Developing Staff and Succession Planning

DURATION: 60 minutes

TEACHING METHOD: Discussion (Live or Webinar)

READING: Student Guide

Teaching Aids/Handouts: Master the One-on-One Meeting https://hbswk.hbs.edu/item/master-the-one-on-one-meeting

LESSON OBJECTIVE: Members should be able to explain why developing staff and planning their successors is of vital importance to the organization.

DESIRED LEARNING OUTCOMES (DLO):

1. Understand the challenges in finding and developing members for key leadership roles
2. Identify and utilize the strengths of volunteers to fulfill key staff and leadership roles
3. Understand how to best prepare members to assume senior leadership roles and maintain continuity
4. Clearly delineate the methods of training the future leaders in your Region and nationally.
5. Become familiar with the methods to ensure that the best qualified members are able and willing to assume the role of senior leadership to prevent an interruption in command and implementation of strategic plans and operations

LESSON STRATEGY: This lesson is designed to further the student's knowledge on how to accurately identify members for development into larger roles within the organization.

INSTRUCTORS NOTE: This lesson gives different tools and methods for members to use in their staff development toolkit.

REVIEW: Ask the students if they have any questions about the rea ding. If they have questions, answer them. If not proceed with a short review. Ask the students to share the most important points from the reading. The one-on-one, is just an excellent example of how managers develop their employees. First, it shows you care about them by carving out time for them in your schedule. Secondly, it allows personalized performance appraisal. Third, it allows you to make sure they are satisfied and making the best contribution. Ultimately, they are an investment. How are you investing in your members? Encourage several students to share/participate.

BRIDGE: We just did a quick review of why it is important to develop staff and plan for the future of when we vacate our roles. We will now take a deeper dive into this subject.

SUGGESTED DISCUSSION QUESTIONS: Feel free to add or adjust questions as necessary to meet the students' needs as well as the unique conditions in your region or nationally.

Lead off Question: How would you interview members when going through a selection process for a new role?

Supporting Question: Explain what a one-on-one meeting is and why they are necessary.

Supporting Question: What methods can be used to identify individuals who have potential to move up in the organization?

Supporting Question: What methods can be used to evaluate your member's competencies?

Supporting Question: What are some methods that can be used to build a deep bench? e.g. not reliant on a single individual for multiple things.

Supporting Question: How often should your staff members be rotated?

Supporting Question: What key roles always must be filled? Once they are, how to you continue to build out your staff?

Supporting Question: What tools can be utilized for identifying members for specific roles?

Supporting Question: How do you build up your Region/National level staff without cannibalizing the lower echelons?

Supporting Question: What are some ways you can have roles supplemented?

Supporting Question: What is an appropriate span of control you should have and how should that influence your command and staff structure?

CLOSURE: Through your readings and discussion we just had you can see how vital it is to start developing a succession plan even before accepting a role. We must foster a pipeline that is continually flowing with our member's development. The more cross-trained our members are to fulfill various roles the more robust the organization will be to deal with unexpected changes with minimal interruptions to our operational capabilities.

CLOSELY RELATED LESSONS: