
Succession Planning: Discovering & Cultivating “High Potential” Leaders

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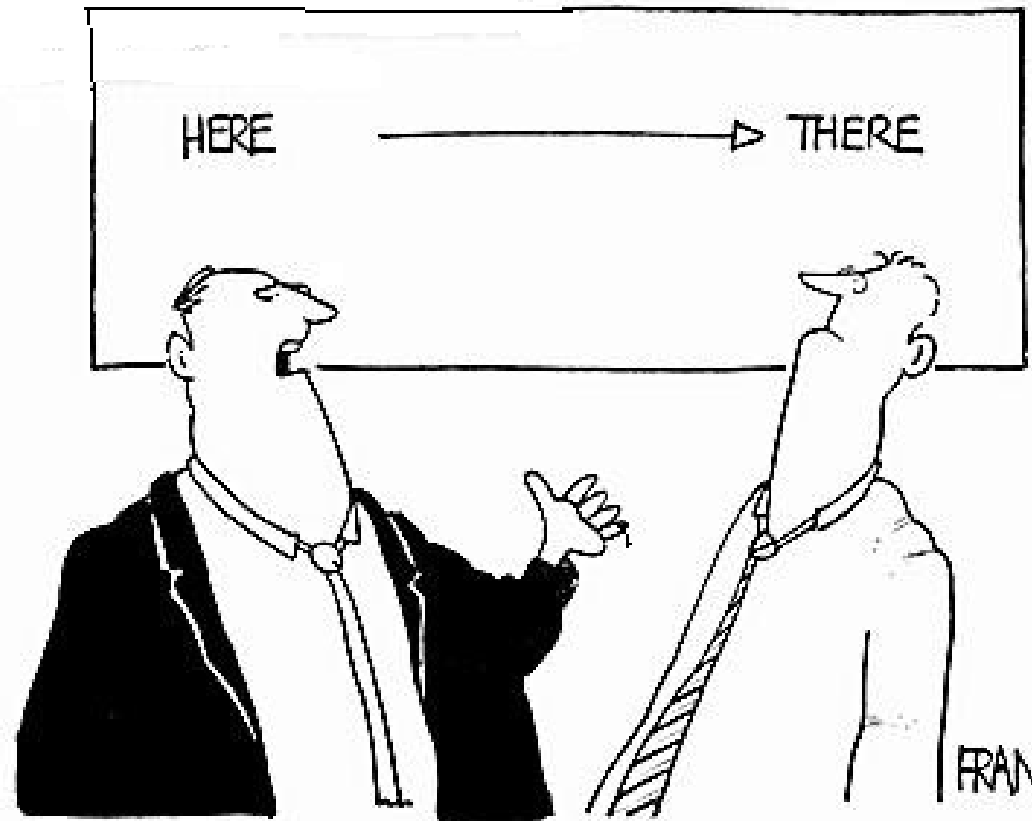
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"It's a simple model... but it works for me..."

What do we mean by succession planning?

- Fully integrated approach to obtaining, developing & retaining talent
 - Process by which an organization ensures continuity of its leadership
 - Deliberate effort to develop competencies in potential leaders through purposed learning experiences
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Why is succession planning important?

- Realities of today's diminishing workforce
 - Loss of institutional & profession-specific knowledge as staff retire
 - Greater leadership responsibility at lower levels
 - Need for increased opportunities for high potential staff to ensure retention
 - Helps to strengthen skills of staff who move to other offices on campus
 - Our profession demands proactive & immediate responses to future challenges
 - Emergencies happen
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Why emergency replacement plans aren't enough

- Lack of long-range vision for organization
 - Doesn't show organization as one that looks to employees' future goals
 - Can lead to “cloning”
 - Rarely empowers staff to be part of their own growth path
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More reasons not to rely on emergency replacement plans

- Doesn't give priority to customer's needs
 - Often just a short term solution
 - Short term solutions often have long term effect on morale & tempers
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“The effort required to establish a development program for future leaders is worthwhile because it creates a motivated and capable group of employees who are ready to move forward in the organization when the need arises.”

Alexandra Hendrickson, Executive Vice President, DHR International
Excerpted from HireAttraction Newsbrief article dated June 18, 2009 on the Succession Planning Leadership Forum, co-sponsored by DHR International and the PA Center in Shanghai, with Dr. Marshall W. Meyer, distinguished Wharton Professor of Management and Sociology

Leadership development is essential to succession planning

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- Grow future leaders within your organization
- Model character, capability & credibility in current leaders
- Foster deep & lasting relationships with senior leaders
- Provide combination of job experiences & coaching
- Offer well-crafted professional development programs
- Encourage self-development ethos



He was destined for greatness.
Whatever that meant.

Key components of a successful succession planning effort

- Starts with an Emergency Plan that works for short term absences
 - Ownership, support & accountability of senior leaders
 - Integrated processes for recruiting, hiring, developing, evaluating & retaining staff
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More components of success

- Open & ongoing communication
 - Realistic performance expectations & evaluations
 - Behavioral feedback
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Let's share our
practical experiences & tips....



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Succession planning missteps



OOPS!

- Cultivating next leaders only from allies & “obvious choices”
 - Focusing on upward mobility & not recognizing importance of lateral succession
 - Creating plan but not following through with developmental opportunities designed to grow new leaders
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More planning missteps

- Limiting visibility of plan within the organization
 - Not holding senior leaders accountable in ensuring success of the plan
 - Giving ownership of plan only to HR
 - Ignoring rapid pace of organizational changes
 - Assuming success of plan without support from top management
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Some examples of topical resources

- <http://www.opm.gov/hr/employ/index.htm> and <http://www.managementconcepts.com>
- <http://strategicworkforceplanning.bogspot.com/search/label/case%20Studies>
- Article from CITE on *The Succession Planning Toolbox, The Crisis in Federal Government Succession Planning: What's Being Done About It?* 2006 on [http://www.pwc.com/Extweb/pwcpublications.nsf/docid/45C77C53C31B97D0852571C4007229D8/\\$File/wfp](http://www.pwc.com/Extweb/pwcpublications.nsf/docid/45C77C53C31B97D0852571C4007229D8/$File/wfp)
- Article by Dr. Penne Prigge, Rockingham Community College, on *Succession Planning & Career Management: Are Community Colleges Planning for the Future?* on http://www.mc.maricopa.edu/community/chair/conference/2007/papers/succession_planning.pdf
- Article on *Building Successful Organizations & Workforce Planning in HHS* on <http://www.hhs.gov/ohr/workforce/wfpguide.html>
- Article on *Lessons in How to Grow Public Service Leaders* on <http://www.businessofgovernment.org>
- Thanks to our colleagues for sharing materials from previous sessions on this topic:
Leadership Building – Professional Development by Karen L. Simpkins, J.D., Eastern Michigan University and
Succession Planning: Defining a Successful Path to the Future of Your Organization by Sarah Starr, The Ohio State University Research Foundation, & Cynthia White, Belmont University

Concurrent Session Panel

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