LEADING TRANSFORMATION #70:

CONTINUATION—SUCCESSION MANAGEMENT

The essential elements of SUCCESSION PLANNING—Selecting, Equipping, Motivating, Assigning Responsibilities, etc—are covered under EMPOWERING LEADERSHIP.

SUCCESSION MANAGEMENT has to do with processes for effective execution of Succession Plans. The essential elements of Succession Management include

1. INSPIRING PASSION FOR THE CORE MISSION

Leaders and employees have to be turned into “believers” in the Core Mission of their institutions. This is done through storytelling and modeling by veterans and incumbent leaders. Results related to the Core Mission should also be measured and celebrated more than all other metrics.

This famous statement underscores the point: “The main thing is to let the main thing remain the main thing.”

2. DEMONSTRATING PROMISING ORGANIZATIONAL FUTURE

It is the responsibility of leaders to demonstrate that the institution or organization is legitimate, viable, sustainable and relevant to the future. This is done by showing authentic and current data on performance, market share, and dedicated leadership.

3. ROTATING LEADERSHIP

Succession Plans do not make sense if leaders are “immovable.” Good Succession Management requires the rotating of leaders in key positions in order to broaden the pool of experienced leaders for different departments within institutions.

Rotating of leadership also broadens the exposure and experiences of leaders and employees beyond their identified career paths.

4. BLENDING EXPERIENCED AND PROMISING FUTURE LEADERS

Good things can become enemies of the best. Faithfulness and loyalty on the part of experienced and effective leaders can result in “aging leadership.” It is a must to have a blend of experienced and promising future leaders for key positions. This ensures continuity of leadership.

5. PARTICULARIZING CARE

Most leaders and employees know that they are needed. What they need to know is that they are wanted. One way to do this is to particularize care for them in ways that show they are being much thought of and appreciated. Generosity is an essential indicator of how much employers and leaders care for employees.

6. CLARIFYING CAREER PATHS

The key question leaders and employees have is this: What is MY future with the institution? This has to be answered as specifically as possible. Pointing to how their strengths, skills and interests match the developmental and missional needs of the institution clarify for leaders and employees their career options.

7. LEADING WITH VALUES, INCLUDING INTEGRITY AND JUSTICE

Leading by discretion or unclear processes lowers trust level. It is important to clarify and utilize the Core Values of institutions in decision making, resource allocation, reward systems, and other leadership functions.

Integrity of leaders, and the practice of justice based on transparent impartial systems and policies, go a long way to build trust among owners, sponsors, leaders, employees and partners.

When trust level is high, ownership and dedication also rise to higher levels.

REFLECTION QUESTIONS

1. What is your future in your organization?

2. What can you do to be more useful to the mission of your organization?