



2007 Community College Leadership Congress



Getting on Board with Succession Planning

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Background

- According to a 2001 study by AACC, 79% of Community College CEO's will retire by 2011.
- Over next few years, the community college system will need:
 - 700 community presidents
 - 1800 administrators
 - 30,000 faculty members



“One of the most important things leaders do is to prepare for their own succession. The mark of authentic leaders is how well their organization does after they are gone”.

Bill George
 Former Chairman and CEO, Medtronic




What Is Succession Planning?



A process through which an organization assures necessary and appropriate leadership resources for the future in the form of a talent pipeline with the capabilities of sustaining the organization's long-term goals.

**“Lessons of Experience”
 Center for Creative Leadership**

Where do people learn the skills to be effective leaders and managers?

- Job Assignments
- Other People
- Formal Training and Development Programs

**Our Model
 at
 Guilford Technical Community College
 GTCC**






Define the Demand

- Identified projected vacancies/retirements
- Identified the business objectives for the short term and the long term
- Translated objectives into talent requirements

What competencies are needed to *currently* carry out job functions? What competencies are needed for the *future*?

Determine the Talent

- Conduct a Preliminary Talent Assessment
- Define critical/key positions (roles that would be very problematic, expensive and impact processes across a significant portion of the organization)

Identify the Gap

- Compare current administrative and staff levels against defined future needs
- Compare current succession coverage for key/critical positions against desired coverage

GTCC Systematic Succession Plan

- Communicate Available Pathways
 - Continuing Education
 - Formal Education
 - Action Learning
- Allow individuals to self-select
- Supervisors nominate

Individual Development Plans

- Create or Build on Existing Development Plans
- Provide opportunities for Development Activities
- Provide Regular and Periodic Feedback

ACTION LEARNING PROGRAMS:

Goal: Talented, Diverse Workforce

- President's Leadership Seminar:
 - 134 participants to date
- LEAD:
 - Project Teams Aligned with College Initiatives
 - 23 Graduates
 - 20 Entering Program this fall

Outcomes:

Increased Commitment & Engagement



Program Essentials

- Top Level Commitment
- Allocation of Resources
- Commitment to Training
- Mentorships – Learning Partners
- Coaching
- Invest Time to Monitor Program & Outcomes
- Recognize that this is a Dynamic Process
- Communicate No Guarantees



Reap the Benefits

- Projected Continuity of the Organizational Strategy
- Strength of Leadership Capability
- Desirability as an Employer
- Employee Satisfaction Levels
- Ability to Attract and Retain Top Talent



The Daytona Beach Community College Experience



The Greatest Benefit

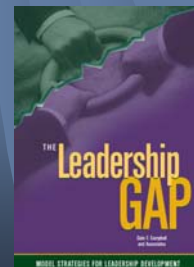
Daytona Beach Community College

- Institutional Cultural Change
- Clear "Potential" Career Pathways
 - ↑ Job Satisfaction → Productivity
 - Result: A Positive Continuous Improvement Cycle
- Outcome: Institutional Sustainability of Excellence
- The Hawthorne Effect



Dale Campbell & Associates (2002)

- Chapter 5: Beacon Leadership Program (Sharples & Carroll)
 - Describes Daytona Beach Community College's Model after 3 years of experience
 - Now in 6th year



Unique Features

Daytona Beach Community College

- Focus on Leadership Development
 - Leadership Development Institute (LDI)
 - Three-year program
 - Access to all employees (career employees to administrators)
- Philosophy: “It’s about education—just a different classroom.”

4-Track Leadership Development Institute

Daytona Beach Community College

Leadership Development Institute			
Leadership Knowledge & Skills (Basic Leadership Series)	Formal Credit Instruction (Masters, Doctorates)	Topic Intensive Training (Master Faculty)	Experiential/Service Activities


The Succession Plan

Daytona Beach Community College

The Leadership Competencies		
Core	Role Specific	Job Specific
<ul style="list-style-type: none"> •Adaptability •Focus •Communication •Mission •Judgment / Problem Solving •Teamwork •Use of Results 	<ul style="list-style-type: none"> •Innovation •Influence/Impact •Initiative •Developing Others •Resource Management •Self-Management •Relationship Building •Vision 	<ul style="list-style-type: none"> •Education •Skills & Knowledge •Experience

IDP ⇄ Portfolio

The Professional Portfolio
Daytona Beach Community College



Leadership Development & Succession Planning

Contents

- Assessment of Competencies ⇕
- Expanded Resume ⇕
- Goals Worksheet ⇕
- Individual Development Plan

Current Status

Daytona Beach Community College

- Leadership Development Institute
 - Year Three: Focus: Experiential & Initiative
 - Year Two: Focus: Teamwork & Leadership
 - Year One: Focus: Self-Assessment & Institutional Knowledge
 - Over 250 participants to date
- Succession Management Plan
 - 51 Critical Positions Identified
 - 100+ “Candidates”

Typical Succession Management Plan Entry

- Critical Job and Name of Incumbent
 - Brief Job Description
 - Incumbent’s Retirement / Departure Plans
- Potential Candidates for Job
 - Assessment of “Position Readiness”
 - Professional Development Plan

The Payoffs

- “Position-Ready” Employees for most critical positions
- 30+ Promotions / Progressions
 - Includes:
 - Vice Presidents
 - Associate Vice Presidents
 - Deans
 - Assistant Deans
 - Directors & Executive Director
- 14 New Doctorates (6 in progress)
- 3 New Masters (5 in progress)



Lessons Learned

- Succession Planning = Institutional Cultural Change
 - Career progression & aspirations are OK!
- Leadership Development is a “Class-of-One.”
- Successful Leadership Development and Succession Planning Must:
 - Provide “safe-ground” for risk-taking
 - Focus on excellence, not position
 - Have clear identity
 - Celebrate progress



Daytona Beach Community College



and Succession Planning



- “Developing leaders, at all levels of the institution, and systematically planning for succession is as important as anything that we do. It’s all about teaching and learning.”

D. Kent Sharples, President
Daytona Beach Community College



The Role of the Board



Why Plan for Succession ?

- Some of the 20 essential questions that every board member must answer: (from ACCT)
 - Are you prepared to lead your college into the future?
 - Do you realize the responsibility you carry as a trustee?
 - Are your Board’s practices best practices?
 - Is your Board prepared to select your next long-term CEO?
 - How is your board planning for the future of your college?



Why Plan for Succession ?

- In the U.S. 38% of employers report that talent shortage are causing them to offer higher compensation
- 50% US employers would have hired more permanent professional staff in the past 6 months had quality candidates been available

(Compensation and Benefits Review March/April 2007)



Five Reasons Top-Performing Employees Leave Organizations:

- Pay 71%
- Promotion Opportunity 33 %
- Work/Life Balance 26%
- Stress 24 %
- Career Development 23%

Note: Numbers don't total 100% because each respondent chose three reasons (Source: Watson Wyatt Worldwide)



The Role of the Board

- Forge a Partnership with President
- Ensure campus-based leadership development programs
- Make a commitment to diversity



Succession Planning

CEO/President Level



Phases of Leadership Transition

- Planning
- Recruitment
- Selection
- Interviewing
- Orientation

Adapted from: Kaufman, Barbara, Succession Planning



Planning

- Establish a Transition Team
- Conduct an Organizational Assessment
- Review Institutional Priorities
- Identify Skills, Experience, and Behaviors
- Establish Competencies (General, Job-related, and Personal Qualities)



Recruitment

- Select a Search Firm
- Align Candidates Profile with Institutional Goals and Priorities



Interviewing

- Behaviorally- Based Interviewing
- Engage Key Stakeholders
- Focus on Individual-Organizational Fit



Selection

- Organizational Learning Disability - Halo-Effect Effect
- Align Core Competencies with Institutional Goals
- Negotiation/Hiring



Induction

- Develop an Orientation Process
- Review Performance Matrix
- Review Organization Culture/Decision Making Process



**2007 Community College
Leadership Congress**

**Getting on Board with
Succession Planning**

?? Questions ??



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