

LEADERSHIP DEVELOPMENT



Succession Planning And Mentoring

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SUCCESSION

- Detailed analysis of anticipated future needs.
- Leadership development to ready a person for future vacant roles.

REPLACEMENT

- Replace a position that becomes vacant due to turnover, either voluntary or involuntary.

Succession vs. Replacement

Succession Planning

- Evaluate organization to identify gaps in skills for the future.
- Assess persons currently in existing positions.
- Identify new positions or skills needed in the future.
- Develop a plan to fill identified gaps with internal or external talent.

Replacement Planning

- Reaction to a position that becomes vacant.
- Not forward-looking.
- Assessment of need based on position description or position requirements.
- Immediate need to recruit to fill vacancy.

Leadership Development

- Future gaps identified, as well as persons with talent or potential to fill those gaps.
- Persons not ready to step into new positions without training.
- Leadership development comes into plan.
- Development activities include education, training, temporary assignments, and mentoring.

Mentoring

- Can best be described as a shared opportunity for learning and growth.
- Not simply answering questions and giving advice – it is a process.

Mentoring Process

- Deliberate effort to mold and shape an individual.
- Has to include structure.
- Provide opportunities to learn points of communication, problem solving, leadership techniques, technical expertise, and time management.



Create an Open and Supportive Climate for Discussion

- Encourage open, two-way communications.
- Be patient.
- Help the mentee focus.

Demonstrate Good Listening and Follow-up Skills

- Ask open-ended questions.
- Listen fully and ask follow-up questions.
- Discussed issues need progress noted.
- What worked for you may not work for your mentee.



Provide Constructive Feedback And Advice

- Balance of praise and constructive feedback.
- Focus on behavior that can be changed.
- Let the mentee set the initial goals.
- Make sure goals are specific and realistic with target dates and progress reports.
- Do problem solving when issues arise.
- Discuss additional ways to get advice and information.