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Q & A

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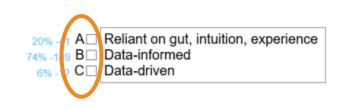
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Relevance of the topic…

Learning Objectives

- Explore key elements of succession planning.

- Describe a 7-step succession planning process.

- Apply key learnings from the 7-step model case study through active engagement.

Key Elements of Succession Planning

Key Elements of Succession Planning

- Clarity of purpose driving commitment

- Objectives supporting desired outcomes

- Process steps enabling performance

- Strategy promoting simplicity

- Communication fostering continuation

- Dedication to needed development

Project management philosophy…
               "Have a plan, work the plan."

Engagement….Which one is the most critical to success?

a) Clarity of purpose driving commitment

b) Strategy promoting simplicity

c) Communication fostering continuation

d) None of these

e) I prefer not to respond

7-Step Succession Planning Model

7-Step Succession Planning Model

1. Commitment confirmation

2. Key position identification

3. Position competency development/confirmation

4. Identification of potential successors

5. Competency assessment of potential successors

6. Potential successor development plan

7. Periodic review of action completion/development of readiness

Model Adapted by UT from OliverGroup, LLC Louisville, KY

7-Step Succession Planning Model – Who?

1. Who is committed to the succession planning process?

2. Who will identify the key positions to include?

3. Who best understands the key position competencies?

4. Who identifies potential successors (PS)? Who are the PSs?

5. Who assesses the competencies of PSs?

6. Who develops the potential successor development plan?

7. Who reviews periodic action completion/development of readiness?

* Who? No seriously, who?

7-Step SP Model
UTHSC Case Study

Step 1: Commitment Confirmation

➢ Organization leader completes commitment confirmation checklist

➢ Identifies SP focus area and responsible leader/manager

➢ Asks simple questions to gauge organizational readiness

➢ Outcome is to determine level of support before work starts

* Case Study Application: University of Tennessee Health Science Center

Engagement….Why is it important to assess readiness?

a) To make the senior leaders look good

b) To help ensure stronger involvement

c) To make HR look good

d) All of the above

e) I prefer not to respond

Step 2: Key Position Identification

➢ Identify the position titles within the desired SP focus area

➢ Identify the positions most critical (hard to hire/fill, greatest complexity, etc.)

➢ Identify positions where incumbent is most likely to retire/leave in the next 1-3 years

➢ Prioritize based on assessment: criticality and imminence of loss

Case Study Application: University of Tennessee Health Science Center

Step 3: Position Competency Dev't.

➢ Develop/confirm competencies for prioritized critical positions

➢ Include core competencies for position type and for position-specific

➢ Start with immediate supervisor, confirm w/incumbent then supervisor

➢ Note proficiency levels: Minimum required, and Desired

* Case Study Application: University of Tennessee Health Science Center

Engagement….Why is it important to focus on competencies?

a) Cause that's what everyone does now

b) It promotes the best possible performance

c) Doing so clarifies expectations

d) Both B and C above, and occasionally A

e) I prefer not to respond

Step 4: Identify Potential Successors

- ➤ Establish criteria that will be used consistently to minimize potential bias

- ➤ Determine best approach for the organization (i.e.: nomination by supervisor, nomination by peers, self-nomination, etc.)

- ➤ Seek candidate (potential successor) profile

- ➤ Summarize succession pool candidate list for each position

* Case Study Application: University of Tennessee Health Science Center

Engagement… How difficult is it to assess candidate proficiencies?

a) Very difficult

b) Moderately difficult

c) Moderately easy

d) Very easy

e) I prefer not to respond

Step 5: Competency Assessment of Potential Successors

➢ Establish approach to assessment (Who will assess?)

➢ Assess each candidate on current proficiency of each competency identified for the position in Step 3

➢ Compare multiple candidates for same position on competency proficiency

➢ Prioritize development of candidates based on resources available

Case Study Application: University of Tennessee Health Science Center

Step 6: Create PS Individual Dev't. Plan (IDP)

- ➢ Create individual development plan (IDP) for each potential successor

- ➢ Ensure IDP focused on competency enhancement for core competencies and position-specific competencies below Desired

- ➢ Keep simple – 1-3 development actions to start, then add as needed

- ➢ Development actions include mentoring, coaching, training, work assignments, etc. that help enhance the competency desired

* Case Study Application: University of Tennessee Health Science Center

Engagement….Why is the IDP so important to SP?

a) Focuses development on key competencies

b) Links development to performance

c) Helps assess talent pipeline investment

d) All of the above

e) I prefer not to respond

Step 7: Periodic Review of Actions

➢ Establish a plan for reviewing IDP completions/ development of readiness

➢ Establish a plan for reviewing the succession planning process outcomes

➢ Plan for milestone celebrations

* Case Study Application: University of Tennessee Health Science Center

Key Observations

➢ Movement is a dependency for opportunity

➢ Real excitement about being developed

➢ Stronger engagement due to development investment

➢ Succession Planning w/ IDP applied to new Executive Leadership Institute

* Case Study Application: University of Tennessee Health Science Center & System-wide Administration

7-Step SP Model
UT Case Study
Q&A

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Thank You!

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