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Creating a Culture of Accountability:

Focus on Succession Planning for Sustainability
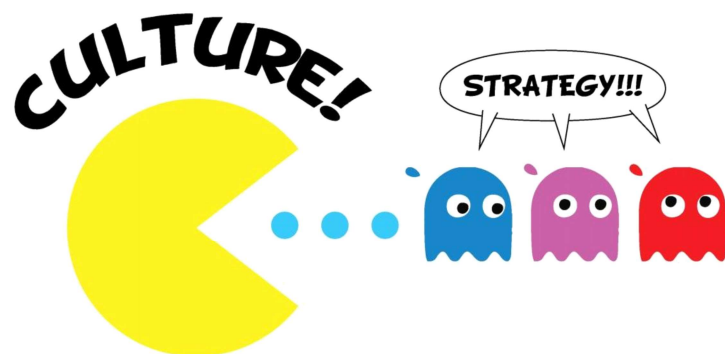
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Objectives

- At the conclusion of this course, the participant will be able to identify opportunities within their own organization to raise the bar on a culture of accountability.

- At the conclusion of this course, the participant will be able to formulate a plan to initiate a succession plan within their organization to increase business acumen amongst the leadership team.

- At the conclusion of this course, the participant will be able to present key concepts for a culture of accountability to their team.

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"Culture eats strategy for breakfast"

---Peter Drucker

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What makes up your organization's culture?

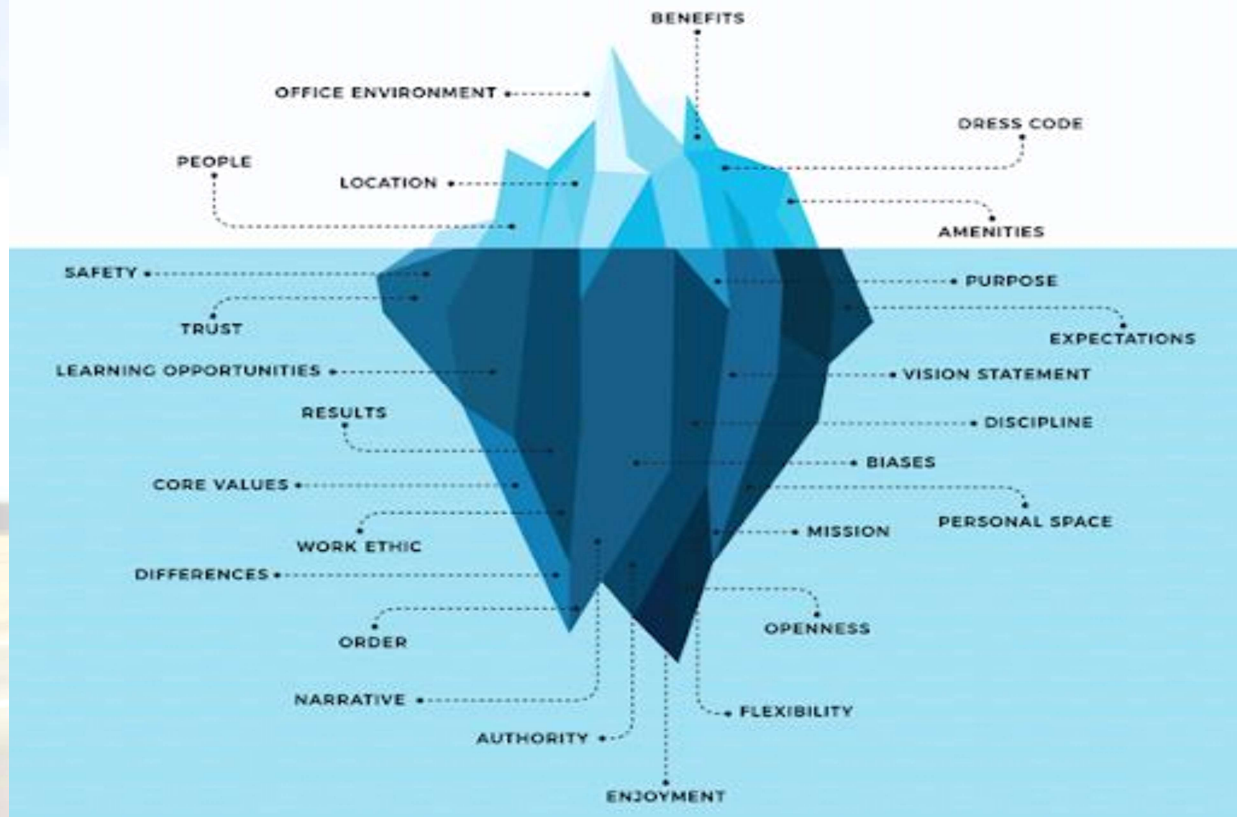Make a list of the top 5 behaviors that make up your organizations culture

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Workplace culture is not something you can see or even something that new employees read about. Yet all companies have one, and it can significantly affect the expectations of new and existing employees.

Leadership · Incentives · Working Relationships · Capability · Human Behavior

Organizational Culture

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THE COMPANY CULTURE ICEBERG

BENEFITS
OFFICE ENVIRONMENT
DRESS CODE
PEOPLE
LOCATION
AMENITIES
SAFETY • PURPOSE
TRUST • EXPECTATIONS
LEARNING OPPORTUNITIES • VISION STATEMENT
RESULTS • DISCIPLINE
CORE VALUES • BIASES
WORK ETHIC • MISSION • PERSONAL SPACE
DIFFERENCES
ORDER • OPENNESS
NARRATIVE • FLEXIBILITY
AUTHORITY •
ENJOYMENT

Key initiatives to create a positive culture

Feeling heard in a safe environment

Health and wellbeing

Purpose and meaning

Clear communication

Employee engagement and involvement

Learning and development opportunities

Accountability with clear expectations

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Accountability

- Doing what you are supposed to do because someone else expects it of you.

- Ownership:
  - Doing what you are supposed to do because you expect it of yourself.
  - Doing something because you "own it"

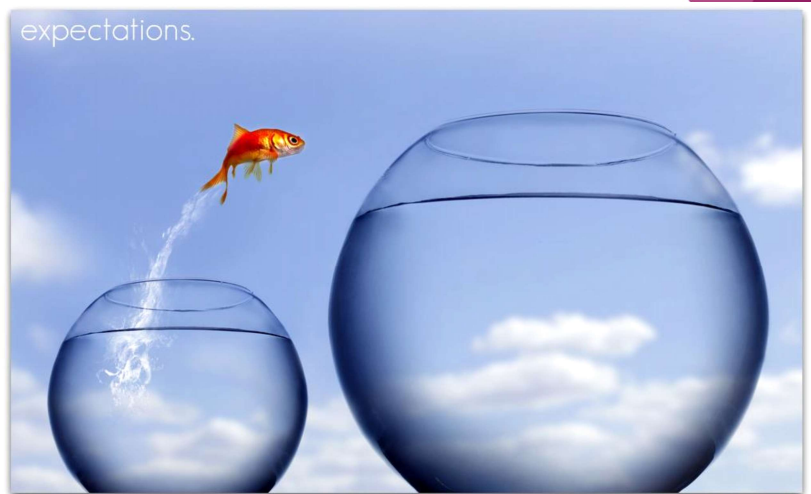**TRANSITIONAL**
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Signs Related to Lack of Accountability

- Missing deadlines
- Making excuses
- Complaining
- Blaming others for mistakes and problems
- Lack of communication
- Mistrust among team members, colleagues, and management
- Rework/additional work

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Creating a
Culture of Accountability

- Renter to "owner" mentality
- Managing Expectations

expectations.

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Renter vs. Owner

Renter	Owner
Procrastinates	Takes initiative
Ignores issues and problems	Looks for problems to solve
Says "it's not my job"	Works with energy and enthusiasm
Low accountability	Commitment to taking action
Behaviors such as excuses, avoidance, defensiveness, "flying under the radar"	Actively engaged in company mission, vision, values and success

Key Questions:

- What are the key deliverables?
- Who am I responsible to?
- What is the desired outcome?
- What are the timelines?
- What support resources are available?
- What are the expectations?

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Why Succession Planning is Essential:

The Great Resignation in Healthcare

- **In 2022, nearly 1.7 million people have quit their healthcare jobs**
  - equivalent to almost 3% of the healthcare workforce each month, according to the U.S. Bureau of Labor Statistics.
- A recent survey of 1,000 healthcare professionals showed that 28% had quit a job because of burnout.

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Additional Challenges

- Over 73 million Baby Boomers will be over 65 by 2030
- The American Nurses Association predicts about 500,000 nurses will retire in 2022, creating a shortage of about 1.1 million nurses.
- Insufficient replacements available.

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Employees Leave – They always do

- Regardless of the Great Resignation, people leave for many reasons:
  - Retirement
  - Moving to a new city; life change
  - Advancement at another company
- Preparation for that day is Succession Planning
- A **systematic approach to building replacement workers** to ensure continuity, by identifying potential successors in critical work processes.

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Replacement Planning	Succession Planning
Reactive	Proactive
Form of Risk Management	Planned Future Development
Substituting	Renewing
Narrow Approach	Broad and Organized Approach
Short or No Notice	Strategic

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Systematic Approach Should Include:

- *Processes* and *strategies* that allow an organization to:
  - *Document* key data and policies for critical work processes
  - *Exchange* key process data and information from one individual or group to another
  - *Define* how vital and important information will be retained within the organization despite attrition

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Stakeholders

- **Employer** – Ensure a sufficient supply of talent for key roles and tasks.

- **Employee** – Provide clear opportunity to grow, learn, evolve, advance.

- **Customer** – Results. Employees and service that are reliable, knowledgeable, and meet their expectations.

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Succession Planning

- Identifying key positions within each department
- Identifying employees with potential in assuming those positions
- Preparing and developing those employees to assume those roles in the future
- Resources that can step in to cover for someone on vacation
  - WIN WIN

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Pros and Cons of Succession Planning

Pros

- Internal candidates are more likely to be successful than external candidates
- Can provide a sense of stability and direction for the organization
- Instill confidence with customers, shareholders, investors
- Cost savings
- Reduce turnover
- Continuity (quality/patient and employee satisfaction)
- Loyalty/morale

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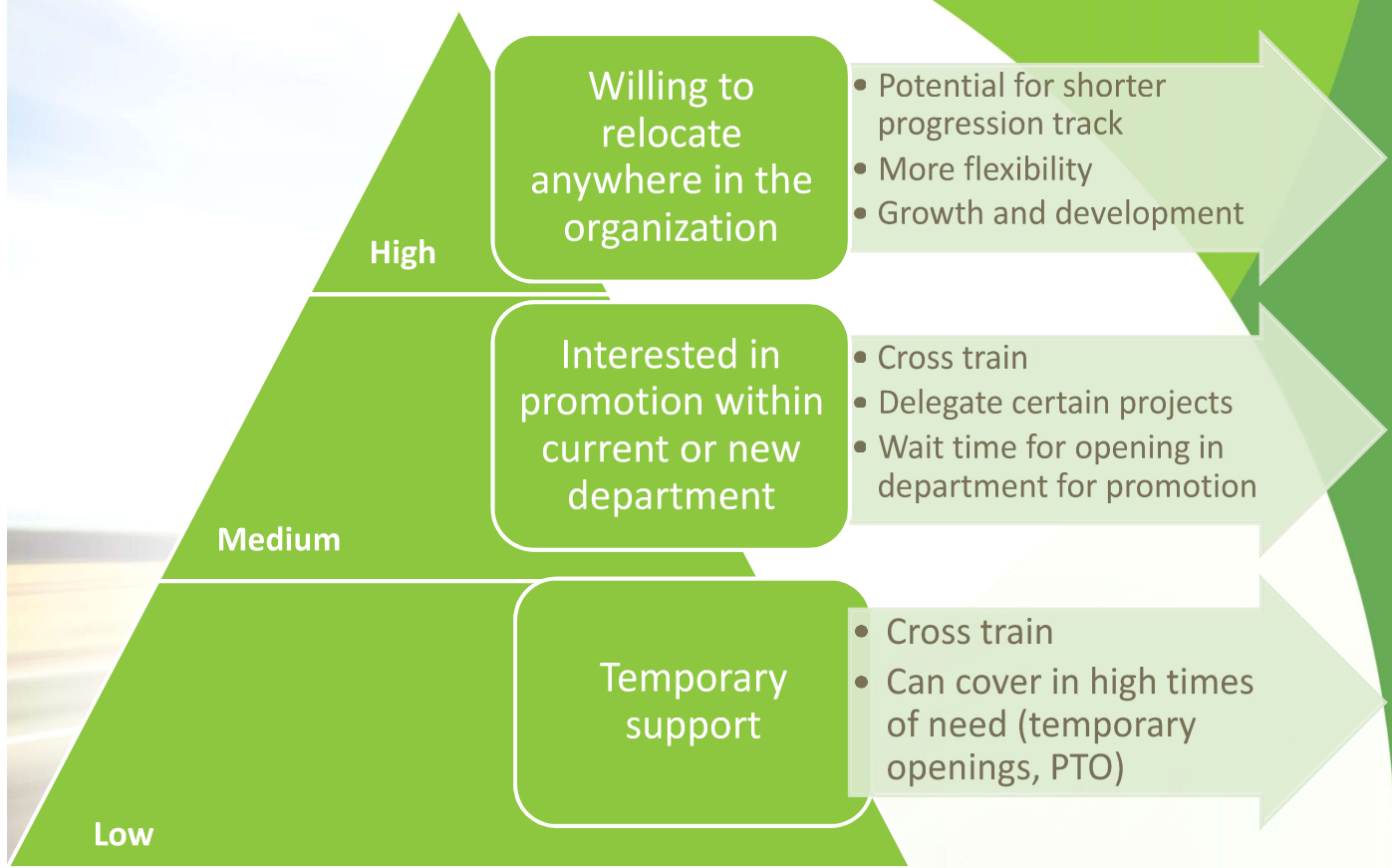# Pros and Cons of Succession Planning

Cons

- There may not be internal candidates that possess the skills to move forward
- If not done right, or no commitment from the top, it can be a waste of time and resources
- Can run the risk of developed top talent leaving to competition
- Wrong conclusions about successors can derail success

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Fundamentals

- Updated job descriptions
- Action plan to bring individual performance in line with requirements
- Timeline
- Stakeholders
- Ownership of results

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Other Considerations --Level of Commitment

High

Willing to relocate anywhere in the organization

- Potential for shorter progression track
- More flexibility
- Growth and development

Medium

Interested in promotion within current or new department

- Cross train
- Delegate certain projects
- Wait time for opening in department for promotion

Low

Temporary support

- Cross train
- Can cover in high times of need (temporary openings, PTO)

Tools

- Self Assessment
- Tool Kit
- Resources

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Self Assessment
Rate Your Organization

- Consider questions about your organization.

- Rate where you are on scale of 1 – 5

    5 – Always
    4 – More Often than Not
    3 – Sometimes
    2 – Rarely
    1 – Maybe in the Future

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Succession Plan Assessment Tool

	Always	More Often than not	Sometimes	Rarely	Maybe in the Future
We have a Succession Plan that is up to date and is a part of our staffing tools.					
Our Succession Plan is an integral part of our organization's comprehensive strategic plan					
We have support at all levels of our organization on our Succession Plan					
We collect and analyze organization and demographic data Retirements? New leaders being developed? Are you identifying new leaders? What is average age and tenure of current employees? What are attrition and vacancy rates?					
We identify and prioritize key work processes/positions Which are most critical? Which have the least amount of resource depth? Which processes are documented? Are future replacements and leaders prepared?					
We identify condition and availability of resources and systems What items are needed to do work? (Policies/procedures, training guides) Are they accessible and up to date? What technology systems are currently in use?					
We analyze future requirements for services Future demand Customer expectations Regulations					
What are the goals of the Strategic Plan Demand placed by Succession Plan How will Succession Plan change workforce/leadership require					
Our workforce is prepared for the future					
We are prepared to adapt to future processes Which ones are most susceptible to changes in personnel? Where are we most susceptible to losing essential knowledge?					
We are prepared to accommodate future systems and resour What info will we need or not need in the future? What information needs to be more accessible? How will technology change our resource needs?					
We build leadership/talent pipeline. Identify internal talent with critical competencies Analyze external sources of talent.					

Common Pitfalls:

- Keeping it a secret
- Underestimating talent within
- Narrow minded thinking – too old/young
- Focusing exclusively on hard skills
- Not offering training/development opportunities
- Expecting employees to self-identify
  - **help them see their potential**
- Not holding managers accountable for succession planning
- Considering only upward succession. Lateral?
- One size fits all program
  - Producing too many candidates for too few spots.

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Steps to Creating a Succession Plan

- Assess organizational needs
  - Obtain top leadership support
  - Understand overall business objectives
  - Identify key positions
- Evaluate
  - Identify competency, skills and success factors of leadership
  - Assess current bench strength for key positions
- Develop
  - Design and implement strategies
  - Periodically monitor and evaluate effectiveness of the succession plan

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Assess Organizational Needs

- Identify "Mission Critical" positions/people.
  - If this skill set, expertise, license, person is suddenly unavailable, we can't function or something really bad can happen.
- Is there a redundant position?
- Is there someone who can back it up?
- What is the plan if there is an opening in this department?

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Evaluate

- Make a list of all mission critical *tasks*.
  - If this task doesn't get done, we can't function or something really bad will happen.
  - It might be something that's not readily apparent.
    - Payroll, IT
- How many people can perform this task?
  - Do you have a method of identifying potential?
  - If no one, "Houston, you might have a problem."
  - You need to plan for back up or when they leave.

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Decision Making Matrix

Performance	Low Potential	Medium Potential	High Potential
High	**SOLID CITIZEN PERFORMER** (High Performance/Low Potential) • Gets all important things done • Is a pro in his/her position • Is seen as a leader in his/her area • Has reached potential **Action Required:** Continue developing in current position; is in the right job	**STRONG PERFORMER** (High Performance/Med Potential) • Gets all important things done • May act at level of capability of one level above current position • Acts as leader and role model • Exhibits many strengths or competencies beyond current role • Some leadership development issues **Action Required:** Look for opportunity to display leadership in current job	**STAR PERFORMER** (High Performance/High Potential) • Gets all important things done • Acts at a level of capability of at least one level above current position • Acknowledged as a skilled leader and role model • Exhibits many strengths or competencies beyond current role • Has wide spread influence beyond current role **Action Required:** Stretch assignments to prepare for larger role
Medium	**QUESTIONABLE PERFORMER** (Medium Performance/Low Potential) • Gets most important things done • Is very proficient in his/her current position • Is not seen as a leader in his/her area **Action Required:** Work on improving performance in current job; may be candidate for lateral move	**SOLID CITIZEN PERFORMER** (Medium Performance/Medium Potential) • Gets most important things done • Shows signs of leadership and role modeling • Exhibits many FCC executive competencies • May be new in position **Action Required:** Leave in current job; continue developing skills and improving performance	**STRONG PERFORMER** (Medium Performance/High Potential) • Gets most important things done • Acknowledged as a leader and role model • Exemplifies FCC executive competencies • Acts at level of capability of next level in the organization **Action Required:** Focus on performance short term and development opportunities long term
Low	**LOW PERFORMER** (Low Performance/Low Potential) • Isn't getting most important things done • Difficulty performing to standards in his/her current position **Action Required:** Consider reassignment to more appropriate position; including lower level or exit option	**QUESTIONABLE PERFORMER** (Low Performance/Medium Potential) • Isn't getting most important things done • Capable of making higher contribution • May be in wrong job or occupied with non-work distraction **Action Required:** Focus on improving performance	**SOLID CITIZEN PERFORMER** (Low Performance/High Potential) • Isn't getting most important things done • Has been acknowledged as a team player and role model • Has exemplified FCC executive competencies • May be in wrong job or occupied with non-work distraction **Action Required:** Address root cause performance issue; worthy of investment in development

Potential

Develop and Monitor

- Utilize Succession Planning Toolkit to develop strategic plan
- Establish measures of success
- Ongoing assessment

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Resources

- Organization Worksheet
- Position Worksheet
- Success Factors
- High Potential Employee Identification
- Career Development Worksheet

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Be the CHANGE

You want to see in the world

– Mahatma Gandhi

Speaker Disclosure

Speaker Disclosure

Has no Relevant Financial Relationship to disclose

Relevant Non-Financial Relationships:

- Is an employee of a NARA Member Organization

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Session Resources

Studor, Q. (2009). *Straight A Leadership: Alignment, Action, Accountability.* Fire Starter Publishing.

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