Take My Job – Please! A Leader’s Guide to Succession and Planning

Sue Plaster, M.Ed.
Louise Stenberg, MPH
Minnesota Council of Nonprofits
November, 2014
Our Agenda:
Forward-Looking Leadership Planning

1. About Us
2. Defining and Setting the Stage: Your Mental Model
3. Exercises in Succession Planning
4. Context and Views of Succession Planning
5. The 7-Slide Succession Method and How Diversity Fits
6. Results of University of Minnesota Program
7. Setting Individual Goals

Plaster and Stenberg, MCN, 2014
Succession Planning: The Leadership Activity of Determining Best Possible Candidates for Specific Future Roles or Teams.

- Ties to Strategic Plan
- Often a Board Interest/Concern
- Links to Workforce Planning, Leadership Development, Diversity and Cultural Competence Efforts

Results in Data About the Future: (Examples)

- Successors Per Position
- Internal Capability to Fill Positions
- Ethnic or Gender Diversity of Future Leadership Team
Choose a Mental Model For This Exercise

- Organization you are part of or know well
- Succession and talent for the future **matter** for this organization
- Diversity or cultural competence (some aspect of it) **matters** for the future
- You know its talent pool at least to some extent
- You potentially could influence it in some way
Where Is Your Mental Model On This Continuum?

<table>
<thead>
<tr>
<th>Business Case?</th>
<th>Low-Hanging Fruit</th>
<th>Taking Care of Business</th>
<th>Weathering Recession</th>
<th>Asset Protection</th>
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<tbody>
<tr>
<td>Never Had An Actual Succession Plan That I Know Of</td>
<td>Out of Date Plan In Somebody’s File Somewhere</td>
<td>Top Positions Planned for; Not Organization-wide</td>
<td>Have Done Succession Planning Within Past 3-5 Years For Mgt. Roles</td>
<td>Succession Planning, Talent Review and Development Planned Annually for Mgt. and Key Talent</td>
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Where Are You on This?
Four Views of Succession Planning

1. It’s about the **data**: forms, documentation, talent database
2. It’s about the **successors** – “win the lottery” premise
3. It’s about **rating and ranking** talent for future moves and development (9-block, for example)
4. It’s about **conversation and consensus**: feedback, development and action planning that support the talent and the business plan

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Succession Planning in Steps

“The key to succession, which too many overlook, the concept of sustainability.”

From Sobol, Harkins and Conley, “Best Practices in Succession Planning”
Assessing
What Does It REALLY Take To Do A Job?

- Education and certifications
- Work experience, and what type (breadth and depth)
- Skills
- Attributes or attitudes
- Networks, connections or human experience
What Does It Take To Do *Your* Job Well?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Your Job</th>
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## Judgments:
### A Little Test For Us – Replace Ourselves

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<tr>
<th>Skills, Experience and Education Required</th>
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<th>Ready in 1-2 Years</th>
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**Performance**
- **Most Recent Rating**
- **Potential**
  - How Many Moves Up or Across Can He/She Make?
- **Integrity/Ethics/Org. Values**
  - Needs to be an A
Now Do a Draft Succession For Your Supervisor or a Leader

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**Performance**
- Most Recent Rating
- Potential: How Many Moves Up or Across Can He/She Make?
- Integrity/Ethics/Org. Values: Needs to be an A
The 7-Slide Talent and Succession Presentation

1. Organization Chart for the Organization Being Reviewed
2. Key Business/Strategic Issues -- Next 12 Months
3. Key People/Talent Issues – Next 12 Months
4. Organization and Succession Chart (Ready Now, 1-2 yr, 3-5 yr, 5-10 yr)
5. Key Development Moves and Actions (Underway & Planned)
6. Top Talent (Your area + line of sight)
7. Diverse Talent
   - Categorize by organization level

+ Profiles of Incumbents and Successors
Key Principles of the 7-Slide Method

1. Simple forms -- focus on conversation
2. The **centerpoint** is business strategies and goals
3. Encourage participants to think broadly
4. Weave diversity into every step
5. Discuss talent at multiple levels
6. Facilitated conversations with ground rules and action.

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What Aspects of Diversity Matter Most to Your Mental Model Organization?

- Ethnicity
- Language or Accent
- Spirituality
- Age
- Gender
- Sexual Orientation
- Education
- Economics
- Life Experience . . . Etc.
Judgments: Revisit Your Succession Plan and This Time Focus on Diversity

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### Now Revisit the Succession Plan For Your Supervisor or a Leader – And Focus on Diversity

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Test Cases:
What Can Happen When You Use This Method for Succession and Diversity Planning
U. of M. School of Public Health
Studied Needs of MN and N. Dak.
Local Public Health Organizations

- Demographics
- Training Needs
- Training Urgency
- Diversity and Cultural Competence Needs
- Succession Planning Needs

- Preparedness
- Urgency
- Interest
Key Findings

**Minnesota:**

- Nearly half of local public health (LPH) agencies serve a population with a diversity rate of 10% or higher.

- While 29 reported having a plan to increase diversity and/or a succession plan . . .
  - No apparent correlation between having a plan and achieving equity between the population diversity rate and the employee diversity rate.

- For a substantial number of LPH agencies . . .
  - Other HR functions take priority over recruiting and retaining diverse employees

- HR issues related to diversity and succession planning of greatest priority were:
  - **Staff development** opportunities
  - **Recruiting employees** with public health training or backgrounds
  - **Allocating resources** for employee training and development

- Top Training needs identified: Cultural competency, Leadership, Communication/advocacy, and Quality improvement.
Key Findings

**North Dakota**

- Approximately 40% of LPH agencies in ND serve a population with a 10% or higher diversity rate.

- Only three LPH agencies reported having employees from diverse race/ethnic groups.

- For the majority of LPH agencies, other human resource functions take priority over recruiting and retaining employees from diverse backgrounds.

- Human resource issues rated much higher priority than others were:
  - Providing annual review and development planning with employees
  - Offering opportunities for staff development
  - Allocating resources for employee training and development

- Top needs and interests: Basic public health, grant writing and budgeting
UMN-SPH sponsored work

- Two-phased training in succession planning for two MN local public health departments. The second workshop was experiential – the departments met separately and conducted their succession and talent reviews.

- Presentation at 2013 Community Health Conference

- Website access to videotaped 4-hour training session on how to do succession planning for local public health organizations

http://sph.umn.edu/ce/mclph/courses/?id=11536
Results

- Two local public health organizations now have **actual** succession plans
  - For key leadership and technical positions
  - Immediate, 1-2 year, and 3-5 year succession
- The organizations also have actions plans for:
  - Leadership and workforce development
  - Diversity and cultural competence
- “Meeting of the Minds” – critical discussions were held in a structured format about roles, people, talent and the future
- One of the organizations has been able to put its succession plan immediately to use, as real life unfolded
Your Takeaway? Set a Goal to Impact Your Organization’s Future Talent

Lessons for Leaders

• Know diverse talent of every generation, and who is ready for next position.
• Find mentors for those who have the time and focus for mentoring. Mentoring takes many forms, including 1:1 and groups.
• Make sure every aspect of succession work, even the forms, overtly brings diversity forward.
• Bring ground rules to talent discussions
• Watch how we talk about talent
• Don’t spare the feedback or hide it – caring candor
• Think broadly about talent for open positions
Sue Plaster, M.Ed., has held succession planning leadership accountability for Honeywell Inc. as well as Fairview Health Services. In both organizations she helped ensure that diversity and equity were integral to talent planning and review. Sue Plaster is a diversity and leadership consultant with extensive experience in these disciplines. She works with organizations to address issues and opportunities related to diversity and equity, leadership, organization development and succession. Her work ranges from assessment and intervention in workplace diversity issues to customer diversity. She also works with individual clients on career development and job search.

Louise Stenberg, MPH, is Associate Director for Continuing Professional Education at the Centers for Public Health Education and Outreach (CPHEO) at the University of Minnesota School of Public Health. In her role, Louise manages workforce development and capacity building grants and oversees the planning, implementation, and evaluation of online and face-to-face trainings with the public health workforce. The work crosses many topic areas, from emergency preparedness and response to the technical, scientific, managerial and leadership competence of the current and future public health workforce. Louise also teaches an undergraduate course titled “What is Public Health?”.

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http://sph/umn/edu/ce/cpheo/
More Resources
Why An Alternative to the Nine-Box?

- Management teams may be new to talent planning
- Leaders may prioritize understanding their talent and agreeing on development actions rather than categorizing talent
- Job, leader, and team fit are huge components of what we view as talent when we rank and rate
- Integrity and resonance with organizational values does matter
Assessment: The Classic 9-Box

<table>
<thead>
<tr>
<th>Potential</th>
<th>High</th>
<th>Moderate</th>
<th>Low</th>
<th>Below Target</th>
<th>At Target</th>
<th>Above Target</th>
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<td>7 Understand circumstances, address with job move, plan support, etc.</td>
<td>8 Improvement plan</td>
<td>9 Move out</td>
<td>1 Short Term</td>
<td>2 Long Term</td>
<td>3 Special recognition</td>
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<tr>
<td></td>
<td>4 Support for role and develop for next role</td>
<td>5 Support in role and challenge with new assignments</td>
<td>6 Support in role -- value</td>
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Assessment:  
My Preferred Method

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Two keys to any assessment:
1. Reviewer credibility and data
2. Fit with job, manager or organization
Some of the Classics in Succession Planning

- **The Talent Review Meeting Facilitators’s Guide**, by Doris Sims, SPHR, AuthorHouse, 2010
- “It’s a Mistake to Make Succession a Horse Race,” by John Baldone, HBR Blog Network, Feb. 7, 2013