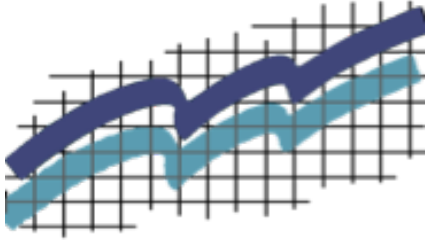


Marilyn Manning and The Consulting Team's Leadership Tips



NOTE FROM THE CONSULTING TEAM

In the last issue of *Leadership Tips* we shared that many of our clients, especially those in government, face many replacements in their leadership ranks because of retirements. We shared information on mentor programs to help develop a ready pool of qualified candidates to fill those leadership positions.

Maintaining a robust Succession Planning process is the overarching component to meet this personnel challenge. It allows organizations to anticipate human resource needs and replace exiting leaders with candidates of optimum talent and expertise. Personnel pro-activity guarantees that organizations can seamlessly continue their strategies, live their values, and reach their goals.

In this issue of *Leadership Tips* we share experiences and tools of The Consulting Team and some of our clients in developing this vital planning process.

Our warm regards,
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Better Bench Strength? *Leadership Succession Plans*

It is only as we develop others that we permanently succeed. ~Harvey S. Firestone

People around the world are mourning the recent loss of Steve Jobs. He exemplified the innovative, effective leader who will continue to inspire others for many years. He thoughtfully planned for the development of his own successor, Tim Cook, then installed him less than two months ago. These acts stand as an example of his forward-thinking leadership style.



Plans for succeeding leaders in organizations have recently expanded beyond the CEO to include others who are the “lifeblood” of the organization. This planning process is particularly crucial because in the next 2-3 years, many people are retiring from top business and government positions. The major question facing these workplaces is “how do we ensure the smooth transition to the replacements required while maintaining our culture and success during the rapid turnover of experienced leaders?”

One of our clients explained how his organization approached this task: “*A leadership ad hoc committee determined who was leaving and where the talent was. They developed a plan with the choices: promote, retain, or recruit and hire. They designated a qualified employee as “deputy” to the top person who was retiring in six months. The deputy is involved in everything now and will be prepared to step in as “acting,” will be better prepared as a top candidate, and assures the organizational memory.*”

continued on next page

Naming someone as “deputy” or one to shadow your top manager sounds reasonable and straightforward, yet many decision makers avoid taking action until emergency replacements become necessary. *The Consulting Team* worked with a non-profit organization that promoted an employee, mostly based on his seniority, to replace a terminated president. One year later we were asked to help exit that person and hire a replacement. The client then found an inspirational and successful leader, who had the right qualifications.

A good plan devises decision-making criteria to either promote from within or seek talent outside. It assesses strengths and limitations in all current managers and develops those showing potential. Leadership development training and mentoring programs can ensure a pool of ready candidates.

Here are tips to develop a successful plan:

1. The “foundation” is a vital strategic plan that assesses the present situation, forecasts future changes and needs, and identifies the gaps. Many of *The Consulting Team’s* clients face heavy retirements as well as layoffs.
2. Identify high potential internal employees for development. Look wide and deep and anticipate any positions that will open up in the next 1-3 years.
3. Include your stakeholders like boards, executive leadership, Human Resources, and possibly, succession management specialists, to brainstorm at least annually on your future hiring and promotion needs.
4. Set realistic expectations for internal candidates. They need to know that participating in a development track does not guarantee promotion, but it will give them visibility and added skills.
5. Use existing performance evaluations and in-house training as well as ongoing mentoring programs.
6. Include steps to “on-board” successors. The most neglected step in succession planning is preparing for what happens *after* the successor is named.

Tools of the Trade: Simple Successful Successions

7 Proven Steps:

- Link to a strategic plan
- Include senior leaders and stakeholders
- Monitor strategic changes, external conditions, and talent pools
- Set selection criteria
- Develop and implement development strategies
- Support internal potential leaders; recruit needed external candidates
- Assess plan by measuring outcomes

7. Regularly conduct a discussion with your core leadership team to confirm that your plan produces results by stating clear goals and measuring outcomes. Address: Has your organization developed an ample pool of leadership candidates? Is it able to fill positions in a timely way, with the skills needed? Do the new leaders step up to their new positions quickly and have the training to succeed? Is the internal talent you identified and developed moving up in the organization or being hired away because their expectations have not been met?
8. Have fun along the way. Whatever we give out comes back. Mentoring and growing our people is very rewarding.

“Our strategic plan is unique because succession planning is interwoven into it. In each area we look for opportunities to grow, teach, develop, and mentor employees toward the future and build a team to fill new roles or vacancies. Thus, the succession plan becomes an everyday part of how we do things as an organization.”
*~ James Leal, Chief of Police,
Newark Police Department*

The Consulting Team's Planning Resources

The Consulting Team offers workshops and facilitation services for organizations to respond strategically to challenges and opportunities. Here are some of our most booked offerings.

Strategic Planning: Strategic thinking and outcome-based planning can realign your organization or team for strategic change. Discover how to set realistic objectives, targets, strategies, performance measures, and implementation. Help your team become more focused and productive by using easy to implement strategy tools. This process, which includes assessment, planning facilitation, and documentation is customized to meet the needs of your organization.

Appreciative Inquiry - Engaging the Organization to Renew, Change and Improve Performance: If your organization seeks its future through innovation, empowerment, and potential, then you will want the power of appreciative inquiry to master change and strategic development. This course helps to recognize strengths and access possibilities and potential. It inspires collaboration and increases organization effectiveness and success.

Leading Positive Change: How do you deal with the pressure of constant change? Are you focused in creating change or are you reacting to problems? This training is

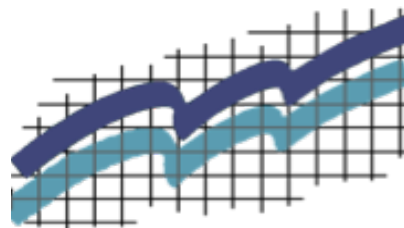
designed to help you set realistic objectives, create strategies to overcome resistance, and implement for success. Learn how to gain buy-in and motivate others to change. Identify stressors; modify negative patterns; and manage conflict and challenging situations.

Communicating Strategic Change: Are your organization leaders communicating and implementing your strategic plan? A plan is only successful if its used, and a primary component of success is constant communication of the plan and its objectives, status, and results. This training covers communications planning, change dynamics, and crafting messages that turn your strategic plan into reality.

About Leadership Tips:

Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past *Leadership Tips* go to www.theconsultingteam.com and select Newsletters

- ▶ To unsubscribe reply to this email and type "unsubscribe" in the subject line, or use this link: [unsubscribe](#).
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For more information on this new lineup, please contact m@theconsultingteam.com or elaine@theconsultingteam.com.



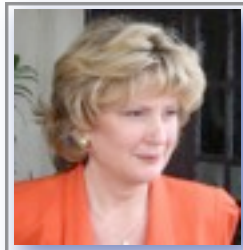
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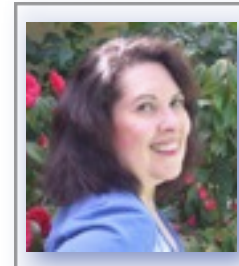
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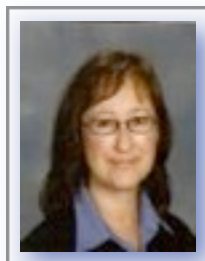
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News About The Consulting Team Members

Dr. Marilyn Manning published an article titled "How to Retain Talent in a Competitive Market" in the Fall 2011 issue of the Drake Business Review. The Drake Business Review magazine is a 48-page global publication that is distributed in North America, the United Kingdom, Australia, New Zealand, Hong Kong, the Philippines, South Africa, and Singapore.

Dr. Jerry Talley addressed the American Society of Trainers and Developers, Golden Gate Chapter, on "Training Evaluation - Getting Beyond Levels," September 21, Santa Clara County Training and Conference Center, Training Room in San Jose, CA 95131. His presentation recommends an update of Kirkpatrick's classic Four Levels of Training Evaluation. Postulated in 1959, this training evaluation predated the field of process improvement.