



Succession Planning:
Prepare Leaders for Tomorrow

December 16, 2020

Stephanie Reh, Vice President, Sales & Marketing



Transformative. Adaptable. Comprehensive.



Succession Planning has two major components

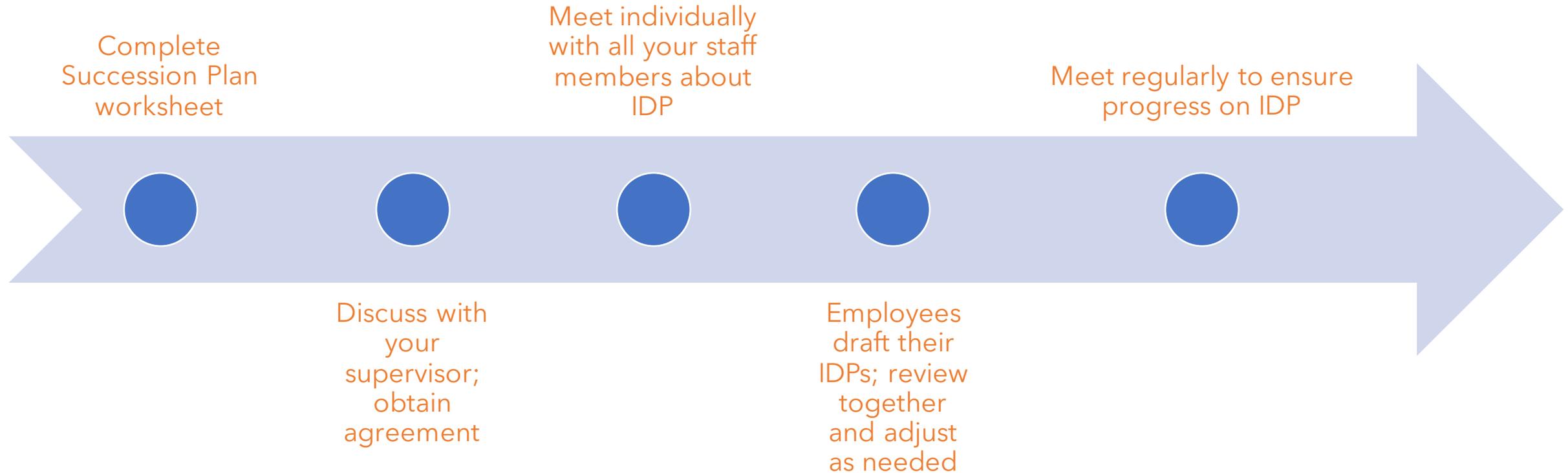
Succession Plan



Individual Development Plan



Annual Succession Planning Process



Just curious...

**Does your organization have a formal
succession planning process?**

Enter your answer in the chat

Succession Planning Form Overview

SUCCESSION PLANNING WORKSHEET CONTINUAL CARE SOLUTIONS

| | | | |
|---|--|-----------------------|--|
| Position title: | | | |
| Name of person who currently holds this position: | | Department /Location: | |
| Worksheet completed by (name): | | Date completed: | |

| | CRITERIA | EMPLOYEE NAME(S) |
|----------------|--|------------------|
| EMERGENCY PLAN | <ol style="list-style-type: none"> 1. Ready Now or qualified to fulfill critical job responsibilities temporarily during vacancy 2. May or may not be interested in filling role long-term | |

Successor candidates are those who are or likely will be capable and qualified to fill the position within 5 years AND who have confirmed current or likely future interest in the position.

List top 2-3 strengths (i.e. Why was this person selected for the succession plan?) and top 2-3 development areas (i.e. How does this person need to develop in order to be Ready Now?).

| | EMPLOYEE NAME | STRENGTHS | DEVELOPMENT AREAS |
|---------------|---------------|-----------|-------------------|
| READY NOW | | | |
| READY <1 YR | | | |
| | | | |
| READY 1-3 YRS | | | |
| | | | |
| | | | |
| READY 3-5 YRS | | | |
| | | | |
| | | | |

Succession Planning Form Step by Step

| | | | |
|---|--|-----------------------|--|
| Position title: | | | |
| Name of person who currently holds this position: | | Department /Location: | |
| Worksheet completed by (name): | | Date completed: | |

- The title is your title and the name of person who currently holds this position is you. This is your succession plan!
- Typically, you are the one filling out the form, so your name would also go in the Worksheet completed by box.
- Don't forget to date the form - it is very useful when looking back at it, to understand the timeframe in which it was completed.

Succession Planning Form Step by Step

| | CRITERIA | EMPLOYEE NAME(S) |
|----------------|---|------------------|
| EMERGENCY PLAN | <ol style="list-style-type: none">1. Ready Now or qualified to fulfill critical job responsibilities temporarily during vacancy2. May or may not be interested in filling role long-term | |

- The Emergency Plan is someone who can step in and hold things together in the short term and may or may not be interested in taking the role on in the long term.
 - Ready Now = fully prepared and interested to move into the role.
- If you have the luxury of a Ready Now person, then that person is probably also the Emergency Plan, but the reverse is not often true.

Succession Planning Form Step by Step

Successor candidates are those who are or likely will be capable and qualified to fill the position within 5 years AND who have confirmed current or likely future interest in the position. List top 2-3 strengths (i.e. Why was this person selected for the succession plan?) and top 2-3 development areas (i.e. How does this person need to develop in order to be Ready Now?).

| | EMPLOYEE NAME | STRENGTHS | DEVELOPMENT AREAS |
|---------------|---------------|-----------|-------------------|
| READY NOW | | | |
| READY <1 YR | | | |
| | | | |
| READY 1-3 YRS | | | |
| | | | |
| READY 3-5 YRS | | | |
| | | | |

- Determine how much time you estimate it will take your successors to be ready.
- Then list 2-3 strengths and development areas per person.
- Successors can come from anywhere in the organization. **Don't limit your focus to just those in your department or function.**
- Although it benefits you and the organization to have the ability to hire internally in most cases, **the establishment of a succession plan does not in itself obligate you to hire internally without conducting a broader search.**

Individual Development Plan Overview

INDIVIDUAL DEVELOPMENT PLAN (IDP) WORKSHEET

| | | | |
|--------------------------------|--|----------------------|--|
| Employee Name: | | | |
| Position title: | | Department/Location: | |
| Worksheet completed by (name): | | Date completed: | |

Employee Assessment: List top 2-3 strengths and top 2-3 development areas.

| STRENGTHS | DEVELOPMENTAL AREAS |
|-----------|---------------------|
| | |
| | |
| | |

Career Aspirations: What other positions is the employee interested in at this organization, and may be able to effectively perform with further development?

| | |
|------------------|--|
| READY NOW: | |
| READY <1 Year: | |
| READY 1-3 Years: | |
| READY 3-5 Years: | |

List **specific actions** (training, projects, behavioral changes, etc.) that will be taken to leverage strengths and address developmental areas in order to increase effectiveness in current job and readiness for future roles of interest to the employee.

| ACTION | IMPLEMENTATION/FOLLOW-UP (include dates as appropriate) |
|--------|--|
| 1. | |
| 2. | |
| 3. | |

Additional Comments:

Individual Development Plan Step by Step

| | | | |
|-----------------------------------|--|--------------------------|--|
| Employee Name: | | | |
| Position title: | | Department/ Location: | |
| Worksheet completed by (name): | | Date completed: | |

- This first section should be straightforward, except that “Worksheet completed by” could be either you as the supervisor, the employee, or both (both is preferred/recommended).
- As with the Succession Plan, it is important to date the form so you can understand the timeframe and context in which it was completed.

Individual Development Plan Step by Step

Employee Assessment: List top 2-3 strengths and top 2-3 development areas.

| STRENGTHS | DEVELOPMENTAL AREAS |
|-----------|---------------------|
| | |
| | |
| | |

- The strengths and development areas could simply be copied from the information you listed for that person on your succession plan, if the person is on your succession plan. If not, content for this portion should be created now in partnership with the employee.

Individual Development Plan Step by Step

Career Aspirations: What other positions is the employee interested in at this organization, and may be able to effectively perform with further development?

| | |
|---------------------|--|
| READY NOW: | |
| READY <1 Year: | |
| READY 1-3 Years: | |
| READY 3-5 Years: | |

- The Career Aspirations section is where the employee indicates the roles he/she/they anticipate being ready for and interested in, within a certain timeframe.
- This is a great way to discuss and calibrate where you slotted him/her/them in the succession plan.

Individual Development Plan Step by Step

List **specific actions** (training, projects, behavioral changes, etc.) that will be taken to leverage strengths and address developmental areas in order to increase effectiveness in current job and readiness for future roles of interest to the employee.

| ACTION | IMPLEMENTATION/FOLLOW-UP (include dates as appropriate) |
|--------|--|
| 1. | |
| 2. | |
| 3. | |

- Brainstorm together and decide on specific actions that will be taken, with corresponding deadlines.
- Consider the listed strengths and development areas and the employee's identified career aspiration(s).
 - Actions chosen should increase the person's readiness to move to their desired next career step.
 - These actions could include reading assignments, projects, courses, committee work, targeted interpersonal improvement actions, etc.

Leadership Succession Planning Data

imPowr™

Dashboards

Engagement

Resources

Performance

System

Finance

Help

Menu search:



Succession Plans



Role:

Status:

All

| <input type="checkbox"/> | ID | Role | Current Owner |
|--------------------------|-------|------------------------------------|----------------|
| <input type="checkbox"/> | 00001 | CEO | Kamish, Mike |
| <input type="checkbox"/> | 00002 | President | Ossont, Sean |
| <input type="checkbox"/> | 00003 | Chief Community Engagement Officer | Ryan, JoAnne |
| <input type="checkbox"/> | 00004 | VP, Sales & Marketing | Reh, Stephanie |

Leadership Succession Planning Data

| LEADERSHIP SUCCESSION PLANNING | | | | | | | | | |
|--------------------------------|---------------------------------------|--|--|---------------------------|-------------|-------------|---------------|---------------|----|
| Name | Title | Succession Plan received (Y/N or date) | IDPs for successors received (Y/N or date) | Emergency Successor (Y/N) | Ready Now | Ready <1 Yr | Ready 1-3 Yrs | Ready 3-5 Yrs | |
| LeeAndrea Misti | Chief Executive Officer | Yes | No | Yes | 0 | 0 | 1 | 1 | |
| Shondra Valentine | Chief Financial Officer | No | No | Yes | 0 | 1 | 0 | 2 | |
| Forest Plimpton | Chief Operating Officer | Yes | Yes | Yes | 1 | 0 | 1 | 2 | |
| Dr. Genevieve Mao | Chief Clinical Officer | Yes | Yes | Yes | 0 | 0 | 0 | 2 | |
| Farrah Johnson | Director, Human Resources | Yes | Yes | Yes | 1 | 0 | 0 | 1 | |
| D'Asia Fontine | Director, Development | No | No | Yes | 0 | 2 | 0 | 1 | |
| Paul Oberman | Director, Information Technology | No | No | Yes | 0 | 1 | 1 | 0 | |
| Jamal Thurston | Director, Facilities & Administration | Yes | Yes | Yes | 1 | 0 | 1 | 0 | |
| Peggy Purchase | Director, Day Services | No | No | Yes | 0 | 1 | 0 | 3 | |
| Omar Volpe | Director, Residential Services | Yes | No | Yes | 1 | 0 | 1 | 1 | |
| | | | | | Total 2021: | 4 | 5 | 5 | 13 |
| | | | | | Total 2020: | 2 | 5 | 6 | 10 |
| | | | | | Total 2019: | 1 | 2 | 5 | 8 |



Last revised 12-6-2020 by Stephanie Reh

(Include for reference)
(Include for reference)

Build Your Bench

| | Emerging Leaders Program (ELP) | Ascending Leaders Program (ALP) |
|---|---|---|
| Level | Not yet in leadership role or new to leadership | Manager/Director or above |
| Purpose | Build leadership awareness and skills (rather than supervisory procedural knowledge) | Accelerate readiness for promotion and/or prepare identified successor candidate for higher level role |
| Duration | 6 months plus graduation lunch | 6 months plus graduation lunch |
| Cohort size | 10-15 | 5-8 |
| Core curriculum | Monthly group training on leadership topics and 1:1 coaching | Monthly group coaching, discuss articles, prepare IDP |
| Matrix Insights online development tool | Interaction styles assessment | 360-degree feedback/assessment |
| Workload | Deliberately challenging | Deliberately light |
| Key assignments | <ul style="list-style-type: none"> • Committee membership (1 year commitment) • Signature group project | <ul style="list-style-type: none"> • 1:1 meeting with each Leadership Team member • Each person presents IDP to Leadership Team |

Succession Planning: Transparency & Courage

Steph's Take:

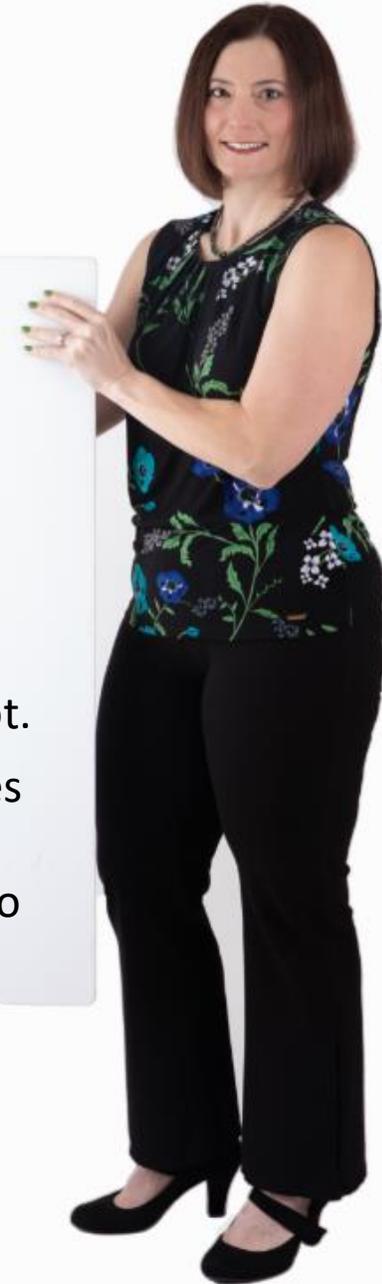
Be honest.

Be caring.

Be respectful.

Tell your employees
if they are on your
succession plan or not.

Don't deny employees
the thoughtful
feedback they need to
grow.



Quick Quiz

All of the following are true about the purpose of succession planning EXCEPT:

- A. To evaluate internal candidates who may be suited for increased leadership responsibility
- B. To maintain understanding of the depth of leadership talent in the organization
- C. To identify development needs for succession candidates
- D. To create positions that retain high potential employees

Quick Quiz

All of the following are true about the purpose of succession planning EXCEPT:

- A. To evaluate internal candidates who may be suited for increased leadership responsibility
- B. To maintain understanding of the depth of leadership talent in the organization
- C. To identify development needs for succession candidates
- D. To create positions that retain high potential employees**

Quick Quiz

Regarding succession planning, which of the following statements is true?

- A. The emergency plan person is put in place immediately following a vacancy and remains in the role long-term.
- B. If a person is ready now, typically that person is also the emergency plan.
- C. If a person is the emergency plan, that person must also be ready now.
- D. It is not necessary to identify an emergency plan person unless the incumbent plans to leave the position in the next year.

Quick Quiz

Regarding succession planning, which of the following statements is true?

- A. The emergency plan person is put in place immediately following a vacancy and remains in the role long-term.
- B. If a person is ready now, typically that person is also the emergency plan.**
- C. If a person is the emergency plan, that person must also be ready now.
- D. It is not necessary to identify an emergency plan person unless the incumbent plans to leave the position in the next year.

Quick Quiz

What is the primary purpose of the Career Aspirations section of the Individual Development Plan (IDP)?

- A. To provide direction for the Specific Actions section
- B. To determine if the desired positions are available
- C. To confirm the aspirations are a match with the employee's current skillset
- D. To make sure the employee's expectations are realistic

Quick Quiz

What is the primary purpose of the Career Aspirations section of the Individual Development Plan (IDP)?

- A. To provide direction for the Specific Actions section**
- B. To determine if the desired positions are available
- C. To confirm the aspirations are a match with the employee's current skillset
- D. To make sure the employee's expectations are realistic

BONUS CONTENT:

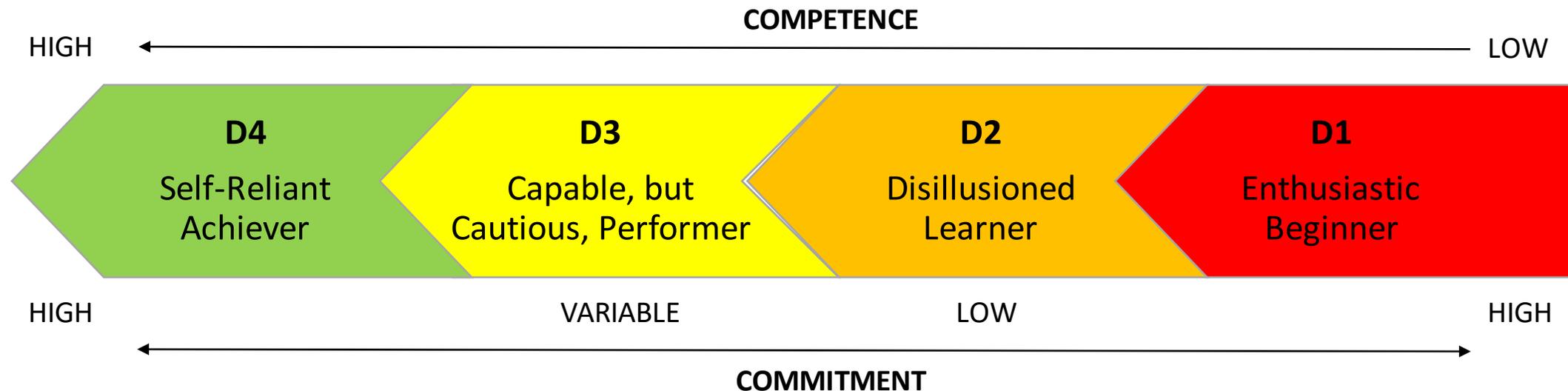
Introduction to Situational Leadership

*“When leaders use Situational Leadership, it is the **follower** who determines the appropriate leader behavior.”*

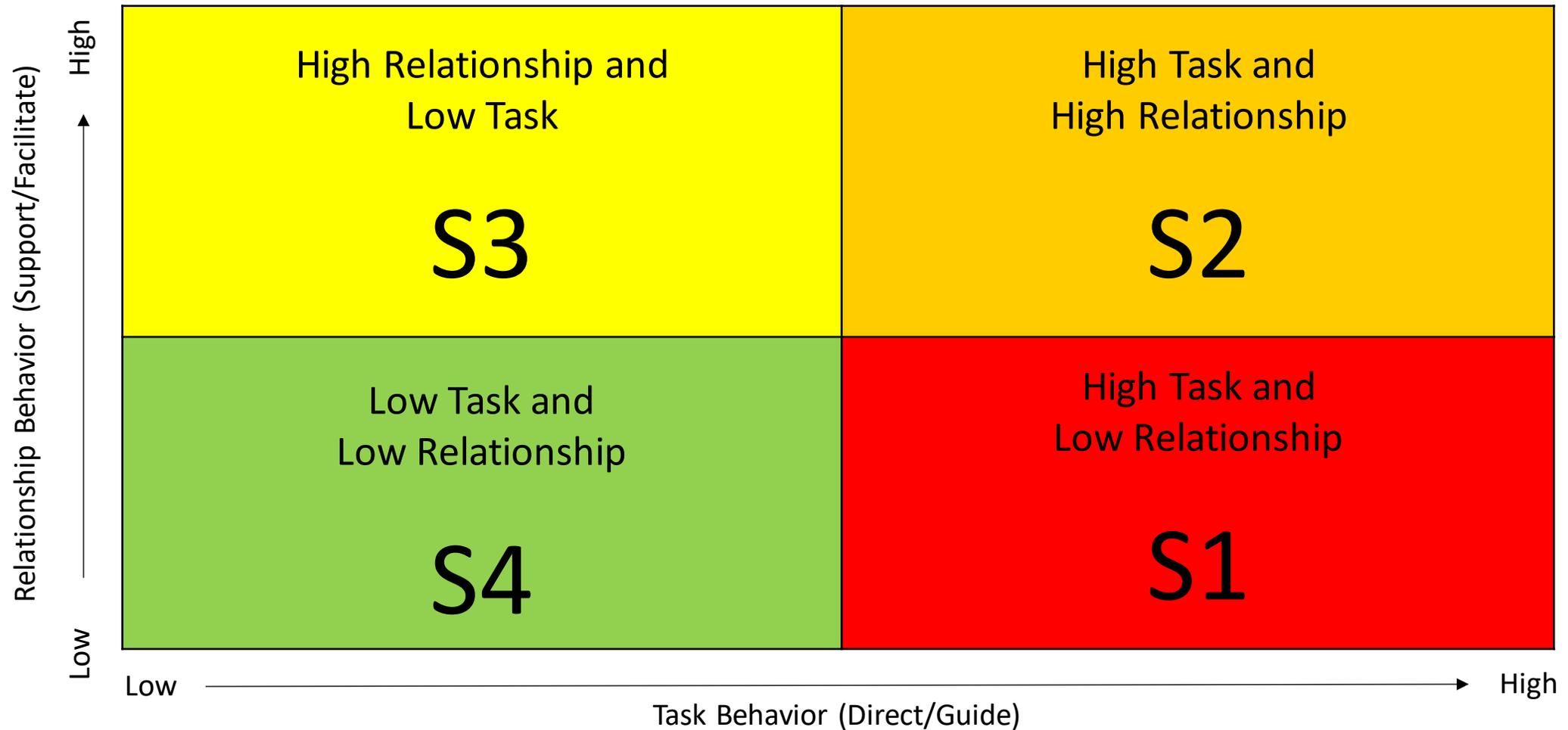
(Hersey, Blanchard, & Johnson, p. 130)

Follower Performance Readiness: Development Levels

- Two *task-specific* dimensions
 - **Competence:** demonstrated knowledge and skills
 - gained through learning and/or experience
 - **Commitment:** confidence (self-assurance) and motivation (desire)



Leadership Styles



(Hersey, Blanchard, & Johnson, p. 116)

Just curious...
**What is your preferred (default)
leadership style?**

Enter your answer in the chat

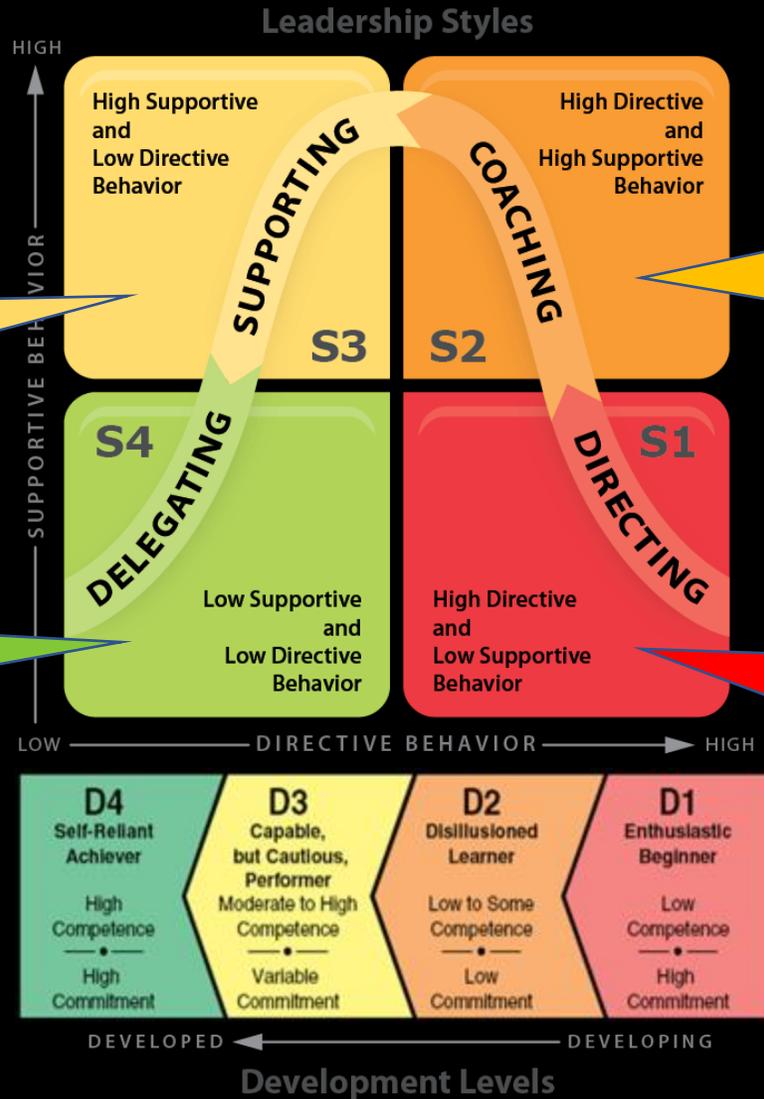
Situational Leadership Style Matching

Step 2: Match Leadership Style to Development Level

“Since you know how to do this, what you need me to do is listen, rather than give advice, right?”

“I know you’re taking the lead, but I’m here, when and if you need me.”

Step 1: Diagnose Task-Specific Development Level



“Since you’re still learning, and may be discouraged, would it be helpful if I continued to provide you with some direction? And I’d also like to hear your ideas.”

“Since you haven’t done this before, would it be helpful if I provided you with some direction, resources, and information?”

(Blanchard, Zigarmi, & Zigarmi, pp. 74, 85)

Situational Leadership Worksheet

Situational Leadership Worksheet

Use this worksheet to determine which leadership style is the best match for you, for each of your key tasks. Share this information with your supervisor and engage in collaborative dialogue about the direction and support you need.

Name _____

Date _____

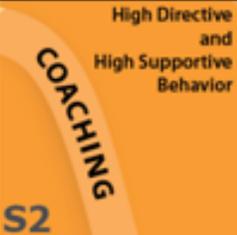
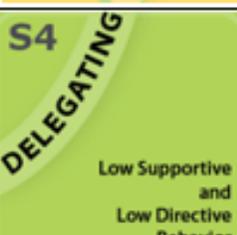
| <i>Development Level</i> | <i>Leadership Style Match</i> | <i>Tasks:</i> Assess your development level for each of your key tasks. List the tasks in the appropriate row. |
|---|---|---|
| D1 Enthusiastic Beginner | S1 DIRECTING High Directive and Low Supportive Behavior | |
| D2 Disillusioned Learner | S2 COACHING High Directive and High Supportive Behavior | |
| D3 Capable, but Cautious Performer | S3 SUPPORTING High Supportive and Low Directive Behavior | |
| D4 Self-Reliant Achiever | S4 DELEGATING Low Supportive and Low Directive Behavior | |

Worksheet prepared by Stephanie Reh, last revised 12-1-20. Situational Leadership content inspired by: Blanchard, K., ~~2000~~ P., and ~~2000~~ D. (2013). *Leadership and the one minute manager: Increasing effectiveness through situational leadership II*. New York, NY: H

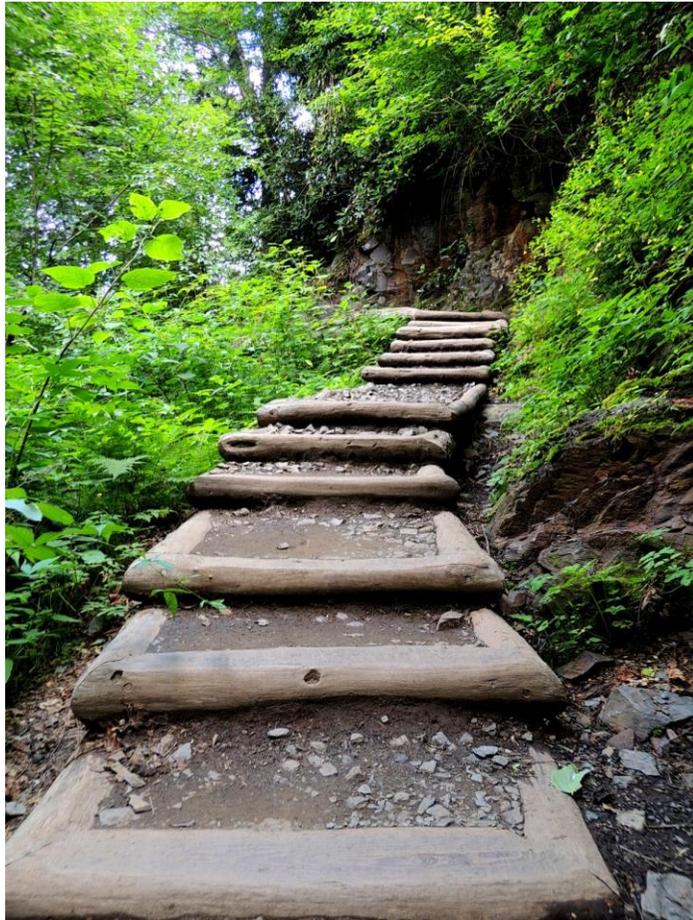
Situational Leadership Example

Name Stephanie Reh

Date December 6, 2020

| <i>Development Level</i> | <i>Leadership Style Match</i> | <i>Tasks:</i> Assess your development level for each of your key tasks. List the tasks in the appropriate row. |
|---|---|---|
| D1 Enthusiastic Beginner |  S1 DIRECTING High Directive and Low Supportive Behavior | <ul style="list-style-type: none"> • Building PDF flat files • Search engine optimization (SEO) |
| D2 Disillusioned Learner |  S2 COACHING High Directive and High Supportive Behavior | <ul style="list-style-type: none"> • Segment marketing • Sophisticated financial analysis |
| D3 Capable, but Cautious Performer |  S3 SUPPORTING High Supportive and Low Directive Behavior | <ul style="list-style-type: none"> • SQL queries • Discovery calls (sales) • Partner outreach |
| D4 Self-Reliant Achiever |  S4 DELEGATING Low Supportive and Low Directive Behavior | <ul style="list-style-type: none"> • Webinar design & delivery • Blog posts • <u>imPowr</u> application configuration • Individual development planning |

Onward and Upward (to D4)



- Leaders can facilitate movement to D4 naturally by using a 2-step process for positively reinforcing successive approximations toward mastery.
 1. Reduce task behavior as the follower moves along the continuum from D1 to D4.
 2. Once adequate performance is demonstrated on portions of the task, increase relationship behavior to reinforce the positive changes.
- Altering task and relationship behavior correlates to changing the situational leadership style. The two-step process continues until the follower reaches D4, when neither high task behavior nor high relationship behavior are required.

Q & A

Related blog post available:

<https://www.continualcaresolutions.com/post/internal-leadership-development-programs-build-hiring-pipeline-for-succession-plans>

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our survey when you
receive it

What did you like most
about our series?

What topics would you like us to
cover in 2021?



Autumn Webinar Series

Leading With Data

October 21 Strategic Goal Setting: Shift from Activities to Outcomes

November 18 Assessment & Analysis: Prove Your Impact

December 16 Succession Planning: Prepare Leaders for Tomorrow

Ideas and strategies for non-profit leaders



Thank You

To learn more visit
www.continualcaresolutions.com



References

- Blanchard, K., Zigarmi, P., and Zigarmi, D. (2013). *Leadership and the one minute manager: Increasing effectiveness through situational leadership II*. New York, NY: HarperCollins.
- Hersey, P., Blanchard, K., & Johnson, D. (2015). *Management of organizational behavior: Leading human resources 10th edition*. India: Pearson.