

Sixteen of thirty participants moved into new roles

The leading Noordwest Hospital Group in The Netherlands, like many other hospitals, was struggling with a shortage of middle managers. Advancement from the work floor was difficult because the step was too big.

Noordwest Hospital Group • Netherlands • Since 2020

16 of 30

participants moved on internally to another position

10

of them into managerial positions

14

grew in their current role and lead projects in their departments

12 internship days

next to six training days and four intervention days

The challenge

Narrowing the step to middle management

The focus of Noordwest Hospital Group as an employer is "Becoming better than you already are. If you work at Noordwest, then at least you know you can develop further. Within Noordwest 5 years ago, they saw that it was not easy to recruit middle management executives. There was no flow through from the teams and the step from employee to middle management was too big to take all at once. So Northwest created its own development program.

The approach

'Leading teams' development program

It started with pioneering and starting a first group. With which elements do you build the program as completely as possible? Learning and development are mainly done in the dynamics of practice, so just a few training days is not enough. How do you ensure that professionals without leadership experience can still get to a leadership position?

This brought the following elements into the picture

- A developmental assessment to determine developmental goals
- Training days
- Internship days in practice
- Intervention
- A mentor from the practice
- If necessary, an external coach

What changed

Success in numbers

- 30 participants in total.
- 16 participants have moved on internally to another position.
- Of these 16, 10 participants are in managerial positions, 2 participants are project leaders and 4 participants have a new position in another organization.
- 14 of the 30 participants have grown in their current positions and are leading projects in their departments.

At a glance

Program

'Leading Teams' development program for middle management

Audience

Professionals without leadership experience, recruited across all disciplines

Format

Assessment, training days, internship days, intervention, mentor, coach

Since

2020

Region

Netherlands

What they did

Assessments & scans · Face-to-face training days · Internship days & job rotation · Peer coaching & intervention · Mentoring · One-on-one coaching · Internal facilitators trained · Custom curriculum, co-created

"The practical approach, tailored to the needs of the group, was a very nice way for me to further explore the profession of leadership and receive guidelines to develop myself as a person and as a professional. In addition, it created a nice network with colleagues from all kinds of disciplines in the hospital. Chemistry developed in the group, creating a sense of safety and trust in a short period of time. The facilitators provide customization to arrange the content so that everyone in the group benefits, without losing sight of the common thread. That makes it a unique program that Northwest can be proud of."

Paul Jongkind
Head of HR Services

The biggest takeaways

1 Narrow the step: internship days, a mentor and intervention give people leadership experience before they hold the position.

2 Take the non-commitment off: a talent scan and an explicit starting commitment change how seriously everyone takes the track.

3 Recruit organization-wide and co-create with internal facilitators: the network effect is half the result.



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