

Leadership Development/Succession Planning Scorecard

Score the following statements to determine the strength of your company's (or department's) succession planning/leadership development process. Then compute the results on the last page and identify what you need to do to increase the effectiveness of your leadership development/succession planning process.

		Leadership Development Component	Disagree						Agree
<p><i>Many American companies are already suffering a shortage of executive talent. Three-quarters of corporate officers surveyed said their companies had "insufficient talent sometimes" or were "chronically talent-short across the board."</i></p> <p>McKinsey & Company</p>	Sponsorship								
	1.	The CEO and Executive Committee are actively and personally involved on a regular basis with the identification and development of leadership talent.	0	1	2	3	4	5	
	2.	The corporate Human Resources function is responsible for the tools and processes that enable successful succession planning.	0	1	2	3	4	5	
	3.	The business and functional unit heads and their HR teams view the succession planning/leadership development process as simple. The process is not forced and actually serves the management development needs of the business or function.	0	1	2	3	4	5	
	Selection								
	4.	Successor selection is based on a match between the company's needs and the candidate's demonstrated leadership competencies. (In other words, a candidate isn't selected merely because of outstanding performance in his or her current job.)	0	1	2	3	4	5	
	5.	Our leadership competency models are relatively simple and focus on core competencies required of leaders.	0	1	2	3	4	5	
	6.	The core leadership competencies are used for more than succession planning. They are used for promotions, training and development, and soliciting 360-degree feedback.	0	1	2	3	4	5	
	7.	We use a variety of tools and techniques for identifying talent and leadership potential.	0	1	2	3	4	5	
	8.	Potential leaders are identified based on their leadership performance, their willingness and ability to learn new skills under challenging conditions, and <i>derailers</i> – things that may prevent them from being an effective leader.	0	1	2	3	4	5	
	9.	We focus our succession planning/leadership development efforts on those positions that are mission critical. Without leaders in these positions, we would likely fail quickly as a company.	0	1	2	3	4	5	
	10.	To focus our leadership development efforts, we group those with high leadership potential into talent pools (i.e., potential for corporate leadership, business unit leadership, division leadership).	0	1	2	3	4	5	
	Assessors								
11.	Those who are responsible for assessing the capabilities and performance of candidates and leaders are trained to ensure a balanced and objective assessment.	0	1	2	3	4	5		
12.	Assessment happens at many levels – self-assessment, assessment from superiors, assessment from subordinates, and assessment from objective observers.	0	1	2	3	4	5		
13.	Assessment is used to describe a candidate's strengths and areas for development AND to assign appropriate developmental activities.	0	1	2	3	4	5		
<p><i>Executive talent has been the most undermanaged corporate asset for the past two decades. Companies that manage their physical and financial assets with rigor and sophistication have not made their people a priority in the same way.</i></p> <p>McKinsey & Company</p>									

To attract and retain the people you need, you must create and perpetually refine an employee value proposition: senior management's answer to why a smart, energetic, ambitious individual would want to come and work with you rather than with the team next door.

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Leadership Development Component	Disagree	Agree
Participants		
14. Participants in succession planning/leadership development are aware that they are in such a program; they are knowing and willing participants.	0	1 2 3 4 5
15. Candidates represent the company's best and brightest. Candidates are not included in the talent pool simply because of seniority or current performance.	0	1 2 3 4 5
16. Candidates all have demonstrated leadership performance, willingness and ability to learn new skills under challenging conditions.	0	1 2 3 4 5
17. Candidates demonstrate few if any <i>derailers</i> – things that may prevent them from being an effective leader	0	1 2 3 4 5
Development Linkages		
18. We believe that the most important developmental activity is job assignments/work experience.	0	1 2 3 4 5
19. To develop leaders, we use a variety of developmental activities such as mentoring, coaching, job rotation, traditional educational programs, and formalized feedback processes.	0	1 2 3 4 5
20. The developmental activities are a stretch for participants; participants are not merely biding time.	0	1 2 3 4 5
21. We've tried new approaches to developing leaders including special assignments, action learning, and web-based training.	0	1 2 3 4 5
22. We select mentors/coaches with care, matching their experience and coaching skills with the needs of the candidate.	0	1 2 3 4 5
23. We use 360-degree feedback as an important developmental tool.	0	1 2 3 4 5
24. We are using technology to monitor and manage development activities.	0	1 2 3 4 5
Tracking		
25. We view succession planning as a long-term strategy to develop effective leaders; succession planning is not simply about replacing outgoing leaders.	0	1 2 3 4 5
26. Our process ensures that talented individuals are moved at an appropriate pace into the right development opportunities over the span of their careers.	0	1 2 3 4 5
27. With our process in place, we have had relatively few – if any – instances where a highly qualified leader hasn't been ready to assume responsibilities for a vacated or newly created position.	0	1 2 3 4 5
28. We measure the ease with which a new leader transitions into a position. We make adjustments to our process to improve future transitions.	0	1 2 3 4 5

The war for senior executive talent will remain a defining characteristic of the competitive landscape for decades to come.

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Scoring Instructions

Review the scores that you entered in the inventory. Determine the average for each leadership development component and enter the number in the Average Score column:

An effective succession planning management system can allow a company to be more disciplined about identifying great opportunities and identifying employees who deserve and need those great opportunities at given junctures.

Jay Conger

Leadership Development Component	Average Score
Sponsorship $1+2+3 = \underline{\quad} \div 3 =$	
Selection $4+5+6+7+8+9+10 = \underline{\quad} \div 7 =$	
Assessors $11+12+13 = \underline{\quad} \div 3 =$	
Participants $14+15+16+17 = \underline{\quad} \div 4 =$	
Development Linkages $18+19+20+21+22+23+24 = \underline{\quad} \div 7 =$	
Tracking $25+26+27+28 = \underline{\quad} \div 4 =$	

1) Which component should your company (or department) or organization focus on?

2) Identify three things that your company (or department) should/could do to positively and significantly impact this component. Then identify what YOU can do to initiate this action.

What the Company/Department Should Do	What YOU Can Do To Initiate this action
1. _____	_____
_____	_____
_____	_____
_____	_____
_____	_____
2. _____	_____
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You can win the war for talent, but first you must elevate talent management to a burning corporate priority.

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