

THE DFA APPROACH TO SUCCESSION PLANNING

- ◆ *Who are the key people you want and need to develop to insure your company's success?*
- ◆ *Do you have a plan for this?*
- ◆ *What are the career paths that your most talented people should be following?*
- ◆ *Is each path customized to fit the abilities and talents of people involved?*

The biggest thing going on today is a movement away from traditional succession planning. Instead of focusing on the top 25 or 50 employees, companies are pushing succession planning down to use it as a development tool. Because of our years of experience, we partner with HR organizations and line managers in support of best practices to insure retention of the “best and brightest,” and correct placement and career development for all potential leaders.

Ten Steps for a Complete Succession Planning Program

We offer:

1. Analysis of your talent needs:

- What is the long-term direction of your company? Do you have an effective strategic plan guiding your course and direction? What are the key areas which require continuity and development of the people resources? Who are the key people you want to develop and nurture for the future? What are the career paths that your most talented people should be following?

2. Comprehensive Career Development Feedback Tools

(Highlands Ability Battery; Career Design Guide; MBTI; 16 PF; MAPP)

- ◆ Is their career path customized to fit the abilities, motivated skills, interests, needs, and values of each employee? Are they a great match for the role they are playing?

3. Job Analysis/Selection/Searches

- ◆ Do you have a process for doing appropriate analysis of the jobs you need to fill so you understand the abilities you need to fill them? Do you have the best process for bringing in the talent you need? Do you hire and interview to identify talent right for your organization? Do you have great behavioral questions to insure you have candidates that don't just look good on paper but can be aligned with the skills and abilities you need to hire?

4. Knowledge Capture with “Appreciative Inquiry”

- ◆ Do you have a process to capture the institutional knowledge (oral histories and lessons learned) necessary to pass what is appropriate on seamlessly to your candidates?

5. Emergency/Risk Management Succession Planning

- ◆ Do you have a process in case your CEO, Executive Director or critical leader drops dead?

6. Strategic Communications

- ◆ What are the messages for the Stakeholders and the Community and how do you give this information out strategically about your talent needs? DFA supports the crafting of these messages and serves as an objective sounding board.

7. Professional Development Planning

- ◆ Do you have an efficient and streamlined career planning and decision-making process?
- ◆ Do you have a 360 degree assessment and leadership development planning program for your candidates?
- ◆ Do you have a program to support supervisors and managers in coaching your talented candidates?
- ◆ Have you designed and monitored an “Application Project”— to “test” and “assess” a candidate’s ability to perform a higher level function or role?
- ◆ Have you introduced “Action Learning Labs” so that your high potential candidates can problem-solve issues of concern to one or more members. The labs provide both direct and indirect training on how to deal

creatively with real leadership concerns, even when these are not in a leader's functional area of expertise.

8. Executive Coaching

- ◆ Does your candidate have access to a qualified external coach who can serve as a "mirror", strategic thought partner, and development resource?

9. Monitoring and Evaluation of Progress—

- ◆ Have you established appropriate mile stones and progress reports to insure that your program is working?
 - Re-run of surveys and 360's for aggregate reports on progress. We do "pre/post" surveys of your organization or re-run leadership 360 surveys to evaluate your success.
 - "Feed-Forward" Analysis of Coaching Success: We monitor the progress of any individual's development through checking with peers and direct reports.

10. Formal Talent Reviews

- ◆ Are you able to do "Succession Planning" scenarios to review the effect of job changes and related executive decisions?

We:

- ◆ Insure that the right people are aligned with the right tracks and your strategic needs
- ◆ Insure that you are doing Succession Planning and not Selection-Planning
- ◆ Improve your leadership development and retention rates as bi-products

Diane Foster and Associates has done Succession Planning work clients in many industries, including Advanced Micro Devices, AT&T Capital Corporation, California State Auto Association, the Kitchell Corporation, and Pacific Bell.