

# THE 3 PILLARS OF SUCCESSION PLANNING



**A Guide For Succession Planning  
From The Top Down.**



**The Metiss Group™**

behavior experts at work

# What Is Succession Planning?

Succession Planning is the process of planning for a leader or key employee who may one day leave the organization. There are 3 categories or pillars of succession. These include:

- **Succession of the Company Founder/CEO**
- **Succession of Senior Management**
- **Succession of Key Talent**



While many leaders look at leadership succession, in the current hiring environment it is also important to look at all 3 pillars. In this eBook we will explore the reasons for succession planning and why it is important to have a plan in place for all of your key talent including the leader.

# Succession Of The Founder/CEO

Founders and CEOs have several options for succession. Some reasons they may consider stepping back from their leadership role include:

- Burnout
- Too involved in the day-to-day operations.
- Inability to do the things they really enjoy.
- Desire to have more personal time.



Their options include retirement, selling the business, quitting or putting together a plan for their continued involvement that allows he or she to redefine their role.

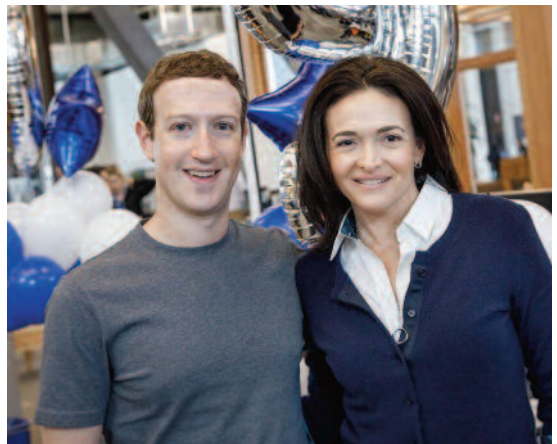
Leaders who choose this option get to choose their role and responsibilities while pulling back from the operations side of their business. These roles may include:

- Company Ambassador
- Chief Strategist
- Culture Champion
- Business Oversight
- Mad Scientist or Inventor



An important part of successfully implementing a plan like this is to bring in a strong #2. This position is often titled, Chief of Staff or Operations, Integrator™, General Manager and others. Some leaders change their role to Chairman and name their 2nd in command President.

There are excellent examples of successful leaders who had a strong #2. Warren Buffet had Charlie Munger, Marc Zuckerberg had Sheryl Sandberg, and Steve Jobs had Steve Wozniak to name a few.



Developing a successful plan for Leadership Succession includes the following steps:

- 1.** Defining the #1's job going forward.
- 2.** Moving everything else to the new #2 and developing a Scorecard to gauge their success for both the #2 and #1.
- 3.** Planning an onboarding process for the new #2.
- 4.** Have ongoing coaching for both to ensure a successful transition of leadership.



# Leadership Succession

Many companies have good leadership in place. But things can change. We refer to these type of changes as opportunities, because with proper planning, management roles can actually be improved.



So what circumstances can lead to Management Succession?  
Some of the most common ones are:

- The manager is considering retirement.
- The individual has become maxed out from having responsibilities added to their position over the years.
- The manager is in the wrong seat. Maybe they were promoted at some point, but wasn't impactful in the position.
- Perhaps it is just time to separate.

# Plan For Retirees

If a company has a management team with managers who are age 55 or older, it is important to have a succession plan for them. Everyone wants to retire at some point. These older employees will do that when the time is right.



The best way to start is by building the scorecard of the manager's responsibilities. Look at responsibilities that could be handled by others who report to the manager. Next you'll want have a plan in place of how you will replace the manager (hire from within or bring in new talent) and what skill sets will be needed to fulfill the responsibilities on the scorecard.

Having this succession plan in place helps leaders sleep at night, knowing what to do when the time comes.

# Plan For Maxed Out

Often a manager takes on additional responsibilities over a period of time for a variety of reasons. Perhaps employees have moved on and temporary responsibilities have become permanent. Once a manager is maxed out, it can lead to



resentment, stress, health issues and even quitting their position.

It is important for a company to invest in and grow their leaders to prevent this situation from becoming a reality. Leadership development can close the gap between business growth and leadership growth.

Investing in leadership development teaches managers how to delegate and when to ask for help. It is also the best way to retain key management talent.

## Plan For Wrong Seat

When an employee is in the wrong seat, the company suffers as does the employee. An example might be promoting a good salesperson to sales manager and finding that the sales skills the individual had, don't translate into being a good manager. Planning to fix a wrong seat issue can be complicated but the sooner it is addressed the better for all concerned. Succession planning should include creating a scorecard for what the person in the job should be able to accomplish and how to find the right fit.



## Plan For Separation

When an employee joins a company, planning for their succession should begin during the onboarding process. A scorecard should be developed to help he or she to know when they are meeting the requirements of the position. Managers should engage in one-on-ones, providing ongoing feedback and development. And have a succession plan in the event that the individual is unable to perform the requirements of the position.





# Why Do People Leave Companies?

There is one number one reason people quit and it's their boss. When probed further, there are 7 reasons why bosses



make employees crazy.

- Job not as expected
- Job doesn't fit talents and interests
- No hope for career growth
- Little or no feedback/coaching
- Feel devalued and unrecognized
- Feel overworked and stressed out
- Lack of trust or confidence in leaders



What this tells us is that talent doesn't quit companies.

**THEY QUIT BOSSES!**

So what are steps company leaders can take to retain talent?

# Steps To Retaining Key Talent

Here are recommendations The Metiss Group makes to companies who are concerned about losing key talent.

- Develop the Boss
- Create a Scorecard
- Provide Feedback
- Conduct One-On-Ones
- Provide Employee Development
- Have a Succession Plan for **ALL** Key Team Members



## About The Metiss Group

The Metiss Group is a team of experts in behavioral science, and for the last 25 years, have been leveraging scientific rigor to discover and recruit talent for organizations with specific cultures and needs.

The three service pillars of our innovative platform comprised of **Employee Selection**, **Performance Acceleration**, and **Organizational Health** are designed to help businesses grow and fulfill their potential. For more information about our Succession Planning services contact us.

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