

# Who Are Your Company's Future Leaders?



## Use a Strategic Approach

Succession planning is not replacement planning. A replacement plan simply assumes that the organization chart will remain static over time. It looks for backups. In the rapidly changing business environment of today a succession plan is needed that looks at financial transition and talent transition.

Succession planning for talent transition focuses on developing people to build a depth of talent within an organization to enable it to meet future needs that may not yet be defined. Sure, replacements are easier to find when a succession plan is done. But succession planning is much more strategic.

## Create Talent Pools

Developing leaders throughout the hospital allows the organization to find the best talent for new needs. The search is not limited to "silos of specialization" instead the search broadens across the organization.

## Identify Candidates

The first step in identifying candidates is to define the job skills, commitments, interpersonal skills and organizational perspectives needed to generate success in each position within your organization.

The second step is to systematically observe each candidate's behavior at work. Do they consistently demonstrate potential in character, capacity and competence? Many of the nation's top firms utilize the Birkman Method® assessment tool to help determine candidate's organizational and personal alignment to future positions and to measure the type of talent the organization needs most.

The third step is to use the Leadership Praxis™ developmental phases to identify a process of development for those employees in your company who demonstrate potential as a manager or leader. This requires that candidates demonstrate performance and potential. Both are recognized in the behaviors that show how an individual actually conducts themselves.

## Start Now

It is never too early to prepare for the succession of power and talent your company will face. The only question is will you be prepared for succession when it occurs or will you suffer the loss inherent in failing to prepare?

Call us now and let us help you design your future instead of trying to catch someone else's.

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	Phase 1 Identify Candidates	Phase 2 Apply the Criteria	Phase 3 Provide Opportunity	Phase 4 Give Feedback
<b>Objective</b>	Research	Training	Training	Training
<b>Activities</b>	Training	Coaching	Coaching	Coaching
<b>Outcomes</b>	Criteria defined Leadership Skills Assessed Relationship Established	Career Goals and Strengths Determined Apply new relational insights	Skill identified with candidate and clear developmental pathway designed	Refine and test skills through experience and course work. Encourage pursuit of open positions.
<b>Tools</b>	Leadership Praxis™ Organizational Strengths Assessment, Birkman Method® Assessment & Interviews	Coaching Feedback Formal and informal training curricula	Peer coaching feedback & interaction Formal and informal training curricula	Coaching feedback & interaction with corporation and vendors Birkman 360 Review
<b>Go/No Go</b>	Did candidate complete assignments? Does assessment show potential?	Is candidate willing to commit to process? Does assessment indicate potential?	Has skill level improved? Is candidate still teachable?	Are competencies ready for deployment?