

SUCCESSION PLANNING

SUCCESSION BY POSITION

succession by position



If you've identified a key role within your organization that is in need of succession planning, SIGMA's simple process can help create a custom plan for this position.

This six-step process can be divided into three phases:

- **phase one:** clarifying the role
- **phase two:** building your candidate pool
- **phase three:** assessing progress

By combining SIGMA's **Succession by Position** solution with our consulting services, in less than one year you could have a strong bench of talented succession candidates ready to move into a role you've identified as critical to your organization's success.

simple succession process



<p>i identify critical roles</p>	<p>Identify which roles your organization should target through its succession program.</p>	<p>At-A-Glance Org Chart</p>
<p>b build success profile</p>	<p>Describe the talent composition required for each critical role at the present time and according to your organization's future needs.</p>	<p>Success Profile</p>
<p>n nominate successors</p>	<p>Select succession candidates for each critical role and consider each position's bench strength.</p>	<p>Succession Bench Summary</p>
<p>a assess development needs</p>	<p>Summarize the talent profile of each succession candidate, and identify gaps to target through development.</p>	<p>Candidate Profile</p>
<p>d develop talent</p>	<p>Outline or update development plans for each candidate, and track recommended and completed development activities.</p>	<p>Development Actions Form</p>
<p>m measure progress</p>	<p>Update the scorecard, tracking various indicators of improved succession planning outcomes.</p>	<p>Talent Progress Scorecard</p>



step 1 identify critical roles

the goal: identify roles to target based on need

the process:

- to be completed by client
- Provide SIGMA with list of critical positions

the outcome: complete list of positions to be prioritized for succession planning



phase **ONE**



step 2 build/validate success profile

the goal: use multiple perspectives to determine requirements for success in a specific role

the process:

- raters complete Leadership Skills Profile Benchmarking Questionnaire (LSBQ)
- evaluate incumbent using scientifically-validated assessments
- review/analyze Job Description for position criteria
- leverage SIGMA's LeaderBase to close any gaps in requirement competencies

the outcome: complete success profile for role

SIGMA Succession success profile



2019

Succession Position	Current Incumbent	Eligibility Year	Urgency
SVP Operations	Bud Brown	2024+	★ ★ ☆ ☆ ☆

Position Demographics	
Location	Charlotte
Level	Senior Management
Area	Corporate

Position Criteria	
Edu	Master's Degree in Business or Finance
Exp	10+ years in industry
Exp	7+ years in sr. management
Know	Best practices in various operations-related fields
Skill	Motivating, developing, & directing others
Skill	Mgmt. of personnel resources
Duty	Implement, evaluate, & revise initiatives
Duty	Represent the org. in external operations matters
Duty	Oversee Operations department

Leadership Profile				
Senior Management Team: Current Competencies	Integrity	Core Role: Current Competencies	Risk Taking	Emotional Intelligence
	Client/Customer Focus		Conflict Management	
	Active Listening		Negotiation	
	Analytical Orientation		Prioritizing	
	Facilitating Teamwork		Creativity	
	Interpersonal Relations		Developing/Coaching Others	
	Communication		Decisiveness	
	Strategic Planning		Dependability	
	Achievement and Motivation		Short-Term Planning	
	Business Acumen			
SMT: Future	Vision	Core: Future	Technical Orientation	Other: Future
	Operating Upwards		Attracting Staff	



step 3 nominate successors

the goal: identify succession candidates for role

the process:

- draft succession bench
- complete succession nomination survey for each candidate
- validate with incumbent and senior management team to create comprehensive benches

the outcome: draft succession bench



2019

Succession Position	Current Incumbent	Eligibility Year	Urgency	Bench Strength
SVP Operations	Bud Brown	2024+	★ ★ ☆ ☆ ☆	C: 2 B: 2 A: 1

Candidate List

	Candidate Name		Progression to Succession Position			Succession Path		
	First	Last	Level C	Level B	Level A	Current Position	Next Position	Readiness for Next
Level A Ready in 1-3 years	Patrick	Purple			Fall 2019	Director		
Level B Ready in 3-5 years	Betty	Blue		Fall 2019		RVP		
	Boris	Black		Fall 2019		Manager		
Level C Ready in 5+ years	Ryan	Red	Fall 2019			Director		
	Greg	Green	Fall 2019			VP		



phase TWO



step 4 assess development needs

the goal: summarize the talent profile of each succession candidate

the process:

- identify candidates to be assessed
- determine assessments to be used
- communicate the process to each candidate
- send assessment links to candidates
- have each candidate complete assessment(s)
- compare results to success profile

the outcome:

- candidate profile for each potential successor
- LSP GroupView report for entire team
- individual assessment report(s)



candidate profile

2019

Succession Position	Candidate Name	Current Position
SVP Operations	Brenda Blue	VP Service

Candidate Demographics	
Location	London
Level	Senior Management
Area	Service & Operations Department


Candidate Training			
Education	Master's Degree	Experience	15 years in service industry
	Enrolled in continuing education program		3 years in sr. management
			Oversees 10 direct reports
			Expanded service department to new client base

Focal Role Criteria	
<input checked="" type="checkbox"/>	Master's Degree
<input checked="" type="checkbox"/>	10+ years in industry
<input type="checkbox"/>	5+ years in sr. mgmt.
<input type="checkbox"/>	Knowledge of operations
<input type="checkbox"/>	Ability to manage multiple teams
<input type="checkbox"/>	Experience in creating budgets and deciding resource allotment
<input checked="" type="checkbox"/>	Foster team environment
<input type="checkbox"/>	Ability to make quick decisions
<input checked="" type="checkbox"/>	Represent team to senior management
<input type="checkbox"/>	Balance interests between multiple stakeholders

Leadership Profile Assessment Results					
Strengths: Current	Facilitating Teamwork	SMT Gaps: Current	Communication	Core Role Gaps: Current	Negotiation
	Client/Customer Focus		Strategic Planning		Developing/Coaching Others
	Business Acumen		Active Listening		Conflict Management
	Dependability				Decisiveness
Strengths: Future	Technical Orientation	SMT Gaps: Future	Vision	Core Role Gaps: Future	
	Operating Upwards				

SIGMASuccession LSP GroupView



 LSP GroupView

First Name Last Name	Decisiveness	Risk Taking	First Impression	Interpersonal Relations	Social Astuteness	Conflict Management	Communication	Negotiation	Achievement and Motivation	Self-Discipline	Independence	Emotional Control	Assuming Responsibility	Emphasizing Excellence	Facilitating Teamwork	Short-Term Planning	Strategic Planning	Organizing the Work of Others	Delegation	Attracting Staff	OVERALL LEADERSHIP PERFORMANCE
J. Smith	99	98	96	97	98	98	86	99	73	65	93	68	98	99	98	60	97	68	98	96	89
D. Jones	91	86	98	98	98	96	81	99	46	56	74	98	93	91	91	80	81	72	95	87	86
D. Sample	78	95	55	61	77	27	98	86	71	89	96	67	95	87	98	36	95	76	89	93	78
A. Example	54	77	84	86	93	69	47	78	38	65	47	53	64	74	88	79	46	81	65	92	69
I. Waters	51	65	83	63	76	65	83	72	54	82	34	47	68	53	73	56	38	60	92	91	65
R. Cox	52	35	33	88	27	67	79	42	53	84	67	65	98	76	39	46	76	74	86	61	62
A. Lopez	62	71	55	78	84	28	37	62	55	28	43	42	76	74	86	57	49	73	83	89	62
R. Salt	39	59	66	72	80	53	62	69	62	51	76	52	76	55	74	35	18	73	69	80	61
N. Crow	77	55	51	63	72	44	69	62	41	39	52	58	63	47	80	62	56	74	79	76	61
B. Pitt	32	33	62	67	68	55	56	57	20	65	76	57	40	62	79	55	20	74	74	57	55
S. Cruz	83	33	30	33	67	31	91	34	13	60	65	59	24	39	83	86	29	86	75	71	55
J. Five	36	23	35	51	49	55	72	28	54	56	14	33	66	27	80	91	54	81	73	75	53
A. Jones	64	55	45	43	58	47	58	48	39	38	35	29	51	59	65	66	51	84	64	52	53
S. Ortez	41	51	22	19	44	29	81	42	46	11	61	78	62	38	66	63	71	71	72	78	52
T. Jackson	18	23	55	55	60	46	32	38	31	65	76	70	29	32	57	72	88	66	55	72	52
C. Glass	57	48	31	47	57	23	88	59	37	25	88	20	67	30	79	32	29	80	74	51	51
D. City	25	20	16	29	40	15	98	28	65	33	67	4	31	32	83	63	88	87	92	72	49
B. Stanford	13	50	45	47	63	27	56	51	83	15	43	65	71	58	53	26	35	47	59	77	49
R. Woods	21	36	44	50	45	24	84	36	40	41	76	24	43	27	56	63	65	70	56	68	48
A. Boston	34	13	18	36	47	46	12	71	77	77	24	77	47	29	53	39	98	69	62	33	48
C. Madden	22	25	35	35	36	17	64	24	31	52	76	29	76	15	41	65	98	81	71	68	48
B. Whiteside	38	31	32	48	58	29	67	41	20	65	25	54	38	27	66	70	31	77	69	64	48
A. Pratt	24	39	33	42	45	35	87	40	42	15	12	16	50	23	74	32	88	54	83	68	45
M. London	19	38	45	38	39	29	63	38	33	35	21	34	40	10	39	61	88	74	70	58	44
Z. Seven	54	29	25	33	44	22	29	33	81	47	67	30	46	40	38	36	37	73	10	22	40
	47	48	48	55	61	43	67	53	48	50	56	49	60	48	70	57	61	73	73	70	57

SIGMA Assessment Systems, Inc. Confidential

SIGMASuccession LSP sample report



LSP-SR Executive Summary

This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 42 leadership competencies. A second chart divides Mr. Sample's overall results into two broad dimensions, his *Interpersonal Leadership Effectiveness*, and his *Task Orientation* (his focus on completing the tasks for which he has responsibility). Finally, Mr. Sample's scores on these two broad dimensions are plotted on a performance grid with *Interpersonal Leadership Effectiveness* as the vertical axis and *Task Orientation* as the horizontal.

All scores in this report are expressed in terms of percentiles, which differ from percentages in that they compare Mr. Sample's expected performance with that of a large group of senior managers and executives. By definition, a score at the 50th percentile is average. For more information on percentiles and how to properly interpret this report, please refer to the LSP manual.

Overall Expected Leadership Performance



The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

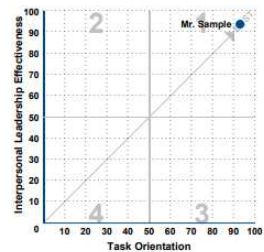
Interpersonal Leadership Effectiveness and Task Orientation



The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

Performance Grid

Explanation: Candidates falling in quadrant 1 have scored above average on both measures and have the greatest potential to succeed in the job role. Candidates falling in quadrant 4 have scored below average on both measures and have the least potential to succeed in the job role.



[CLICK HERE FOR FULL
LSP SELECTION REPORT](#)

Leadership Skills Snapshot

Personal Strengths

Leadership Competency	Definition	Standing	Feedback Page
Sensitivity	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.	<input checked="" type="checkbox"/>	p.11
Inspirational Role Model	The ability to set a positive and inspirational example for subordinates to follow.	<input checked="" type="checkbox"/>	p.12
Social Astuteness	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.	<input checked="" type="checkbox"/>	p.14
First Impression	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.	<input checked="" type="checkbox"/>	p.16
Motivating Others	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.	<input checked="" type="checkbox"/>	p.19
Organizational Spokesperson	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.	<input checked="" type="checkbox"/>	p.21
Achievement and Motivation	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.	<input checked="" type="checkbox"/>	p.23
Interpersonal Relations	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.	<input checked="" type="checkbox"/>	p.25
Persuasiveness	The ability to sell others on ideas, approaches, products, and services.	<input checked="" type="checkbox"/>	p.26
Flexibility	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.	<input checked="" type="checkbox"/>	p.28

[CLICK HERE FOR FULL
LSP FOCUS REPORT](#)



step 5 develop talent

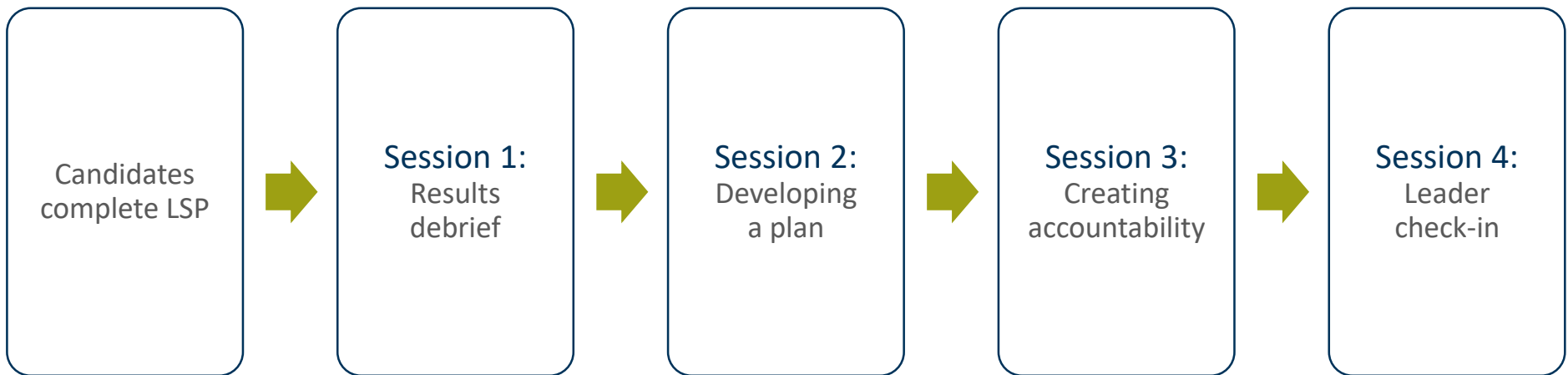
the goal: create a development plan for succession candidates and track progress

the process:

- conduct one-on-one coaching with succession candidates (see coaching plan page 15)
- develop individual development plans (IDPs)
- encourage progress with accountability

the outcome: completed custom development plan for each candidate

SIGMASuccession coaching flowchart





coaching plan – session one

the goal:

understanding results and determining developmental priorities

the participants:

candidate and coach

the focus:

- walk through how LSP works
- explain how dev. opportunities are selected
- results debrief
- candidate profile
- identifying top development areas
- discuss how candidate can begin development

the takeaway:

Development Actions form to be drafted between sessions one and two

development actions form



2019

Succession Position	Candidate Name	Current Position

Top Development Areas	
1.	4.
2.	5.
3.	6.

Development Actions			
Development Area	Action	Complete By	Progress / Comments
3-6 Months			
6-12 Months			
12+ Months			

Notes



coaching plan – session two

the goal: creating an actionable plan

the participants: candidate and coach

the focus:

- reviewing Development Actions form
- discussing/planning self-guided development
- fundamentals of behavior and habit change
- introduce Stop, Start, Continue activity

the takeaway: draft Stop, Start, Continue activity

development opportunity



COMPETENCY:

STOP:

What

How

When

START:

What

How

When

CONTINUE:

What

How

When



coaching plan – session three

the goal: finalizing the plan and creating accountability

the participants: candidate, leader, and coach

the focus:

- reviewing IDP together
- discussing leader support of candidate
- planning metrics and schedule for tracking

the takeaway: finalized IDP with metrics and Development Accountability Tracker

SIGMASuccession accountability tracker



Candidate Name:

Date:

Competency:

CANDIDATE

Over the last three months, how satisfied are you with the progress you've made toward your goals for this competency?

not at all satisfied

slightly satisfied

somewhat satisfied

moderately satisfied

very satisfied



Please express any other comments you have about your development efforts in the chosen competency.

LEADER

Over the last three months, how satisfied are you with the progress this candidate made toward the goals for this competency?

not at all satisfied

slightly satisfied

somewhat satisfied

moderately satisfied

very satisfied



Please express any other comments you have about the development efforts of this candidate in the chosen competency.

Competency:

CANDIDATE

Over the last three months, how satisfied are you with the progress you've made toward your goals for this competency?

not at all satisfied

slightly satisfied

somewhat satisfied

moderately satisfied

very satisfied



Please express any other comments you have about your development efforts in the chosen competency.

LEADER

Over the last three months, how satisfied are you with the progress this candidate made toward the goals for this competency?

not at all satisfied

slightly satisfied

somewhat satisfied

moderately satisfied

very satisfied



Please express any other comments you have about the development efforts of this candidate in the chosen competency.



coaching plan – session four

the goal: evaluate progress and success with process

the participants: candidate and leader

the focus:

- discuss progress thus far
- identify any setbacks faced with development
- consider any next steps to improve process

the takeaway: complete Process Effectiveness Scorecard

optimization scorecard



Candidate

Leader

Name:

Name:

Date:

Date:

Thus far, how satisfied are you with the process, including opportunity to practice, support from your leader, and dedicated time to discuss progress?

Thus far, how satisfied are you with the process, including effort from candidate, amount of involvement, and opportunities to review progress?

- not at all satisfied
- slightly satisfied
- somewhat satisfied
- moderately satisfied
- very satisfied

- not at all satisfied
- slightly satisfied
- somewhat satisfied
- moderately satisfied
- very satisfied

Please express any other comments you have about the process thus far, including successes, roadblocks, and suggestions for optimization.

Please express any other comments you have about the process thus far, including successes, roadblocks, and suggestions for optimization.



phase **THREE**



step 6 measure progress

the goal: measure success of individual development activities and impact on succession bench

the process:

- assess incumbents progress using SIGMARadius 360 assessment (or client's internal tools)
- update succession bench, development plan, succession profiles, and talent progress scorecard
- communicate successes and challenges (individual and team) to leader
- develop plan for following year

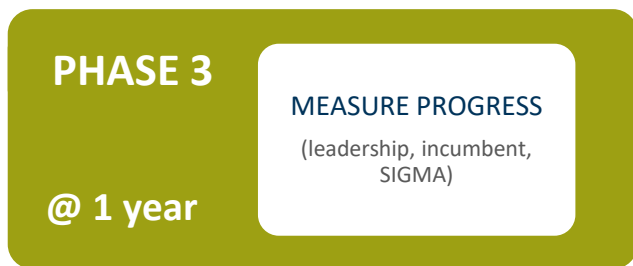
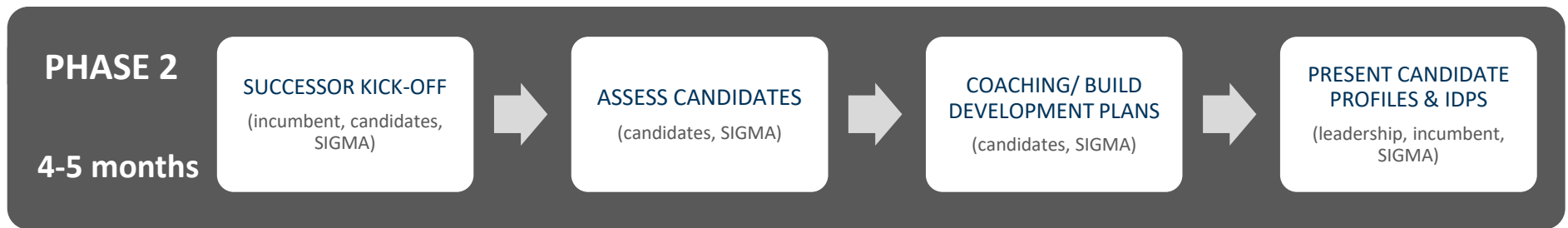
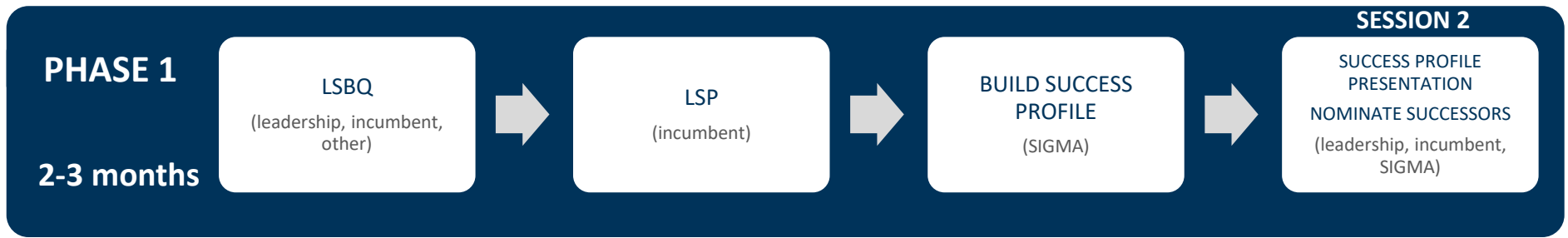
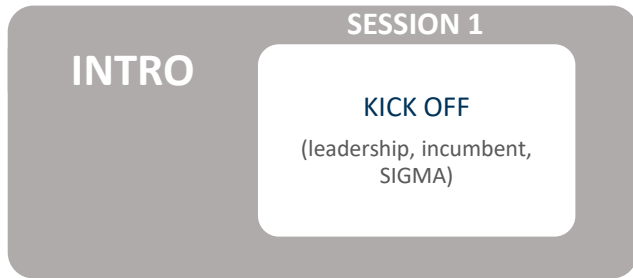
the outcome: updated individual development plans

talent progress scorecard



Talent Progress Scorecard

Indicator	Date			
Critical Positions Filled Internally (%)				
Management Positions Filled Internally (%)				
Average Time High-Potentials in Same Role (Yrs.)				
High-Potential Turnover (%)				
Critical Positions with 3+ Successors (%)				
Average Years Until Ready				
High-Potential Engagement				
Individual Improvement				





Glen Harrison
gharrison@SigmaSuccession.com
800-265-1285 ext. 233
SigmaSuccession.com



US: SIGMA Assessment Systems, Inc. • PO Box 610757 • Port Huron MI • 48061-0757 • P: 800-265-1285 • E: support@sigmahr.com
Canada: Research Psychologists Press, Inc. • PO Box 3292 Stn. B • London ON • N6A 4K3 • P: 800-401-4480 • E: support@sigmahr.com
www.SIGMASuccession.com