

A 3D rendering of a white puzzle with one red piece standing out. The red piece is in the center-right of the frame, and the white pieces are arranged around it, some slightly offset to show depth. The lighting creates soft shadows, giving the pieces a three-dimensional appearance.

Succession Planning and Organizational Development through Assessment

**Practical Strategies to Develop a
Leadership Pipeline**

Speaker Information



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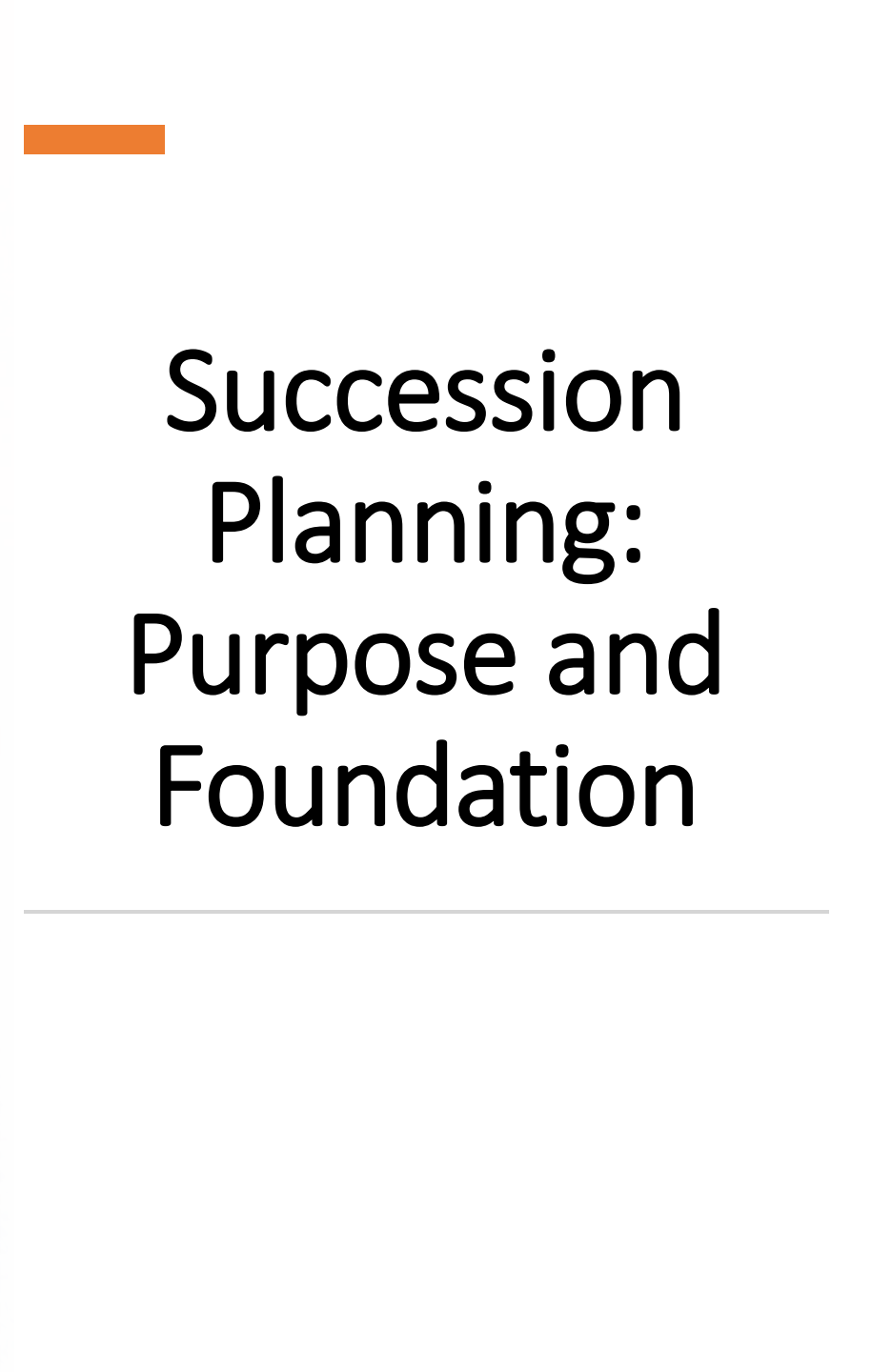
Program Goals and Aims

- **After this session, attendees will be able to:**
 - Apply the Potential/Performance Model (9-box grid) and the Leadership Levels to their most mission-critical positions
 - Develop a philosophy on hiring for, and identifying, high-potential talent
 - Reflect on their organization's role clarity
 - Create a plan to ensure values alignment in hiring processes and defining success within their organization
 - Form one action step to apply an idea within this session to succession planning at their home institution



Presentation Pathway

- Succession Planning – Purpose and Foundation
- Assessment Metrics for Performance
- Clarity in Roles and Responsibilities
- Openly Sharing Roles and Responsibilities
- Intentionality in Identifying High-Potential Talent
- Organizational Attributes that Facilitate Succession
- Filling Vacancies with Internal Developing Talent
- Celebrating Internal Transitions to Set Culture



Succession Planning: Purpose and Foundation

The Importance of Success Planning in Organizational Excellence



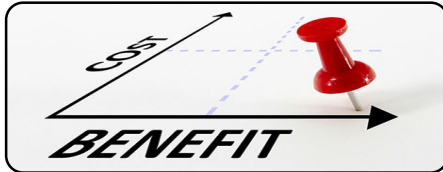
Alignment in Values for Hiring & Recruitment

- Ensuring organizational compatibility for success
- Looking beyond the role itself



Developing the Talent Pool

- Retain and create “star” employees
- Promote growth culture



Financial Benefits & Sustainability

- Reduced time and cost in searches and recruitment
- Less emphasis on retraining and re-orientation



Promoting Role Clarity

- All talent is undergoing evaluation and meaningful review
- Each role has a clearly delineated scope and the scope is transparent



Assessment Metrics for Performance

Pivotal Questions in Success Planning



What are my
performance standards?

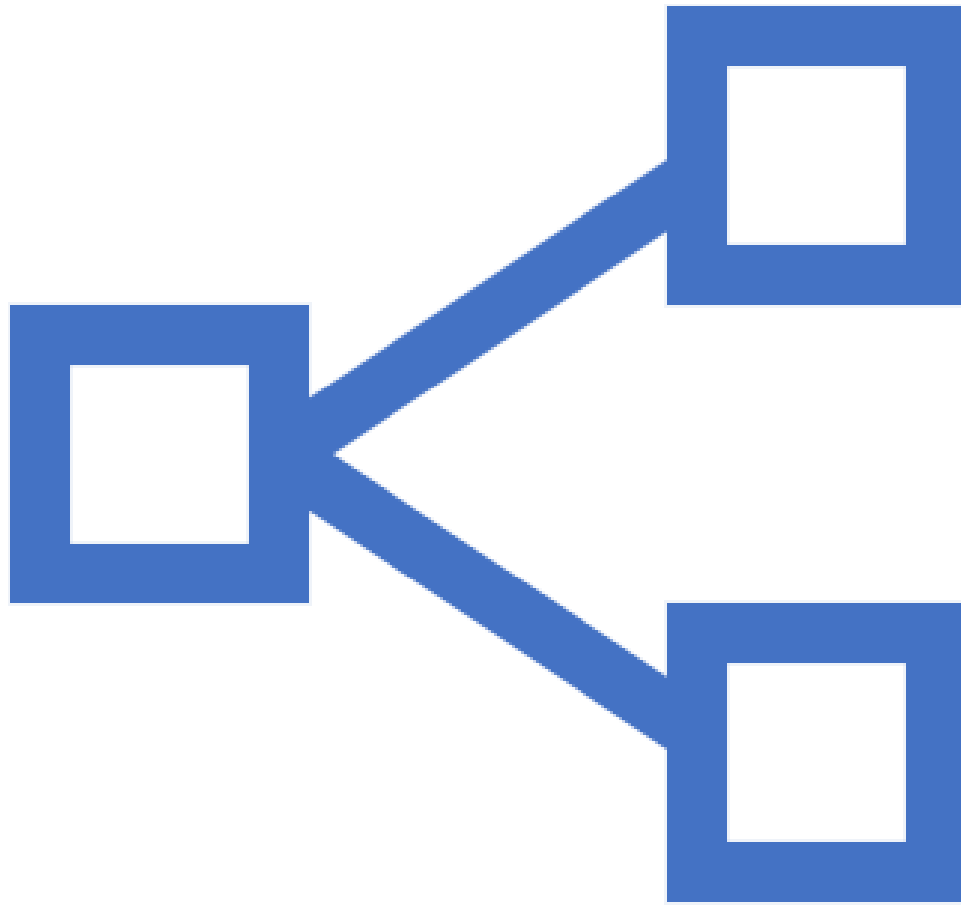


How do I measure up to
my **performance**
standards?



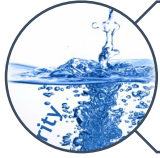
How will my
performance standards
change as I grow in the
organization?



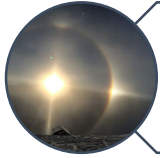


Clarity in Roles & Responsibilities

How Leaders Can Help with Success Planning



Promoting clarity in performance expectations



Overlooking halo effects in the evaluation process



Having coaching sessions with their employees



Having frank conversations with colleagues

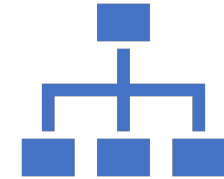


Building trust and genuine relationships based on respect

From Job Description to Operations

- The most useful job descriptions include both specific abilities, skills, knowledge, and mindset elements and organizational core values
- Core values for the organization are shared and accompanied with context where possible:

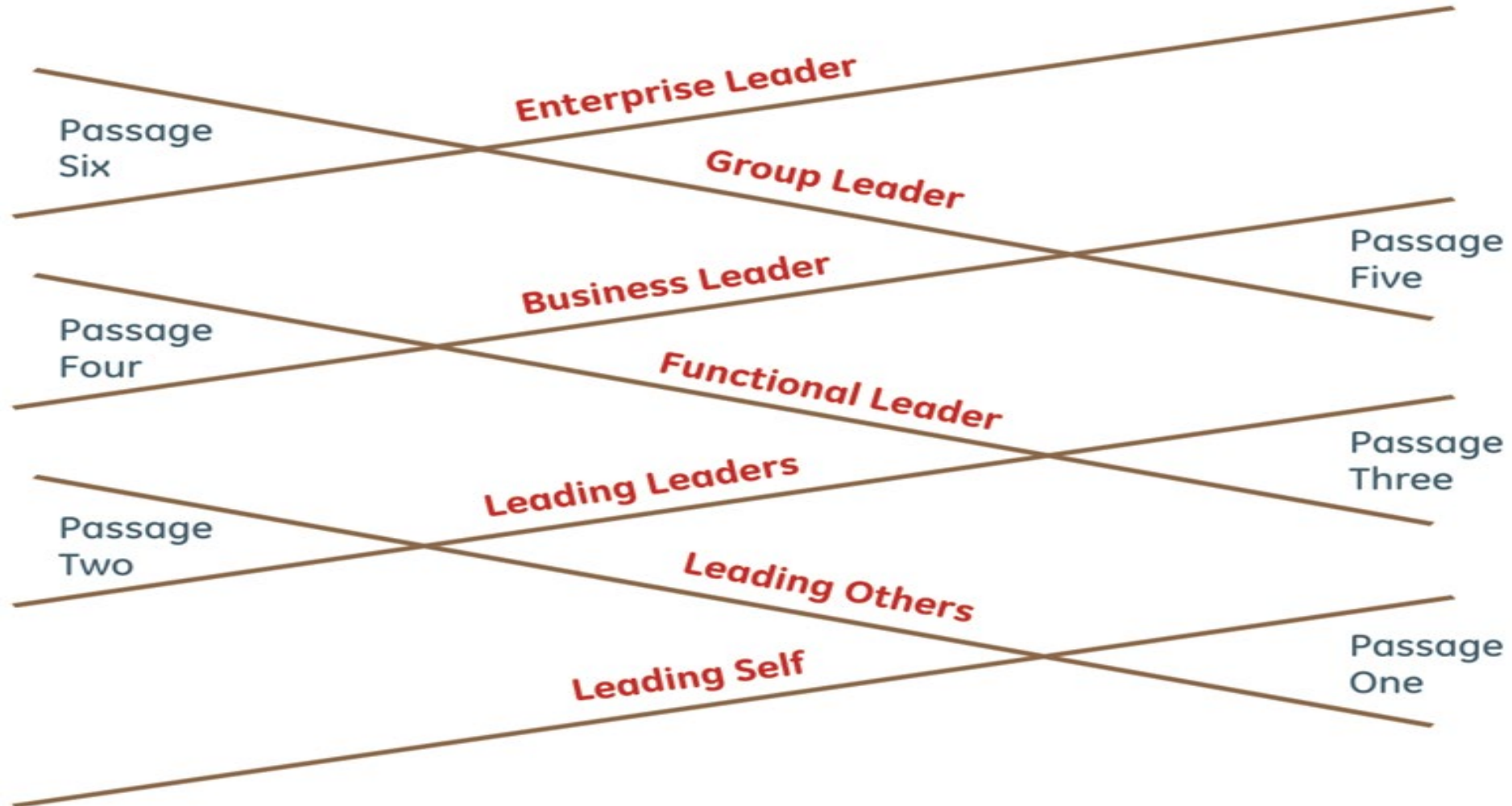
“Collaboration – this organization values connectedness and cohesiveness among team members that shows up in their productivity and output.”



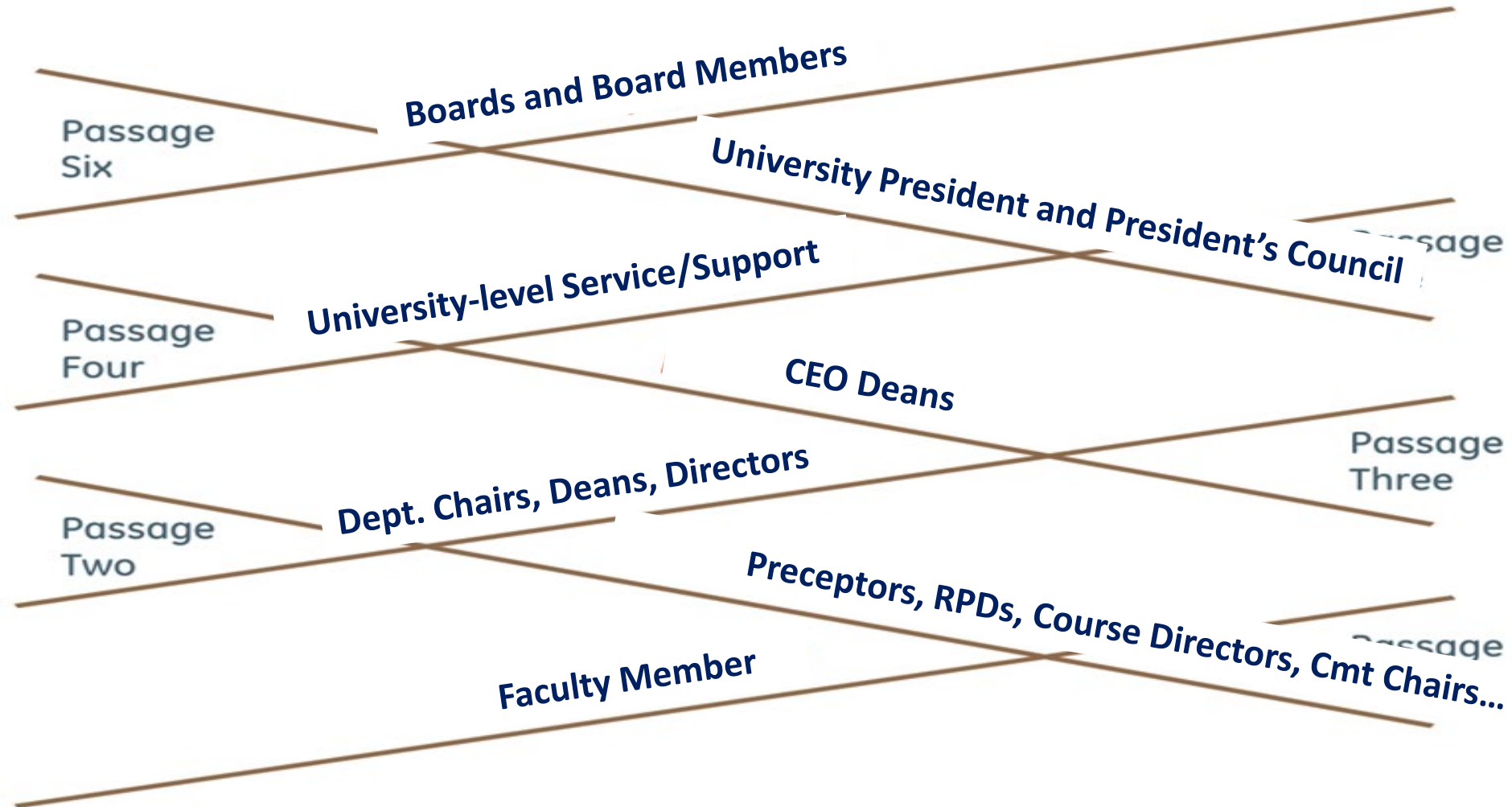


Openly Sharing Roles & Responsibilities

Generic Leadership Levels



Applied Leadership Levels to the Academic Context



Intentionality in Identifying High-Potential Talent

Evaluating Performance & Developing People



Three simple categories

Exceptional Performer

Full Performer

Not Yet Performer



Performance subtypes

Exceptional and Full Performers can be:

- Aligned performers – aligned performers can be exceptional or full, but are aligned to their appropriate level
- Misaligned performers – misaligned performers can be exceptional, or full performers, but at an inappropriate level

Performance & Potential

Sustained Performance Level				
Likely Future Work Contribution		Exceptional	Full	Not Yet
	Turn	Box 1 Exceptional / Turn PROMOTE / STARS / RETAIN THEM	Box 3 Full / Turn STAY PUT / STRETCH GOAL AT HIGHER LEVELS	Box 6 Not Yet / Turn STAY PUT / <u>RECENTLY PROMOTED</u> / COACH
	Growth	Box 2 Exceptional / Growth STAY PUT / DEVELOP / SKILLS AT HIGHER LEVELS	Box 5 Full / Growth STAY PUT / BIGGER JOB AT CURRENT LEVELS	Box 8 Not Yet / Growth STAY PUT / TIGHT MANAGEMENT
	Mastery	Box 4 Exceptional / Mastery STAY PUT / SEASONED / RECOGNIZE THEM	Box 7 Full / Mastery STAY PUT / IMPROVEMENT IS KEY / FRANK DISCUSSION	Box 9 Not Yet / Mastery MISALIGNMENT / BETTER FIT IN OR OUT

Diagnosing if Someone Is Working at the Right Level



Start with their manager

Explore any inappropriate level work



Talk to the individual employees and ask questions about their work and career

Identify behaviors & productivity by observing and talking to them – how do they spend their time?

Discover their impact on others – direct reports, past and present, and others

Overlay information on the Pipeline model

Determine the level at which the person is really working – vs where they ought to be

Communicate the gaps to them in ways that inspire them to meet the organization's needs and grow

Diagnosing a Team's Collective Working Levels

Conduct

Conduct individual assessments for each person (as mentioned on the previous slide)

Look

Look at the assessments together and determine the different levels of work being done

Identify

Identify the gaps and where folks are not working at the appropriate level – identify misalignments

Analyze

Analyze each level's strengths and weaknesses – determine if there is a “vacant” level and where it originates (may have to climb the hierarchy)

Documenting and Communicating the Process



Conversations: Everyone will have a similar conversation with their immediate supervisor



Documentation: Supervisors can document everyone's progress and generally document themes that identify changes as each person develops and grows



Analysis and Synthesis: Aggregate data can inform how individuals across departments are growing, what level everyone is working at, and inform faculty development approaches and programming (connecting to ACPE standards on faculty development, retention and FTE, faculty satisfaction, and more)

Thoughts on Success Planning

Success Planning is NOT about...

- Simply finding replacements (clones)
- Engaging in a yearly exercise
- Comparing people to others
- Punitive “performance” mindset
- Surprising and “catching” others

Success Planning Helps Organizations...

- Promote sustainability
- Retain employees at all levels
- Preserve a growth culture
- Seek clarity in roles
- Think about employees’ futures



Organizational Attributes the Facilitate Succession

Ability to Identify Mission-Critical Roles



Making the mission and values part of each important role



Identifying which roles are critical to how the organization functions and works



Surfacing contingency planning and interim capacity when necessary and faced with unexpected departures

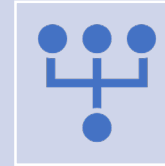


Examining the role for inherent challenges while an interim colleague assumes the role – involving the interim whether they want the permanent role or not

Ability to Align Culture & Success



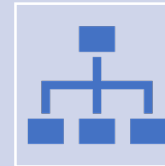
What type of individuals will thrive in this organization?



What alignment will there be for each candidate?



How do organizations do their best to equip search/screening committees to look for the alignment



How would internal hiring be seen at your organization currently?

Filling Vacancies with Internal Developing Talent

Mental Exercise – Applying Leadership Frames



Source: Based on Lee G. Bolman and Terrence E. Deal, *Reframing Organizations* (San Francisco: Jossey-Bass, 1991); and L. G. Bolman and T. E. Deal, "Leadership and Management Effectiveness: A Multi-Frame, Multi-Sector Analysis," *Human Resource Management* 20, no. 4 (Winter 1991), pp. 509-524.

Celebrating Internal Transitions to Set Culture

- What transition plans are being made?
- Is this an “add-on” to current duties?
- How can everyone “see” the individual differently?
- In what way can they be “reintroduced” to their colleagues?”
- What type of announcements need to be made? Who is the best person?

Internal Candidates: Hiring from Within

<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none">• Foreknowledge of candidates' strengths and weaknesses• More accurate view of candidate's skills• Candidates have a stronger commitment to the company• Increases employee morale• Less training and orientation required	<ul style="list-style-type: none">• Failed applicants become discontented• Time wasted interviewing inside candidates who will not be considered• Inbreeding strengthens tendency to maintain the status quo

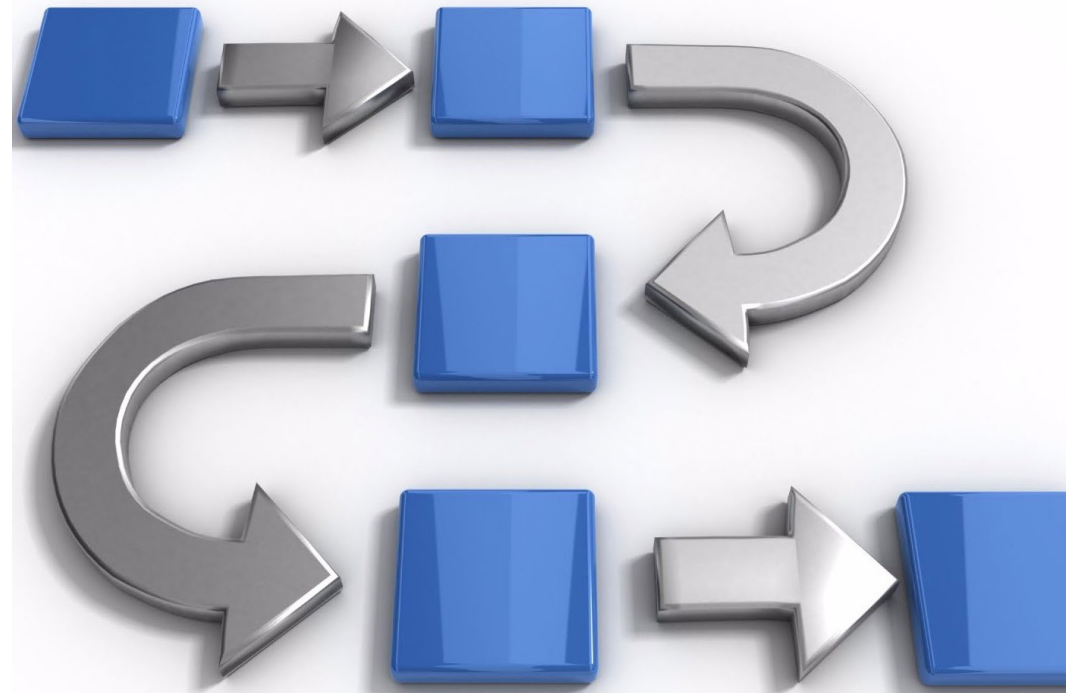


Identifying & Mitigating Derailing Factors

- Unclear roles
- Previous individual in the role, itself
- History of the department or office
- Unwilling supervisor
- Silo and scarcity mentality
- Development of unproductive sub-culture or counterculture
- Culture of blame and adverse action towards failure
- Performance orientation over developmental/growth orientation

A Quick & Practical Methodology

- ☐ Hire Intentionally
- ☐ Integrate Values in Recruitment Phase
- ☐ Align Attributes for Successful Colleagues with Values
- ☐ Identify Mission-critical Roles
- ☐ Clarify Role
- ☐ Clarify the Organization Agreements on Internal Talent
- ☐ Develop Talent Broadly
- ☐ Focus on Values + KSAs + Mindset
- ☐ Identify Contingency Plan with Internal Talent
- ☐ Re-evaluate Role
- ☐ Develop a Plan for Internal Talent to Transition



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What Questions Do You Have?

