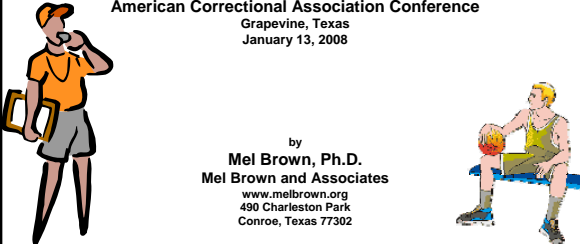


Building an All-Star Bench Through Leadership Development and Succession Planning

Presented at
American Correctional Association Conference
Grapevine, Texas
January 13, 2008



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What is Succession Planning?

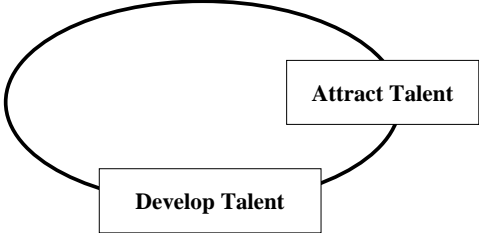
Succession planning is a process of developing talent to meet the needs of the organization now and in the future.

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How is ***Succession Planning*** different from ***Replacement Planning***?

- ***Replacement planning*** is about finding backups to fill vacancies on an organization chart.
- ***Succession planning*** is about grooming the talent needed for the future.

The Manager's Role in Succession Planning



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Developing Leaders Around You is Like Planning a Trip.



There are certain pieces
of information one has to have.

WHAT IS THE FIRST THING YOU NEED TO KNOW WHEN YOU PLAN A TRIP?



YOUR DESTINATION

IF THE FIRST THING YOU NEED TO KNOW TO PLAN A TRIP IS YOUR DESTINATION, WHAT IS THE SECOND THING YOU NEED TO KNOW? WHERE YOU ARE!



THE THIRD THING YOU NEED TO KNOW TO PLAN A TRIP IS: HOW TO GET FROM WHERE YOU ARE TO WHERE YOU WANT TO GO!




Paul "Bear" Bryant Said There Are Five Things Winning Team Members Need To Know:

- What Is Expected From Each One
- That Each Will Have An Opportunity To Perform
- How Each Is Getting Along
- That Guidance Will Be Given When It Is Needed
- That Each Will Be Rewarded According To His Contributions

In Order to Develop an All-Star Bench a Performance Appraisal Should Include a Developmental Plan

ASSESS EMPLOYEES' DEVELOPMENTAL NEEDS

ONCE YOU KNOW WHERE THE EMPLOYEE IS GOING (THE GOAL), AND WHERE THE EMPLOYEE IS (THE RESULT OF THE ASSESSMENT), THEN



YOU CAN PLAN HOW TO MOVE THE EMPLOYEE FROM WHERE HE/SHE IS TO WHERE HE/SHE NEEDS TO BE (THE DEVELOPMENTAL PLAN).

PROVIDE THE SKILLS/KNOWLEDGE NEEDED TO MEET EXPECTATIONS



Once the plan is implemented, you need to

MONITOR TO SEE IF EXPECTATIONS ARE BEING MET

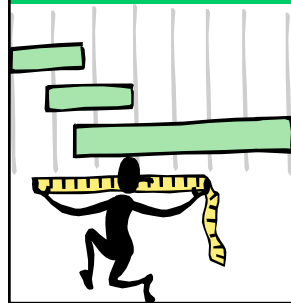
YOU GET WHAT YOU INSPECT

NOT WHAT YOU EXPECT



YOU MUST BE ABLE TO

MEASURE PERFORMANCE



WHEN THERE ARE DISCREPANCIES BETWEEN WHAT SHOULD BE OCCURRING AND WHAT IS OCCURRING



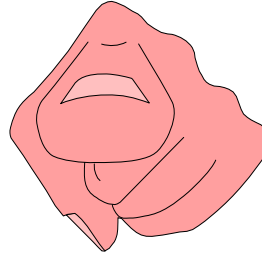
MODIFY THE PLAN TO ADDRESS AND ELIMINATE THE DISCREPANCIES

WHEN PEOPLE FAIL TO PERFORM YOU MUST CONFRONT

Failing to confront those who do not meet the standards

- reduces your effectiveness as a leader;
- prevents the organization from functioning as well as it could, and
- robs the employee of an opportunity to improve his or her performance

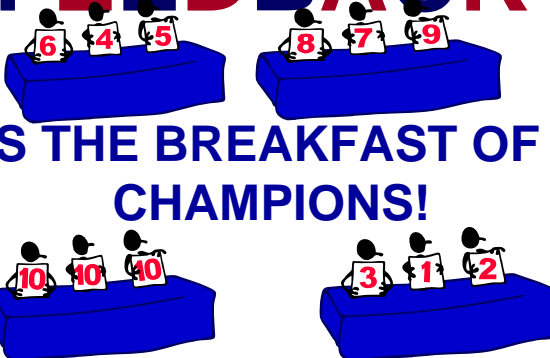
**YOUR ORGANIZATION IS
A REFLECTION OF WHAT**



YOU

ACCEPT

FEEDBACK



**IS THE BREAKFAST OF
CHAMPIONS!**



**How often does
a coach
provide feedback?**

**When does
a coach
provide feedback?**

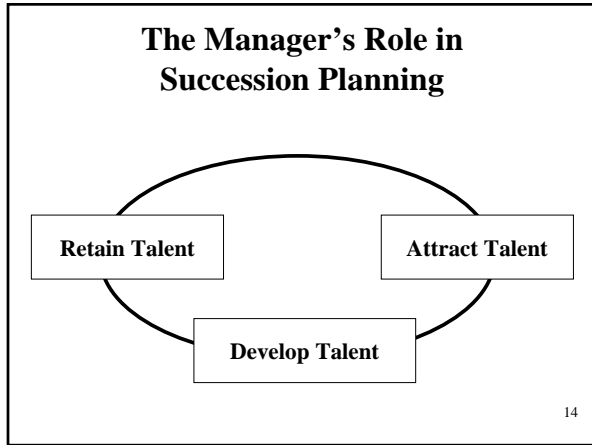
**Provide Employees with
feedback that**

- is useful, specific and timely
- is stated in a tactful and positive way
- will give them the value of your input on doing it better
- shows that you appreciate their best efforts.

THINK PERFORMANCE

NOT TRAINING

**AS THE LEADER,
YOU NEED TO
LIVE AND TEACH
ACCOUNTABILITY**



Retaining Talent Does Not Mean

- **“Keep Everybody.”**-- It means “keep the most productive and highest potential workers in the organization above all else.”
- **Hoard the best people** in your department and give excellent references to problem employees so they can trick other managers into taking them.

How Do You “Retain” Talent?

1. **Recognition**
 - Notice the good things that people do and make it a point to comment on them—the more often, the better.
 - Make sure what you say is sincere. (If you can’t say it and mean it, then don’t say it.)
2. **Encouragement**
 - Let them know you think they have more to offer.
 - Help people to “stretch” themselves. Do that by asking tough questions, giving tough assignments, and setting tough deadlines and standards of achievement.
3. **Reward**
 - Reward achievement, not just activity
 - Reward does not have to be money
 - Reward them with what they value.

In Leadership Development and Succession Planning, the leader must clearly convey the following:

- Well-articulated expectations of high performance for each and every member of the organization and the belief that everyone, including the leader will be evaluated against those expectations on the basis of performance;
- an understanding that communication is a two-way process in which leaders listen, hunger for feedback and new ideas, and are driven by a need to compel and to influence, not to command and control;

- An appreciation of the principle that well-informed team members are the most motivated and strongest achievers and a willingness to communicate with teams and to follow through;
- Confidence and trust in employees and a desire to give opportunities to any individuals who are eager to accept the accountability that necessarily goes with responsibility.

