

Succession Planning

Peter Blair

mtmconsulting Ltd

September 2010

© *mtmconsulting Ltd* 2009. *WARNING – this presentation should not be construed or relied upon as commercial advice as it cannot, and does not, take into account the particular circumstances of a case or the individual needs of a school. The information contained in this presentation is for reference purposes only and, you should attribute mtmconsulting Ltd as the source of any information used.*

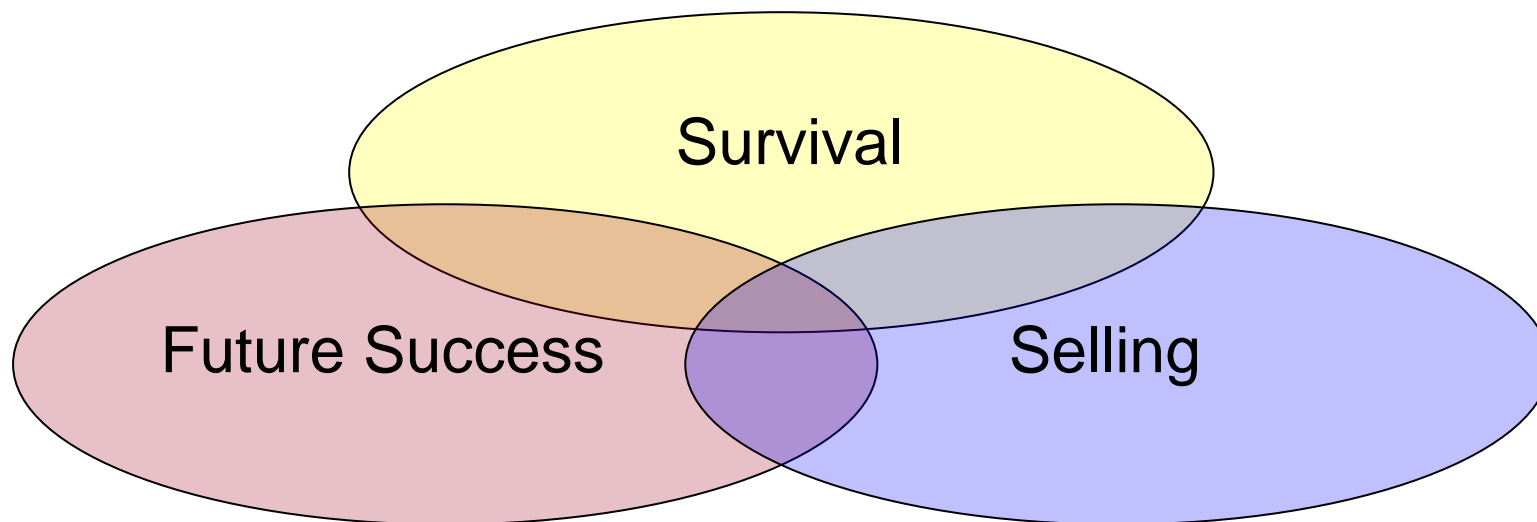
Agenda

- Why bother?
- Being ready
- Assessment
- Evaluation
- Development
- Transitions
- Issues

Succession Planning

- What is it?
 - A formal process of securing the future of the organisation
 - Identifying potential future leaders¹
 - The process of planning for the day a business owner decides to step down from their leadership role²
 - All of the above...
-

Why Bother?



Why Bother?

- Peace of mind - contingency planning
 - Changing your position within the organisation
 - Helping to guarantee continued future success
 - Maintenance of standards
 - Attracting the best students and teachers
 - Selling the business
-

School size

- The principle is not dependent on size
- The operation of the system depends on the size of the school and the needs of the owner

Do we Bother?

- 29% of owner managers currently have no plans relating to what they will do with their business on retirement*
- Only 17% of owner managers believe that they need external help with succession planning but national research suggests that two thirds (68%) of SMEs do not know what succession planning is

**Source: South East Business Monitor Survey of Business Owners and Senior Decision Makers, 2007*

Statistics

- 2008 - KSI
 - Pedestrians - 6,642
 - Cyclists - 2,565
 - Motorcyclists - 6,049
 - Car drivers - 11,968
 - Bus passengers - 432
 - Other - 916
- Another 202,000 “slightly injured”



Strategy

- Be very clear about your strategy
 - Growth
 - Size
 - Reputation
 - Maintenance of position
 - Sale
- Publish your strategy
 - Sometimes...

Assessment

- Whatever your strategic reasons
- The need for leadership at each level
 - Highly capable individuals
 - Lead team members
 - Good managers
 - Effective leaders



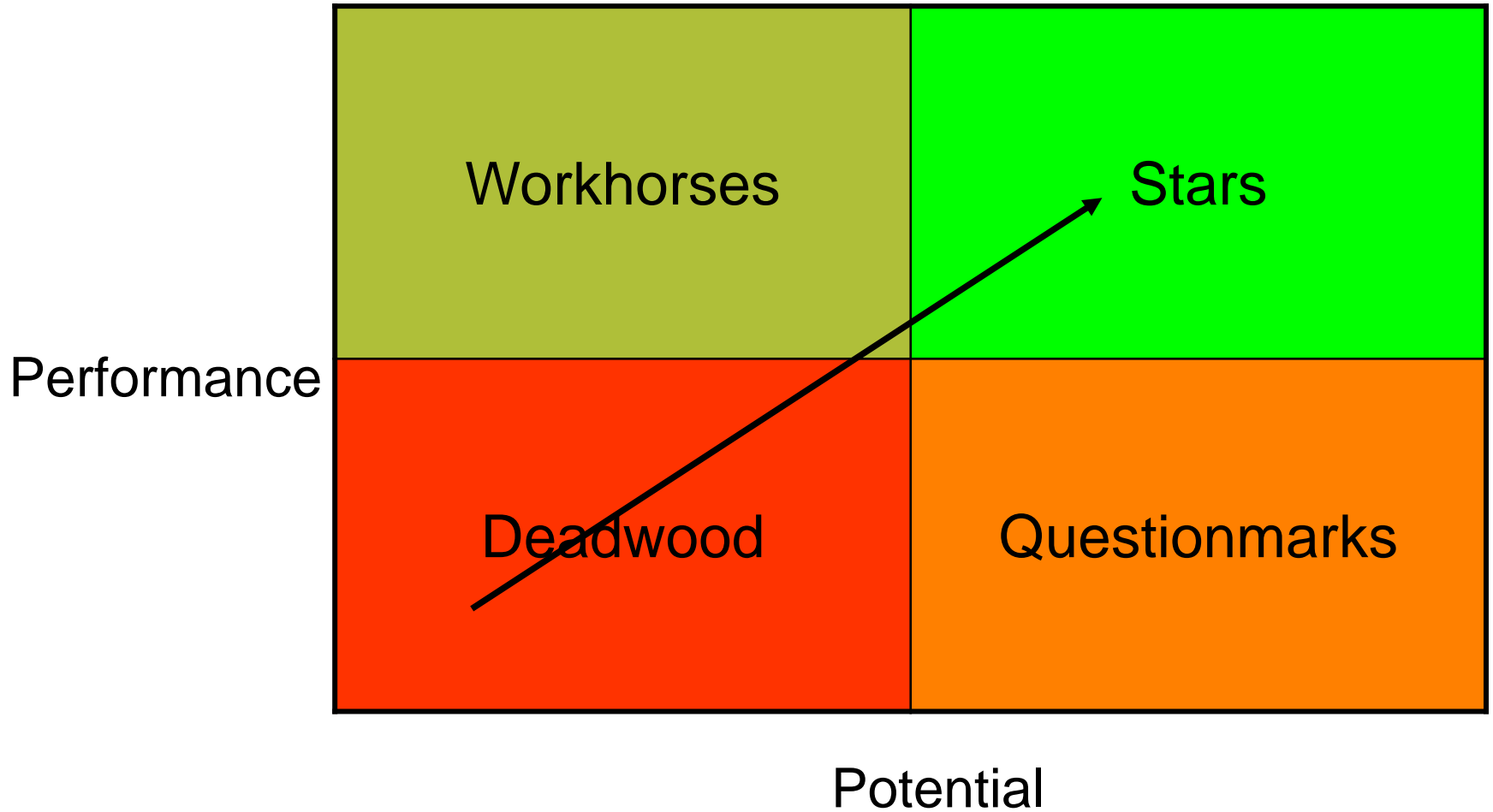
Evaluation

- You know the plan
- You have assessed your requirements
- Now you need to know what you have to work with...

Evaluation

- Within the framework of your requirements and your strategy
 - Form a judgement of the capabilities of your people
 - Understand their own motivation
 - Understand their own plans
 - Understand their own needs
-

Evaluation



Case Example: Georgia Merit System

Talent Matrix

↑ Doing the Right Things	Diamond in the Rough? • Loose Cannon? • Problem child? 7	Future All Around Star 3	Consistent Star • Fully developed • Excellent in role • Needs more responsibility 1
	Future Utility Player 8	Utility Player • Solid citizen • Adequate in role 5	Utility Pro • Fully competent in role • Still developing • Nearly ready for more responsibility 2
	Take action now • Not developing • Not competent • No potential • In wrong job • Move out 9	Future Pro • Still developing • Not yet exceptional in role • Has potential to improve • Monitor development 6	Technical Pro • Fully competent in role • Reached their potential 4
	Getting the Right Results		



This system helps identify the pool of high potential leaders at organization

all levels of the

Evaluation

■ Remember

- Some of the “workhorses” will be content to remain doing what they do well
 - Some of the “deadwood” will have to be removed
 - But then you’re doing that anyway...
 - Some of the “questionmarks” will surprise you
 - They may have been working as well as required - so ask more
 - Some of your stars will leave
-

Development

- Talk with each person before thinking about a development plan
 - Think about where the plan should be taking each person - and your organisation
 - Think short term as well as long term
 - Remember the “continuity planning” reasons for doing this
 - Be ready to develop people out of the door
 - And to celebrate their success
-

Development

- Carry out the plan...
- Test the contingency aspects

Transitions

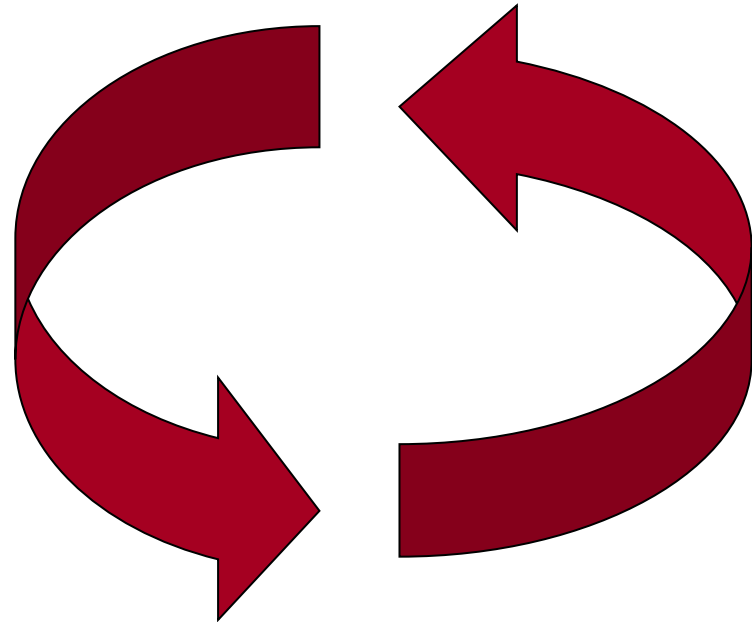
- All change is difficult
 - Expect problems and plan accordingly - you may end up pleasantly surprised
 - Communication is the key
 - As is confidence in the plan
 - And having a plan...
 - Work with your staff
 - Change is only really threatening if you are not involved in the change and feel that change is imposed
-

Common Problems

- Lack of planning or insufficient strategy
 - Feeling threatened by staff development
 - Unwillingness to accept that good people leave
 - Lack of communication
 - Particularly in small organisations where “it’s obviously what we’re up to”...
 - Refusal to accept the inevitable
 - The “it might never happen” response
-

Summary

- Strategy & planning
 - Analysis
 - Evaluation
 - Development
-
- Expect problems
 - This is not a one-off action - repeat!



Summary

- If for no other reason than contingency planning - please think about succession

Suc

ing



mtmconsulting Ltd
September 2010

© *mtmconsulting Ltd* 2009. *WARNING: This presentation is not intended to provide commercial advice as it cannot, and does not, take into account the particular circumstances of a case or the individual needs of a school. The information contained in this presentation is for reference purposes only and, you should attribute **mtmconsulting Ltd** as the source of any information used.*