

SUCCESSION PLANNING

The difference between...

Succession Planning & Readiness for Promotion

For the purpose of this analysis, frankly there's not a lot of difference. Both require potential. However, for the purpose of the dialogue with the person concerned, there is a considerable difference.

It's not going to be easy telling a high performer that a lower performer is going to get the promotion. But it will be easier telling her that you will help her develop a career in other parts of the organisation when you move on in a year's time.



"Now, about your performance appraisal... Are you a high-performing lo-pot or a low-performing hi-pot?"

The best performer is the obvious candidate for succession/ promotion, right? And if she doesn't get it, she's going to be very unhappy and may well leave – so the organisation will be the loser.

The trouble is, we know that she is not the right person, or not yet ready for the job. So what do we do? Can we risk putting the best choice in above her and risk losing her? And what impact will that have on others in the team?

This is a common dilemma, and is often made worse by our reluctance to articulate why we feel she's not right.

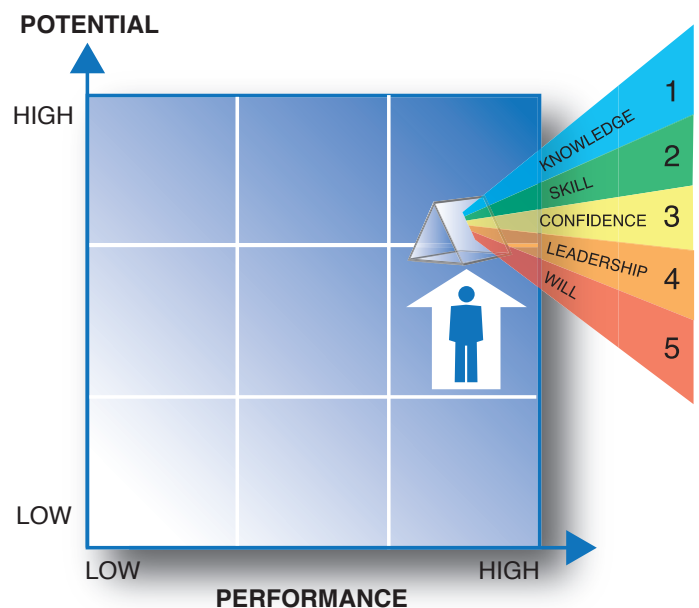
The Potential/ Performance Nine Box Matrix is a very useful tool for getting some sort of fix on this, but it doesn't really go far enough.

The interesting bit is the border between high performance and high potential – and what may be blocking progress to hi-pot. I show this border as a prism: transparent but apparently solid.

It is by resolving that light of progress into its constituent colours - the "rainbow" – that you can find a way through.

The colour resolution is divided into:

- 1 Knowledge
- 2 Skills
- 3 Confidence
- 4 Leadership
- 5 Will



The further up the rainbow your analysis leads you, the easier the block should be to address. Lack of knowledge is much easier to handle than lack of will.

The point is this: if someone is in that box to start with, it is worth spending the time and effort trying to do something about it.