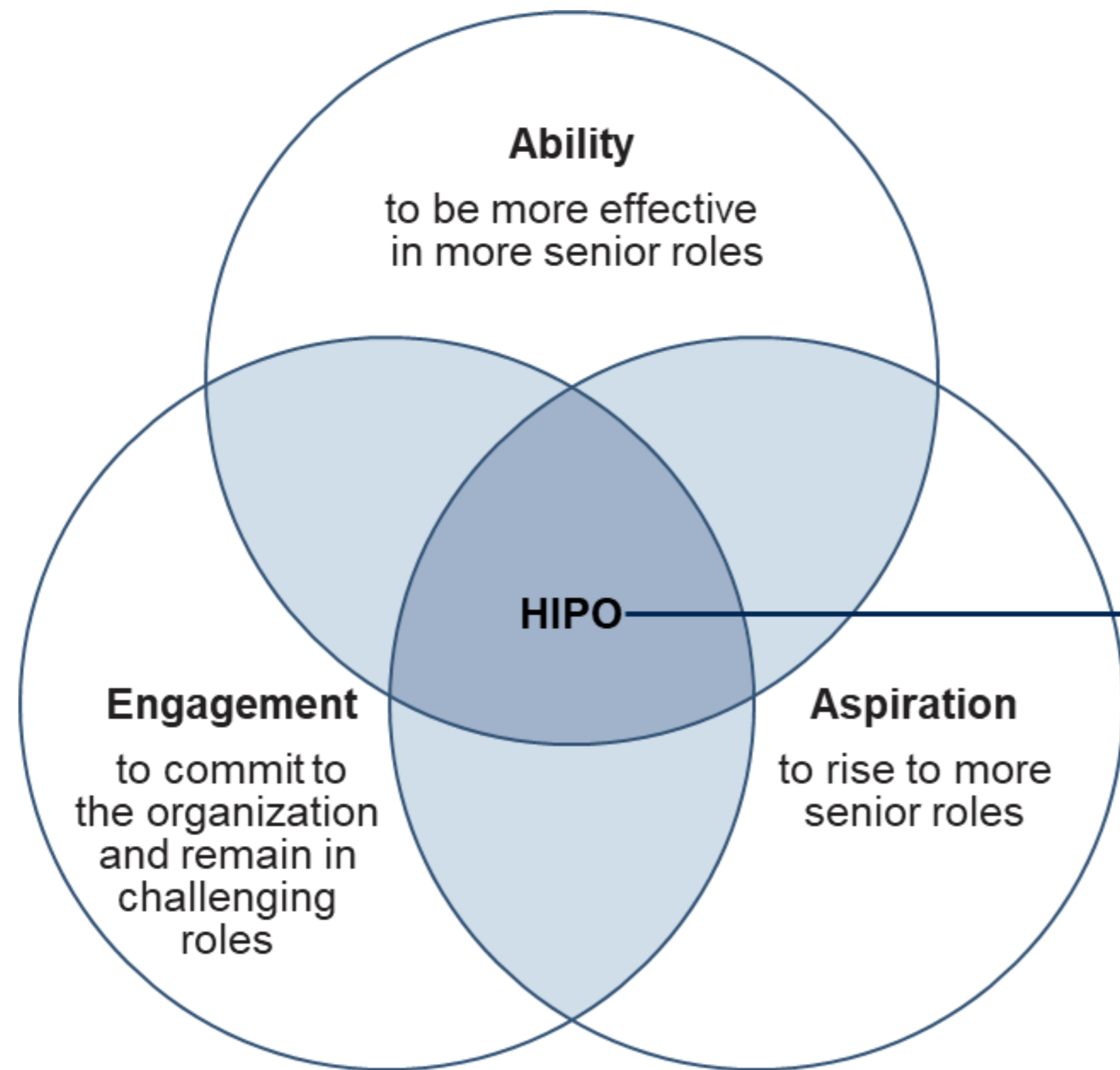
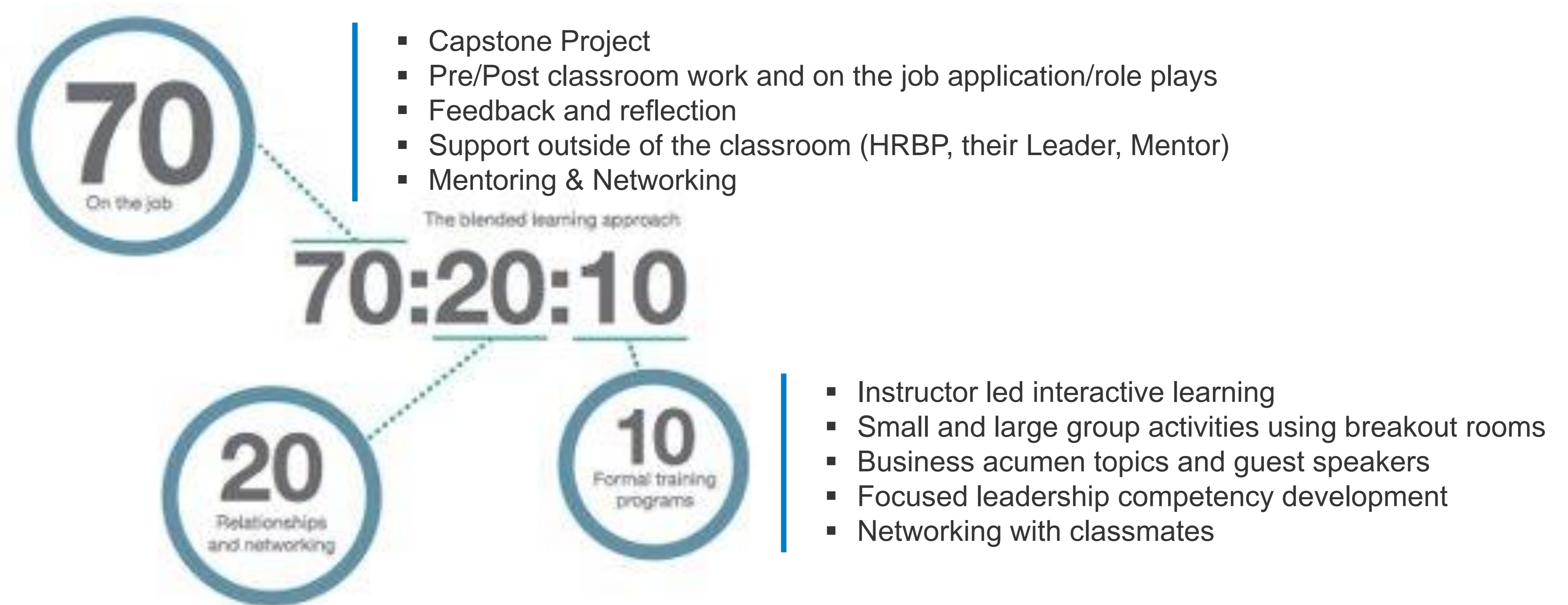**HI • POs**

Employees with the potential to rise to and succeed in **more senior, critical positions.**

SUCCESSION AT ALL LEVELS

Executive Succession Plan — Key Officer Alignment (C-Suite/SVP)

Organizational Leader Program — HiPo Directors

Accelerated Leader Program — HiPo Managers

Emerging Leader Program — HiPo Individual Contributors

DESIGN AND APPROACH

The blended learning approach

70:20:10

- 70 — On the job
- 20 — Relationships and networking
- 10 — Formal training programs

70 — On the job
- Capstone Project
- Pre/Post classroom work and on the job application/role plays
- Feedback and reflection
- Support outside of the classroom (HRBP, their Leader, Mentor)
- Mentoring & Networking

10 — Formal training programs
- Instructor led interactive learning
- Small and large group activities using breakout rooms
- Business acumen topics and guest speakers
- Focused leadership competency development
- Networking with classmates

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CURRICULUM AND EXPERIENCE

Leadership Experience	Management Experience	Personal Attributes	Business Experience
• Ability	• Inclusion	• Aspiration	• Customer Centric
• Achievements	• Relationship Building	• Engagement	• Calculated Risk Taking
• Strategic Ability	• Remote Management	• Mental Agility	• Business Acumen
• Inclusion	• Talent Management	• Resilience	• Analytical Thinking
• Collaboration	• Empowering Others	• Growth Mindset	• Technical Expertise
• Capacity	• Delegation	• Learning Agility	• Negotiation
• Innovation	• Coaching	• Intent to Stay	• Launching a New
• Results Driven	• Building Trust	• DEI Champion	Product
• Change Agility	• Developing Direct	• Leveraging differences	• Working in New
• Influence	Reports	• Works Well Across	Business Contexts
• Leading a Team	• Creating Shared	Boundaries	
• Lead a Global Team	Purpose		

PROGRAM OBJECTIVES

Objectives of HIPO Programs	How Program Enables Goal
Build pipeline for succession planning	Generates a pool of HIPO talent to be developed into successors
Enable internal mobility	Identifies a broad talent pool who might be fit and able to move to a different critical roles in the future
Improve HIPO retention	Engages HIPOs by offering them unique and critical development opportunities and career paths to leadership
Improve HIPO engagement	Identifies HIPO talent that should be engaged and retained for competitive advantage
Improve HIPO performance in key skills/areas	Identifies HIPO talent that should be further developed for competitive advantage

SUCCESS MEASURES

Organizational Results

Leadership as a Competency	7-Block Strategy	Employee Engagement

Key Placements

Advancements in Readiness	Diversity	Gender

Program Progress

HiPo Retention	Successors/Role	Promotion Rate

Stakeholder Satisfaction

Board of Directors	Executive Leadership	Employee Experience
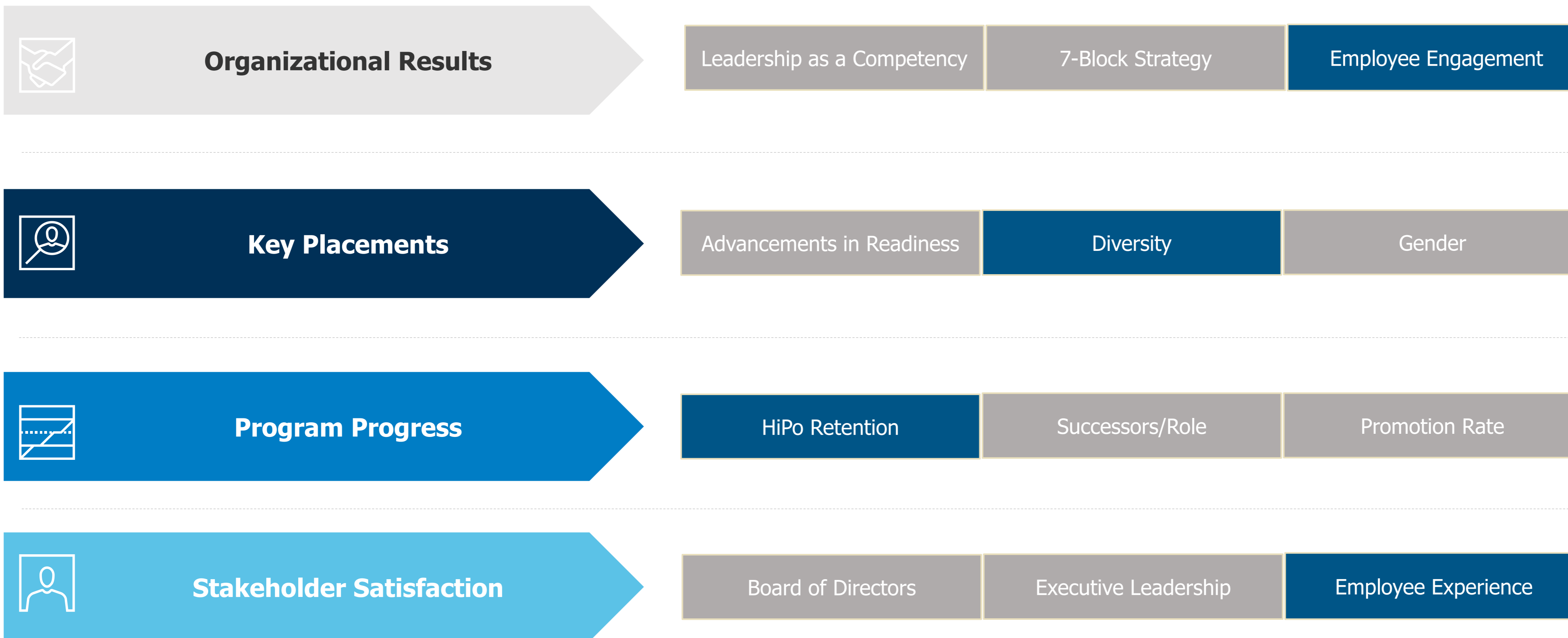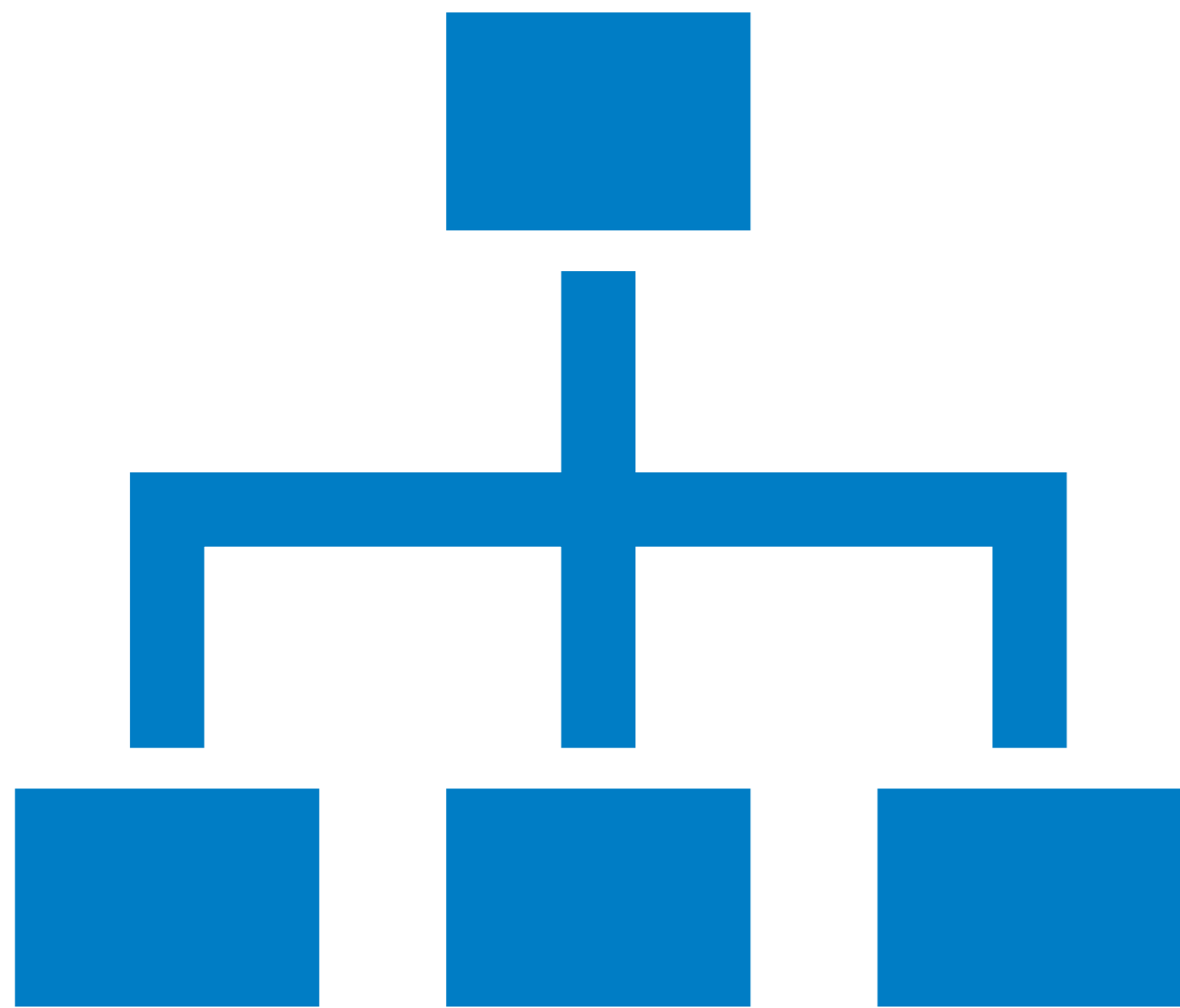
ENTERPRISE
SUCCESSION

THE SUCCESSION PATH & EXPERIENCE

QUESTIONS?

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THANK YOU