

The Mobility Mindset: Transforming Manager Behavior to Keep Top Talent

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INTRODUCTION

- Nuvance Health retention data reveals valuable employees are leaving the organization; particularly when internal advancement opportunities are limited or managers resist releasing critical talent to other departments.
- Healthcare organizations depend on strong leadership pipelines, yet employees are often unintentionally held back by well meaning managers who fear losing valuable team members.
- Across Nuvance Health, this gatekeeping behavior can limit professional growth, reduce engagement, and ultimately drive talented individuals to seek advancement opportunities outside the organization.

OBJECTIVES

- Reframe internal mobility as a strategic retention lever across all levels of management.
- Promote a culture where managers view talent mobility as contributing to organizational strength rather than creating departmental loss.
- Strengthen managers' ability to support and advocate for employee career growth beyond their own teams.
- Establish internal movement as an indicator of effective leadership and talent development.
 - Elevate the organizational reputation of managers who develop employees who succeed in roles across the enterprise.

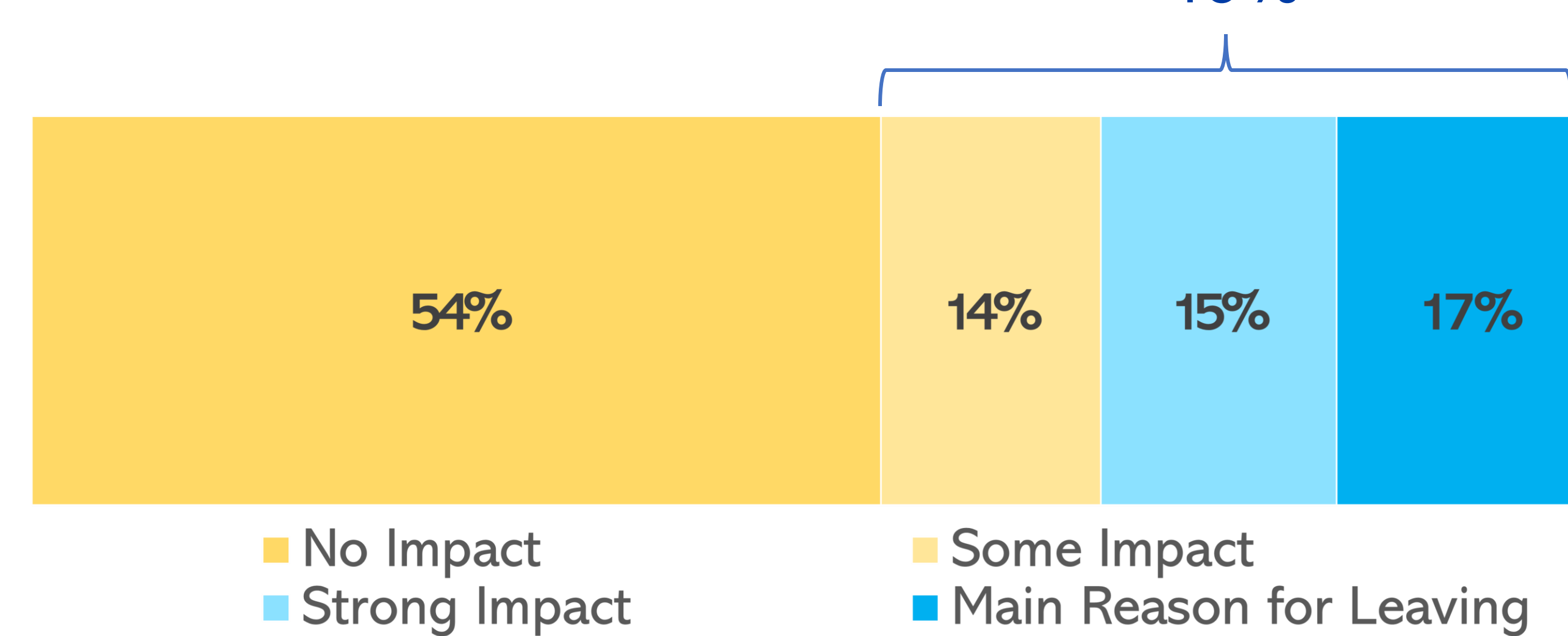
METHODOLOGY

- Analyze historical exit interview, mobility, and performance data to identify patterns that signal barriers to internal movement.
- Evaluate a cross section of manager and employee attitudes toward mobility through quantitative and qualitative insights in surveys and IDIs over a 12-month period (taking cyclical hiring into account).
 - Sample will be informed by INFOR data and will be inclusive of departments that represent various levels of movement.
- Synthesize findings to pinpoint the cultural, structural, and process-based obstacles that limit cross-department movement.
- Apply findings to create training that strengthens managers' ability to guide careers and foster a culture of mobility.
- Establish a framework for delivering and measuring mobility-focused training so it leads to observable changes in manager behavior and organizational agility.

Nuvance Health Exit Survey Data ^

Please rate the following factors in terms of how much impact they had on your decision to leave the organization.

Growth Opportunities (n=300*)



- Just about half of employees leaving the organization site lack of growth opportunities as a reason to exit with about one fifth stating it is their main reason for leaving.

*"Growth Opportunities" includes the statements "I was provided with opportunities to grow professionally" and "Procedures for considering employees for job openings are fair"

What is the most important reason for leaving the organization?

Work Environment
Management Change
Fair Treatment
Retirement
Communication
Role And Pay Dependence
Healthcare Experience
Career Development
Staffing Improvements

- While Management Change is the main reason for exiting mentioned in open ended responses, Career Development, or lack thereof, is strong motivation for leaving Nuvance Health.

^ Data collected 10/1/25 – 3/19/26

OUTCOME

- Strengthening a culture of talent fluidity has the potential to improve retention, expand leadership and reinforce Nuvance Health's ability to grow and keep exceptional employees who advance patient care across the system.
- Nuvance Health will be an employer of choice given its stance on growing talent from within.

NEXT STEPS

1. Attain additional data on internal movement and promotion by team/job type to better understand the current landscape. Data will be compared with similar data from Northwell as well as industry standard data to create benchmarks.
2. Execute quantitative and qualitative interviews among those that have moved internally to ascertain what we are doing correctly and to determine areas of improvement, particularly among Management.
3. Finally, the data will help to inform training for Managers to encourage a mobility mindset.

REFERENCES

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