

AN INTEGRATED SUCCESSION PLANNING APPROACH

Presented by
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STRATEGIC LEADERSHIP GROUP, Inc.

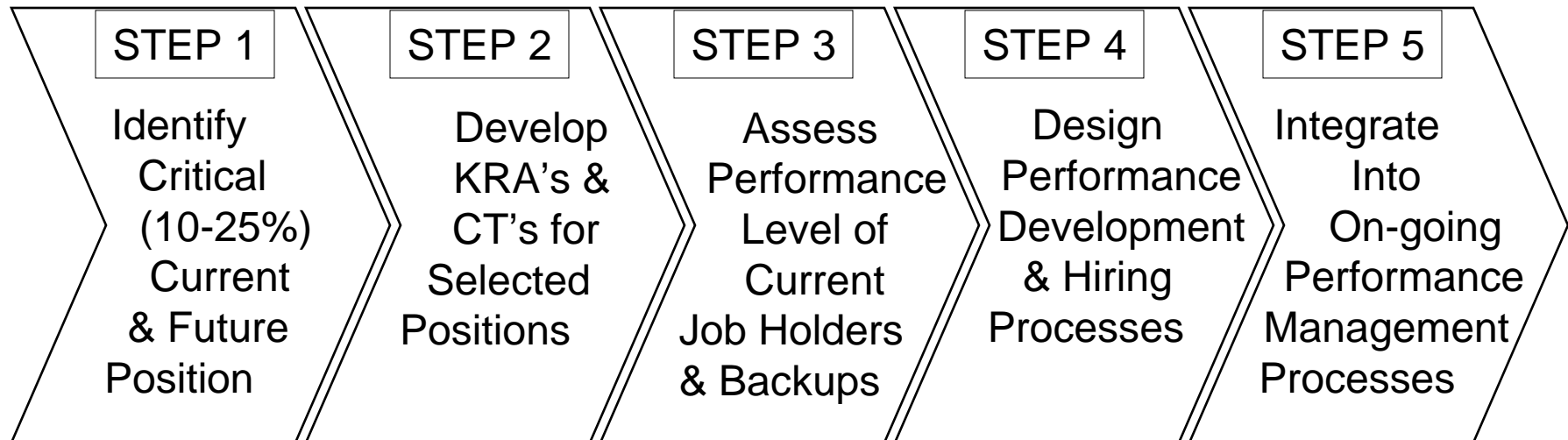
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An Integrated Succession Planning Approach

Overview:



STEP 1

Identify Critical (10-25%) Current & Future Positions

Position Progression Plan

Current Positions

Step 1: List the current critical positions:	Step 2: Identify the current person holding each role listed in step 1.	Step 3: Identify the level of KRA development for this role			Step 4: List the current backup for this role.	Step 5: Identify the backup's readiness for replacing the current role holder if required.		
		KRA's	CT's	Goals		Fully	Partially	Development Needed:
1.								
2.								
3.								
4.								
5.								
6.								

Future Positions

Step 1: List additional critical positions which will be needed in the future		Step 3: Identify the job holder's current performance level			Step 4: List anyone who may have the capabilities and motivation to do the job in the future.	Step 5: Identify the backup's readiness for replacing the current role holder if required.		
		KRA's	CT's	Goals		Fully	Partially	Development Needed:
1.								
2.								
3.								
4.								
5.								
6.								

Succession Planning Dashboard Summary

Total Types of Positions (Jobs)	Critical Positions		Current High Performers In These Positions	Important Positions		Current High Performers In These Positions
	Now	Future		Now	Future	

STEP 2

Develop KRA's & CT's for Select Positions

Position: Product Manager		KRA's & CT's			Page 1 of 2
Prioritized Key Results Area (What & Why)		Impact T=100%	Prioritized Critical Tasks (How Key Results Are Achieved)	Key Success Indicators (How & When we will know you're succeeding)	
KRA # 1 (Impact= 50 %)					
What?	Manage the Co's Product Management process for identifying, evaluating and making recommendations to the Product Development Review team	20%	1. Drive Product Management Team by utilizing the plan and adhering to the schedule outlined	▪	
		10%	2. Research, product trends (style/function) cost, price, competition, materials and distribution	▪	
		10%	3. Drive, manage and collect data input for monthly product development review (PDR)	▪	
Why?	To provide the best information that allows for greatest return on the Co's investment thus maintaining and growing our place in the market	5%	4. Develop plan, timetable for New Product Launch	▪	
		4.5%	5. Working with channels and marketing communications in delivering commercialization of product	▪	
		.5%	6. Identify and develop Project Management Teams to all projects	▪	
KRA # 2 (Impact= 40 %)					
What?	Manage existing products using the Co.'s product management process	16%	1. Sale's forecast review for analysis and treand	▪	
		8%	2. Manage excess and obsolete inventories	▪	
		4%	3. Monitor products and product's programs	▪	
Why?	To maximize profitability for the company	4%	4. Review product life cycles	▪	
		4%	5. Work with Customer Service and Sales for feedback	▪	
		4%	6. Line reviews (Home Depot and Lowe's) retail channel (e.g., product strategy, margin strategy, returns strategy, market research)	▪	
KRA # 3 (Impact= 10 %)					
What?	Provide forum for marketing opportunities and awareness regarding market research, customer feedback, competitive trends, suggestions, etc	3%	1. Face to face customer interaction by traveling, with sales forces to customer's site and meeting with them	▪	
		2.5%	2. Analysis of sale's data and trends	▪	
		2.5%	3. Reading trade journals, marketing reports and business books for insight and maintaining current knowledge level	▪	
Why?	To capture business product/service solution and reduce the impact of poor business decisions	1.5%	4. Meeting with Customer Service for suggestions and comments they are receiving from our customers	▪	
		.5%	5. Developing input into annual strategic plan	▪	

Defines WHAT Results A Job Ultimately Delivers

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WHY That Result Is Of Value to The Organization

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HOW To Achieve the Result At A High Level of Performance

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And Ranks WHICH KRA's & CT's Have The Greatest Impact on Total Job

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STEP 3

Assess Performance Level of Current Job Holders & Backups



JOB PERFORMANCE PROFILE (JPP)

Position: Recruiter; Company: XYZ, Inc. ; (Reports to VP of Sales)



Importance Color Coding

Critical/Very High Importance	650 to 700	█
High Importance	600 to 649	█
Moderately High Importance	550 to 599	█

CAPABILITY FACTORS	
A. JOB SPECIFIC CAPABILITIES	
1. Job Specific Knowledge	491
2. Job Specific Skills	608
3. Job Specific Experience	622
B. TRANSFERABLE CAPABILITIES	
4. Self Management	646
5. Achievement	673
6. Problem-Solving	606
7. Communication	670
8. Decision-Making	613
9. Creativity	478
10. Tasks Management	619
11. Influencing	517
12. Leadership	289
13. People Mgmt. Practices	0
14. Process Mgmt. Practices	0
C. ADAPTABILITY	
15. Flexibility	537
16. Versatility	592

MOTIVATIONAL FACTORS	
D. PERSONAL WORK STYLE	
17. Dominant Director	453
18. Interactive Socializer	470
19. Steady Relater	488
20. Cautious Thinker	411
E. WORK VALUES	
21. Individualist (Challenger)	200
22. Seeker (In-Between)	450
23. Conventionalist (Traditionalist)	626
24. Integrator (Synthesizer)	679
F. WORK INTERESTS	
25. Physical	200
26. Technical	386
27. Intellectual	335
28. Economic	605
29. Routines	550
30. Artistic	195
31. Status	271
32. Entrepreneurial	358
33. Authority	414
34. Relational	652
35. Helping	582
36. Humanitarian	10

Recruiter-JobProfile_Sample.xls ©2004 Spade Business Management, Inc. and Life Associates, Inc. All Rights Reserved. Duplication or Reproduction in any format prohibited without prior written permission. 4/14/2006



Transferable Capabilities that can be "transferred" to another job such as self-management, communication, decision-making, problem-solving and tasks management. Highly related to how well a person will do the job (the quality of the job).



Adaptability is comprised of The WILLINGNESS & ABILITY to effectively change or adjust to obstacles, ambiguous situations and new challenges. Often affects whether one can develop additional capabilities or alter their practices as the job requires



Personal Work Style indicates whether an employee is naturally geared for a job and how they are likely to go about their work based on their habits. A key to long-term personal satisfaction and predicts natural *compatibility* with others.



Work Values indicate why a person decides what is good vs. bad and right vs. wrong. Identifies whether a person is more self-oriented versus group-oriented, is rights vs. responsibility oriented. Related to how a person makes personal and ethical decisions as it impacts them and/or others.



Work Interests provides a predictable pattern of work, tasks and jobs that motivate a person (higher interest). Also indicates type of work, tasks and jobs that may de-motivate a person (lower interest)

STEP 4

Design Performance Hiring & Development Processes

TARGETED INTERVIEWING QUESTIONS GUIDE

(AQ)=Attitudinal Questions (BQ) = Behavioral Question (CQ) = Context Question

A. Work History Questions

1. (CQ) Give me a brief summary of your adult work career up to the present time focusing on practical experience you have had that directly relates to this job opportunity?

B. Training & C. & Job-Specific Expertise #1 (Knowledge, Skills, Experience)

2. (AQ) What knowledge and training do you have that you see as key for doing this job and which you think uniquely qualifies you for it? (What training or additional learning do you see as being important for you to still gain to increase your effectiveness in the job you're applying for? How do you expect to gain this additional expertise?)

D. Job-Transferable Proficiencies (Abilities, Competencies, Developed Talents)

Leadership #2

3. (BQ) Describe how you dealt with a strong conflict or unpopular situation that was a "win-lose" situation at least at the start. How did you respond? What happened?
4. (BQ) What changes have you implemented at your job? How specifically did you get these accepted? (What steps would you take as a new CPW Director in creating a vision for your department and how would you plan to implement change while also building a sense of trust and teamwork within the department?)
5. (AQ) Tell me about a leader or mentor you really admire what it is about this person that makes them appealing to you? (Describe your personal experience with a mentor or coach.)

People Management Practices #3

6. (BQ) Describe a situation that captures your typical management style. (Follow-up: What changes, if anything, about this when you have to deal with very difficult situations or you are under pressure?)

7. (CT1:21%) How do you go about recruiting for the best talent and determining whether a person is best qualified to do a job?
8. (P) Tell me about a time when you significantly improved the performance of a group of people who reported directly to you. How did you motivate the top performers? How did you manage the low performers?

Communications #4

9. (AQ) What areas of communication would people who have worked with you or know you well say are your communication strengths? What areas of communication would they say could stand improvement?

-----Stopped here and will continue after lunch.

Decision Making #5

10. (AQ) Comparatively speaking, do you prefer "big picture" or more detailed implementation type decisions? Making decisions by yourself or with consensus from others? More quickly, spontaneously or slowly, methodically? Vary or stay the same when dealing with different situations?
11. (BQ) Describe for me how you went about making an important decision that had to be made, with little time to gather all the information you wanted? Follow-up: Tell about the best decision you ever made. (What made it the best?) Tell me about the worst decision you ever made. (What made it the worst?)

Process/Management Practices #9

12. (BQ) How do you go about measuring your own success in managing work?
13. (BQ) Tell me about a time when you improved a work process. Be specific.
14. (BQ) How do you delegate work? Give me an example.
15. (BQ) Give me an example of how you manage performance.
16. (CT5:11% & CT8:8%) A critical task of the CPW director role is the

The 90 Action Plan

[Example]

Position: *Product Manager* **90 DAY ACTION PLAN From 7/1/06 To 9/30/06** **Page 1 of 7**

KRA #1: Manage existing products using the Co.'s product management process [40% overall impact]

CT#	Impact%	CT Goals <i>Focus for this period</i>	Key Actions <i>What You Will Do To Move The Measure of Success During This Period</i>	Resources <i>Needed to succeed</i>	By When	Results Review <i>[H] High; [M] Middle; [L] Low</i>
1	16	Sale's forecast review for analysis and trend				
2	8	Manage excess and obsolete inventories				
3	4	Monitor products and product's programs				
4	4	Review product life cycles				
5	4	Work with Customer Service and Sales for feedback				
6	4	Line reviews (Home Depot and Lowe's) retail channel (e.g., product strategy, margin strategy, returns strategy, market research)				

H-M-L Management “Tips”

1. These conversations should take around 15-30 minutes.
2. They should take place once a year at the 6 months mid-point between the yearly review.
3. Have your conversation in the H-M-L order.
4. Share that you are meeting with each of member by telling them you want to be a better leader by giving them feedback as part of their professional development.
5. You can tell members what group they are in, but remember the key is the content of your observations, feedback and questions for them. This is why preparing for these conversations is important.
6. If you have already counseled a low performer on making specific change and the low performer hasn't changed anything, move to the next step of the disciplinary process in your organization.
7. Research shows that you need three compliments to one criticism to have a positive relationship. So with the middle performer use the structure of : 1) I want to retain you (pos) 2) support (pos) 3) coach (develop) and 4) support (pos)

Moving the High Performers

Source: Studer

1. Tell them where the organization is going
2. Thank them for their work
3. Outline why they are so important
4. Ask is there anything you can do for them

Moving the Middle Performers

Source: Studer

1. Reassure: Goal is to retain
2. Support: Describing good qualities
3. Coach: Covering developmental opportunity
4. Support: Reaffirm good qualities

Moving the Low Performers

Source: Studer

1. Do not start meeting out on a positive note
2. Describe: What has been observed
3. Evaluate: What impact it has had on the organization, on you
4. Show: What needs to be done
5. Know: Consequences of continued same performance (up or out)

STEP 5

Integrate Into On-Going Performance Mgt Processes

Results Areas & Critical Tasks Performance "Control" Sheet

Manager: R. Johnson
 Date: 1/03

E = Extraordinary Performance NI = Needs Improvement
 FS = Fully Satisfactory MA = Minimally Acceptable
 B = Beginner

Performer/Job	KRA #1					KRA #2					KRA #3					KRA #4				
	CT1	CT2	CT3	CT4	CT5	CT1	CT2	CT3	CT4	CT5	CT1	CT2	CT3	CT4	CT5	CT1	CT2	CT3	CT4	CT5
S. Sanchez	FS	E	NI			NI	NI	MA	FS		FS	E	FS	E						
J. Brown	FS	FS	FS			FS	E	FS	NI		FS	E	FS	NI						
B. Butler	FS	FS	NI			E	FS	FS	FS		NI	MA	MA	NI						
F. Smith	MA	NI	FS			NI	MA	NI	FS		FS	FS	FS	FS						
A. Brady	FS	NI	B			NI	FS	FS	B		NI	B	B	B						
D. Williams	E	FS	E			FS	FS	E	FS		E	E	FS	FS						

GAP Action Development Plan

1. Setting & Specifying The Goal
2. Identifying The “Field of Forces” For Achieving The Goal
3. Identifying The Key Actions Required To Achieve The Goal
4. Identifying The Measures/Indicators Of Successful Goal Achievement
5. Identifying The Consequences Of Goal Attainment & Non-Attainment
6. Monitoring Goal Achievement Progress & Making Needed Adjustments
7. Building Upon Wins & Breakthroughs Gained By Achieving This Goal

[Example]

Handout Page 3

Current Succession Planning Worksheet

Current Jobholder: Targeted Key Job				Current supervisor: Department:			
Previous Job Held	Previous Dept.	Years in Company	Years in Current Position	Current Performance Level	Current Compensation	Current Pay Min: Mid: Max:	
Current Location		Jobs	Current Readiness For other Company Jobs Now:			Time Need to Become Ready	
Comments:							

Backup Candidate #1:							
Current Job:	Department:	Years in Company	Years in Current Position	Current Performance Level	Current Compensation	Current Pay Min: Mid: Max:	
Current Location		Ready Now: Time Need To Become Ready:			Current Readiness for Others Jobs Now:		
		Development Needed:					
Comments:							

Linking Activities AT All Levels To Highest Level Goals/Value

