



# Developing Business Leaders for Success and Succession

A CEO's (and an organizational researcher's) Perspective



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With Jeffrey Russell

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# The End of Kermit?

In 1990, Kermit the Frog lost his voice and became an orphan.

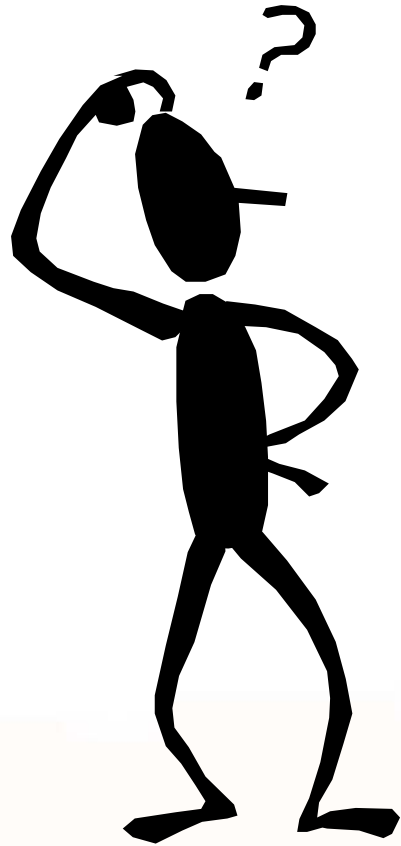




# Our Learning Objectives

As a result of participating in this session, you will be able to:

1. Identify the characteristics of great and enduring companies.
2. Describe the core leadership competencies for sustaining your business.
3. Develop an approach to talent management that strengthens and deepens your leadership bench and facilitates leadership succession.



# What sustains the long-term success of any company?

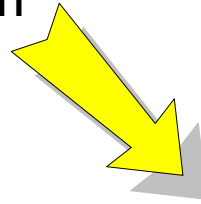


# Organizational Longevity . . .

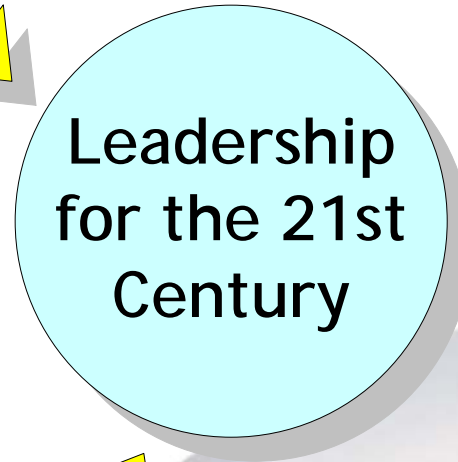
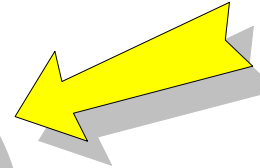
1. A compelling vision of what is possible and a core ideology what the organization believes.
2. Sensitive and adaptive to a changing world.
3. People feel a sense of community/belonging.
4. A driving commitment to new ideas, learning, innovation, and continuous improvement.
5. A free-flow of divergent ideas, information and knowledge.
6. Strengthen the capacity of the front line to act independently, make decisions, solve problems, etc.
7. Reward systems that are fair, equitable, and which reward innovation, risk taking, and quality.
8. Conservative with financial and other resources.

# 3 Dimensional Leadership . . .

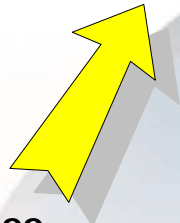
Providing  
Direction



Personal  
Effectiveness



Business  
Acumen





# 1<sup>st</sup> Dimension

# Personal Effectiveness

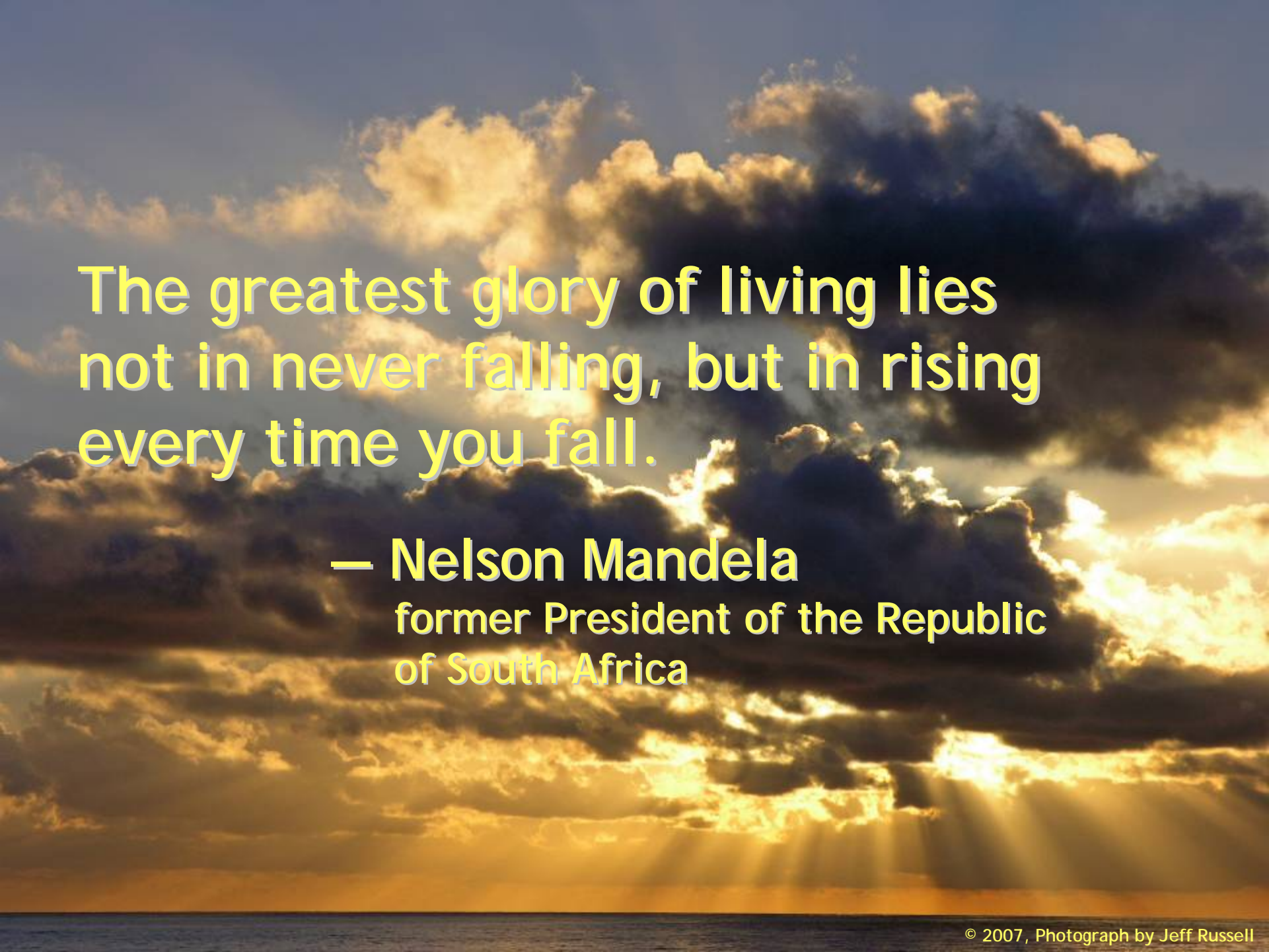
- Clarity in and commitment to a personal vision and guiding values.
- A capacity for critical reflection and ability to demonstrate a high level of self-awareness.
- An enduring hunger for learning.
- An ability to establish specific and challenging goals that contribute toward personal and organizational success.
- An ability to achieve and sustain a work/life balance.
- Resilience — the capacity to spring back in the face of adversity.



Nothing happens without personal transformation.

—W. Edwards Deming

U.S. father of quality improvement



**The greatest glory of living lies  
not in never falling, but in rising  
every time you fall.**

**— Nelson Mandela**  
former President of the Republic  
of South Africa

A scenic view of a coastline with a large tree in the foreground and a quote overlaid. The tree is on the left, and the ocean is in the background. The quote is in yellow text.

Success is not final.  
Failure is not fatal. It is  
the courage to continue  
that makes the difference.  
— Winston Churchill



## 2<sup>nd</sup> Dimension

# Providing Direction

- Have a vision of an ideal future for the group, team, department, or the company as a whole.
- Exhibit a passion for achieving that vision.
- Inspire others in pursuit of the *shared* vision.
- Are willing to challenge the status quo.
- Display integrity in relationships with others.
- Enable others' success.
- Communicate ideas and passions effectively.



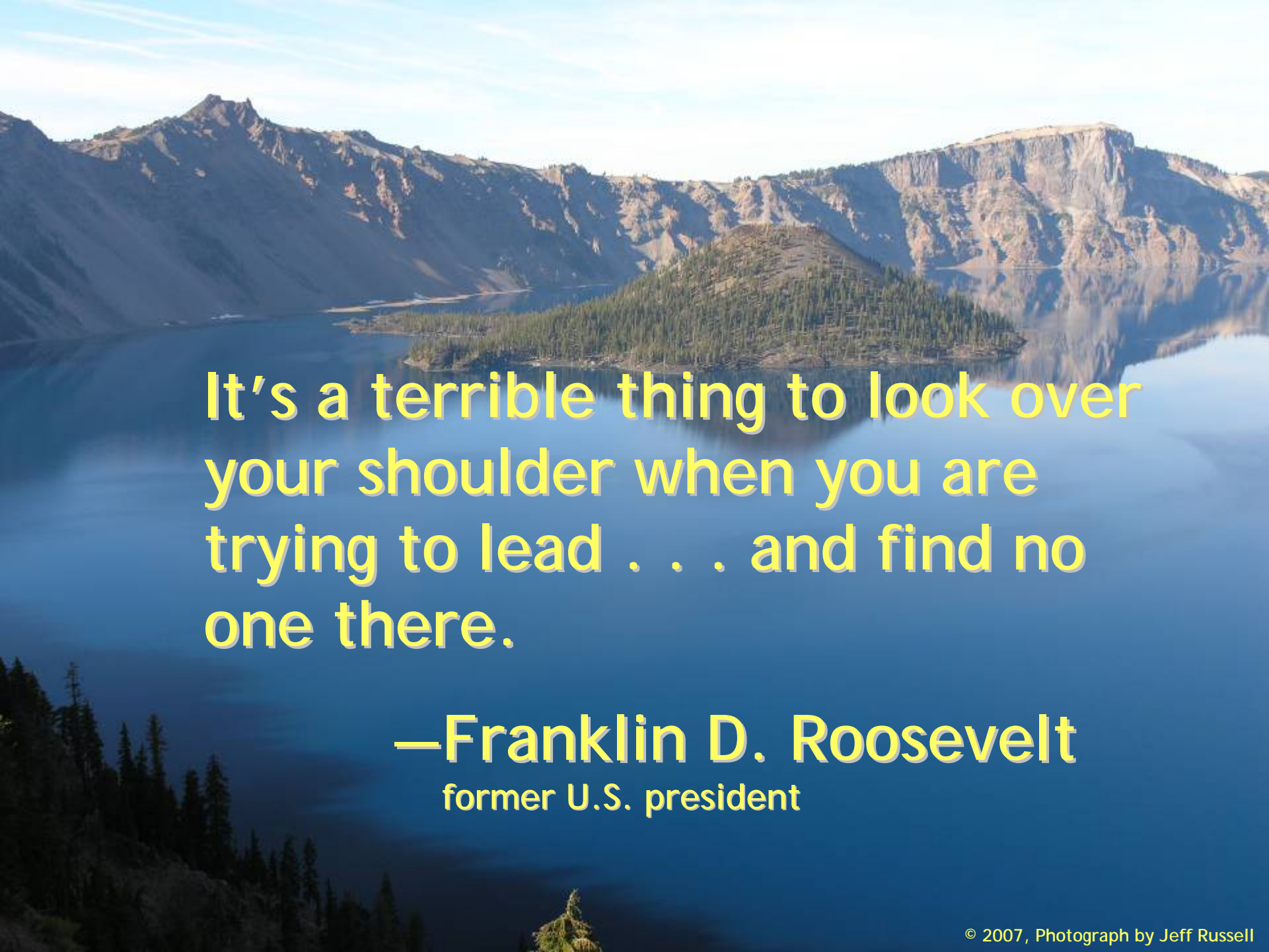
**Where there is no vision,  
the people perish.**

**— Proverbs 29:18**



# 3<sup>rd</sup> Dimension Business Acumen

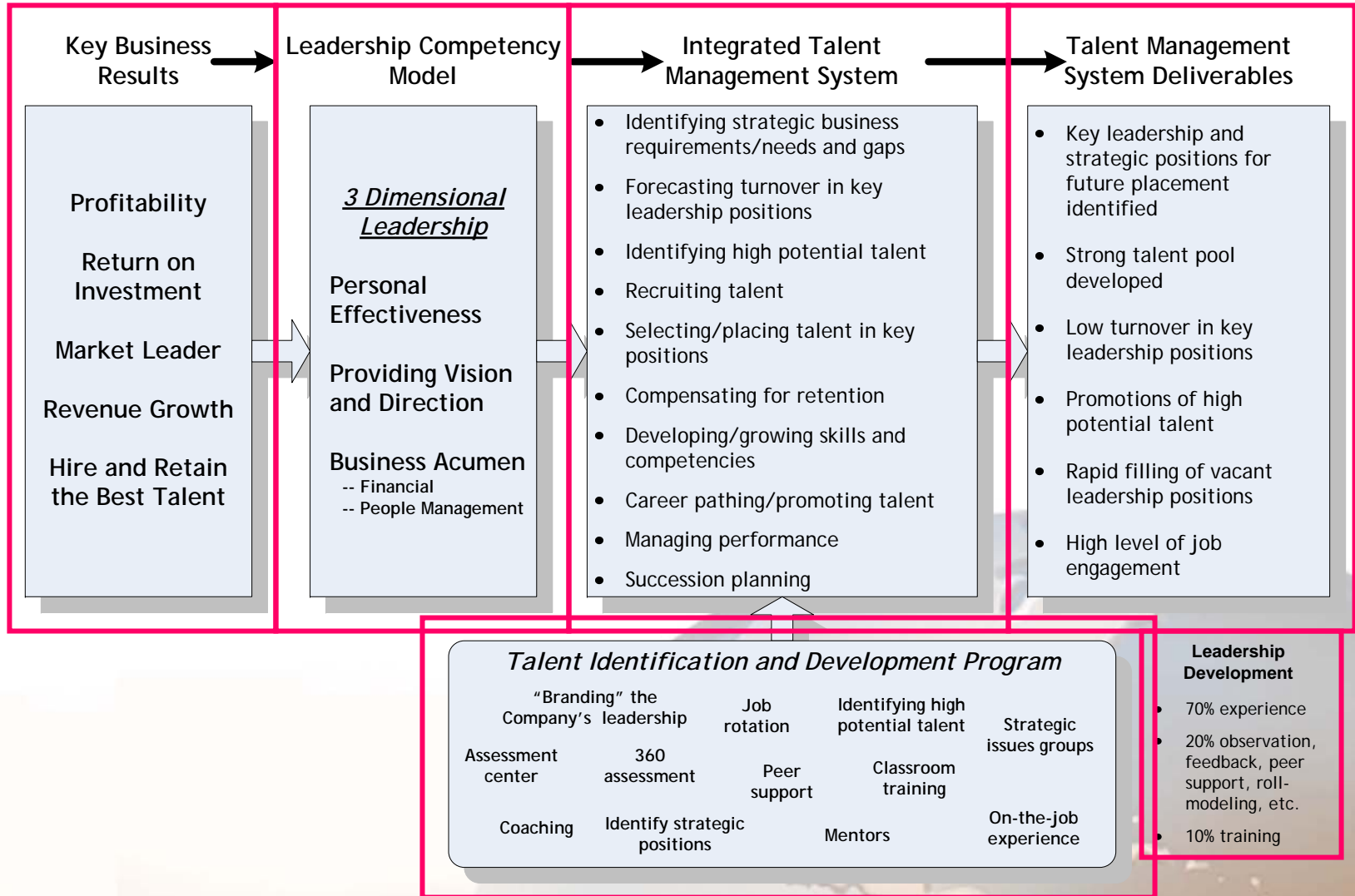
Financial/Business	People/Team
<ul style="list-style-type: none"><li>• Strategic thinking and planning</li><li>• Operational/tactical planning</li><li>• Financial management</li><li>• Marketing</li><li>• Resource allocation</li><li>• HR recruitment and selection</li><li>• Project &amp; implementation management</li><li>• Quality and productivity improvement</li><li>• Performance management</li></ul>	<ul style="list-style-type: none"><li>• Employee involvement and PSDM</li><li>• Team development</li><li>• Customer relationship management</li><li>• Investor/board relationship management</li><li>• Facilitating change and encouraging innovation</li><li>• Performance coaching</li><li>• Employee and leadership development</li><li>• Talent management and succession planning</li></ul>



**It's a terrible thing to look over  
your shoulder when you are  
trying to lead . . . and find no  
one there.**

**—Franklin D. Roosevelt**  
former U.S. president

# Developing & Managing Leaders



# The Goal of Succession Planning

The overall goal of succession planning is ensuring continuity of leadership in key company positions in the face of retirements, unexpected departures, sickness or death of those currently filling these positions.

Specifically, succession planning involves:

- Identifying **critical management/leadership roles** and positions within the company.
- **Forecasting/projecting future vacancies** in these positions.
- Identifying **talented managers and employees** who can be groomed to fill these vacancies in the future.

The image features a serene sunset scene with the sun low on the horizon, casting a warm, golden glow. In the foreground, the dark silhouettes of various plants, including tall stalks and smaller leafy branches, are visible against the bright sky. The overall mood is peaceful and contemplative.

**Blessed is he who expects nothing, for  
he shall never be disappointed.**

**— Jonathan Swift**



# Ten Steps to Succession Planning

1. Develop a **strategic business plan** that identifies the company vision, guiding values, market niche, and core strategies.
2. Identify the **core leadership/management competencies** required for sustaining business success.
3. Identify **key leadership/management positions** to be included in your succession planning efforts.
4. **Forecast/project future vacancies** in these key leadership/management positions.
5. Identify "**high potential**" leaders, managers or employees who will be groomed for filling these future leadership vacancies.

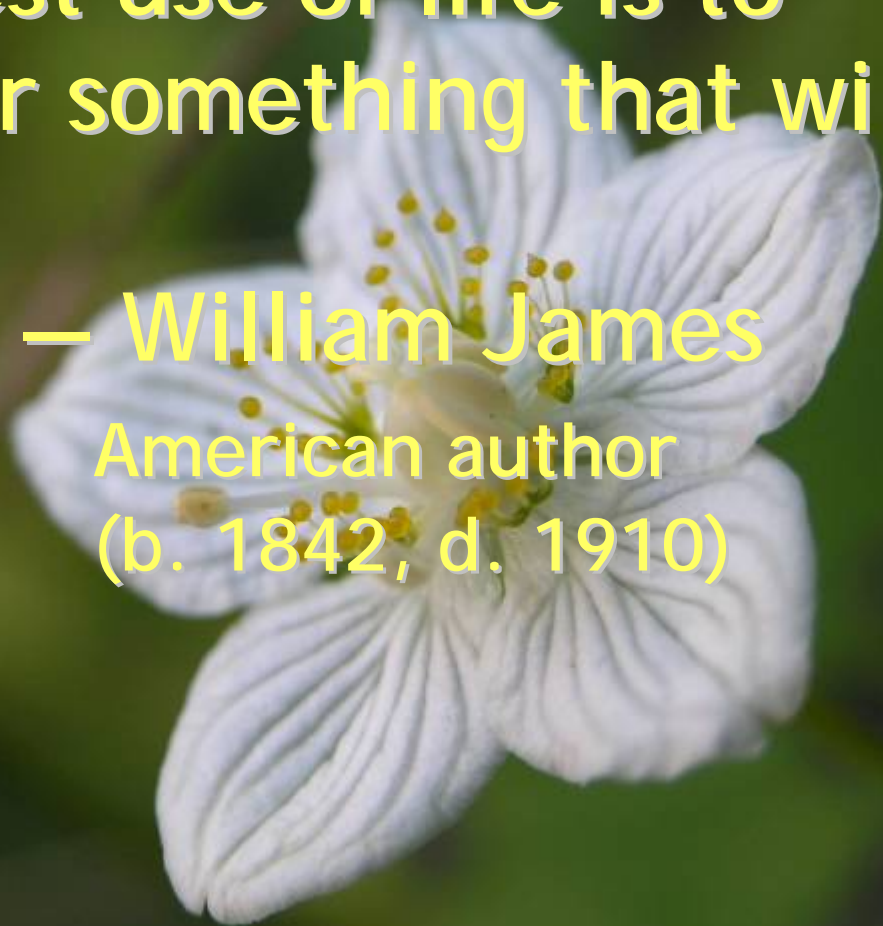


# Ten Steps to Succession Planning

6. Assess the competencies of these candidates and create individual leadership/management development plans. 70-20-10
7. Follow-through and actively provide real-world experience for high potential candidates.
8. Actively manage and monitor the performance of the high potentials.
9. Fill leadership/management vacancies with high potentials that demonstrate the required competencies.
10. Annually assess the effectiveness of the program.

The greatest use of life is to  
spend it for something that will  
outlast it.

— William James  
American author  
(b. 1842, d. 1910)





# Thank You!

Best of luck with your leadership  
success . . . and succession!

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Presentation



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