

# Succession Planning Competencies

## Leadership

- ◆ relishes leading
- ◆ takes unpopular stands if necessary
- ◆ encourages direct and tough debate but isn't afraid to end it and move on
- ◆ is looked to for direction in a crisis; faces adversity head on
- ◆ energized by tough challenges

## Initiative

- ◆ Seizes opportunities
- ◆ Enjoys working hard
- ◆ Is action oriented
- ◆ Not fearful of acting with minimal planning

## Judgment

- ◆ makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment
- ◆ most of his/her solutions and suggestions turn out to be correct and accurate when judged over time
- ◆ sought out by others for advice and solutions

## Planning & Organizing

- ◆ accurately scopes out length and difficulty of tasks and projects
- ◆ sets objectives and goals; breaks down work into the process steps
- ◆ develops schedules task/people assignments
- ◆ anticipates and adjusts for problems and roadblocks
- ◆ measures performance against goals; evaluates results
- ◆ can marshal resources (people, funding, material, support) to get things done.
- ◆ can orchestrate multiple activities at once to accomplish a goal.
- ◆ uses resources effectively and efficiently
- ◆ arranges information and files in a useful manner

**Teamwork**

- ◆ relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport
- ◆ builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably
- ◆ can quickly find common ground and solve problems for the good of all
- ◆ can represent his/her own interests and yet be fair to other groups
- ◆ can solve problems with peers with a minimum of noise
- ◆ is seen as a team player and is cooperative
- ◆ easily gains trust and support of peers
- ◆ encourages collaboration
- ◆ can be candid with peers

**Commitment**

- ◆ pursues everything with energy, drive and a need to finish
- ◆ seldom gives up before finishing, especially in the face of resistance or setbacks

**Political Savvy**

- ◆ can maneuver through complex political situations effectively and quietly
- ◆ is sensitive to how people and organizations function
- ◆ anticipates where the land mines are and plans his/her approach accordingly
- ◆ views corporate politics as a necessary part of organizational life and works to adjust to that reality
- ◆ is a maze-bright person

*Definitions courtesy of The Leadership Architect®*