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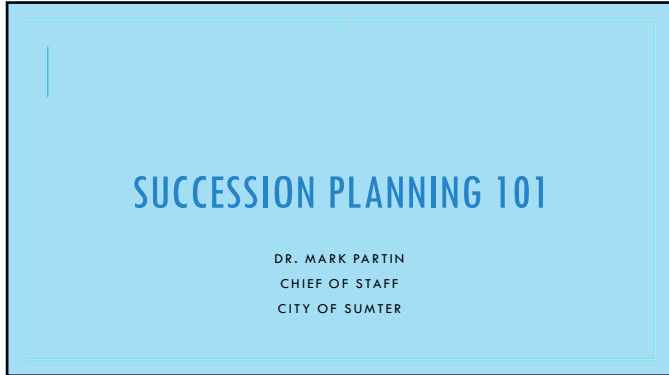


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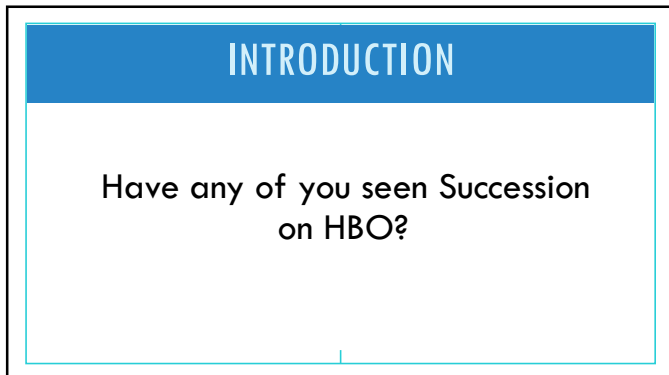
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### SUCCESSION PLANNING EXAMPLES


- GE
  - Jack Welch
  - Jeff Immelt



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### SUCCESSION PLANNING EXAMPLES

- The Federal Government has a succession plan.
  - President
  - Vice President
  - Speaker of the House
  - President Pro Tempore of Senate
  - Secretary of State



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### SUCCESSION PLANNING EXAMPLES

- The State of South Carolina has a succession plan.
  - Governor
  - Lieutenant Governor
  - President Pro Tempore of the Senate
  - Speaker of the House
 Ex. Governor Nikki Haley



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## SUCCESSION PLANNING EXAMPLES CONT.

- Moses was succeeded by Joshua
- Elijah was succeeded by Elisha
- European monarchies
  - Ex. Great Britain, Queen Elizabeth II was succeeded by Prince Charles, who will be succeeded by Prince William

### Question:

Can anyone share an example of a succession plan they've seen in action, either in their personal life or in their organization?

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## ORGANIZATIONAL CULTURE & SUCCESSION PLANNING

- The success or failure of a succession plan involves your organizational culture

### Question

Do you have a clearly defined, agreed upon mission, vision, and values?




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## IMPORTANCE OF SUCCESSION PLANNING

- 25% of Public managers are over the age of 55
- 55% of Public organizations do not have succession plan
- 41% have an informal plan
- 3.4% have a formal plan

### Question

Does your organization have a formal succession plan?

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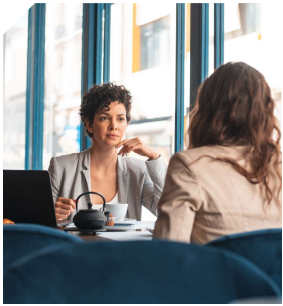
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## DEFINING SUCCESSION PLANNING

"A purposeful systematic effort of leadership requirements, a pool of high-potential individuals with the capacity for development to senior leadership, and developing these candidates through planned work experiences, training, education, and personal growth." NAPA, 1997



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## STEP 1: PROJECTING LEADERSHIP REQUIREMENTS

- Identify any single points of failure in your organization?  
Ex. Cash receipts, Payroll

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## STEP 2: IDENTIFYING CRITICAL ROLES AND TASKS

Focus Area	Critical Roles	Critical Tasks
<b>Definition</b>	Key positions essential to organizational strategy, leadership, and decision-making	Essential activities/processes that keep operations running smoothly
<b>Risk if Ignored</b>	Leadership gaps, loss of direction, weakened decision-making	Service disruption, compliance failures, operational bottlenecks
<b>Examples</b>	City Manager, Finance Director, Public Works Superintendent, Business License Official, City Clerk	Processing payroll, filing compliance reports, emergency response procedures
<b>Succession Strategy</b>	Leadership pipeline, mentoring, identifying successors	Documentation, cross-training, knowledge transfer

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### STEP 3: IDENTIFYING POTENTIAL LEADERS

- Identify and develop high-potential individuals for leadership roles

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### STEP 3: IDENTIFYING POTENTIAL LEADERS

- Internal Candidates
- External Candidates
- Have a list of candidates ready to call when needed.
- Develop a list now of potential candidates to move into critical roles when a vacancy occurs.

#### Question

How do you identify and nurture potential leaders within your organization?

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### STEP 4: CROSS-TRAINING & DOCUMENTATION

- Cross-training is important for developing talent and covering unexpected moments

#### Question

What are some benefits you've seen from cross-training employees in your organization?

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- Document
  - Document
  - Document
  - Developing and maintaining an administrative calendar
    - Know your seasons and rhythms
  - Keep contacts updated
- Print it out  
Save it electronically

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#### STEP 4: CROSS-TRAINING & DOCUMENTATION

- Natural disasters Ex. Hugo, Helene, Flooding
- COVID-19
- Unexpected illnesses
- Dismissals

Continuity of services is not optional

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#### STEP 4: CROSS-TRAINING & DOCUMENTATION

- For departments of one, this is where you put the most effort in succession planning!

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## STEP 5: LEADERSHIP DEVELOPMENT

### Question:

What leadership development programs or resources have been most effective in your organization?

- Mentoring
- Formal program or informal
- Implement a leadership development program with opportunities for all employees and a smaller group for potential leaders
- Utilize resources such as Chambers of Commerce, technical schools, online resources, and local libraries for training, consultant
- Start a book club with your coworkers

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## STEP 5: LEADERSHIP DEVELOPMENT

Culture Transfer

- Tell the community's story
- Tell the organization's story
- Talk about the community's culture
- Talk about the organization's culture

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## STEP 5: LEADERSHIP DEVELOPMENT

Leadership opportunities

- Let them lead
- Let them make mistakes
- Have their back when they mess up

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## CONCLUSION

SUCCESSION PLANNING IS VITAL FOR THE  
CONTINUITY AND SUCCESS OF ANY ORGANIZATION

THE TIME TO START IS **NOW!**

## QUESTIONS

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