

Leadership Training and Succession Planning

We have learned that different leaders have different styles of running their groups. When you are thinking about how you will either lead your group or need ideas how to begin training others to take over the group leader role, find a style that best fits your group and your personality.

Professional Business Model:

Bob Cardone and the members of the Executive Committee from the Harvey Floyd Chapter in Greenville, South Carolina have created a professional business approach in steps to take to train a new leader.



Bob Cardone shares, "the current leader, Johnny Payne, is doing an outstanding job. But we know that the reality is that one day he will no longer be able to run the group. It was determined by our Executive Committee that we needed to develop a plan for succession planning."

During the succession process and candidate nomination, it was noted that the group need to keep in mind that Us TOO is a volunteer organization and as such the acceptance of a candidate may be less rigorous than if it were in a commercial environment.

Position Requirements for New Group Leader:

There are a number of criteria which the ideal candidate should be able to manage effectively in the position. The key ones are listed as follows:

1. The Group itself
2. Outreach to the community.
3. Maintain positive working relationships with the area hospitals, healthcare professionals and support organizations.
4. Engage local doctors, healthcare professionals and others to help with education, awareness and outreach for prostate cancer detection and treatment.
5. Insure that the ethnicity impact is considered and addressed.

6. Gather data from various sources, compiling and distribution throughout the community.
7. Maintain and distribute chapter newsletter and other pertinent information.
8. Ability to allocate 10 to 20 hours weekly in the role.
9. Maintain an ever present knowledge of Prostate Cancer.
10. Develop and distribute Annual Report of Outreach Activities.
11. Report financial status of chapter to Executive Leadership team and others as requested.

Individual Characteristics:

In addition to the position requirements, the candidate should be able to possess a number of personal traits and characteristics in fulfillment of the role. This includes

1. Committed and passionate about Prostate Cancer education, awareness, support and outreach.
2. Demonstrated leadership abilities.
3. Organizational, planning and managerial skills.
4. Effective communication skills; speaking, presenting, writing, etc.

Succession Process:

A number of key steps should be used in the process. These typically are used in a business environment and the purpose is to help improve the chance of a successful successor.

Step 1 - Fully engage your stakeholders:

Involve the executive committee as a team in this process. This will insure continuity of the process and allow for team input and consensus.

Step 2: - Assess your internal candidates:

Measure internal candidates first against the criteria for the position. Selecting a known entity within the Executive team is preferred but not mandatory. If a candidate does not exist, then you may need to assess from the chapter membership. Alternatively, a candidate may be found externally - such as from the medical profession (e.g.; urologist).

Step 3 - Conduct a stress test and simulation:

Bring on someone who currently attends group meetings regularly and already expresses a desire to contribute.

Step 4 - On-board the successor: Crucial support must be provided – a good team, wise and accessible mentors, executive coaching and a feedback-rich environment is important. This will allow for a setting in which the new leader can be the most effective and to gain support.

Candidate Nominating:

When nominating a candidate(s), there could be a time when he or she may need mentoring and "groomed" for the position. The following are some guidelines for the way individuals could be categorized:

Needs Mentoring and Development

This is the situation when an individual has not had much of an opportunity to demonstrate their abilities. One example may be because the individual is currently not on the executive team. We need to focus on utilizing that potential more in our process.

Stretch:

An individual has demonstrated good performance but whose full potential may not be realized. Focus on increasing performance contribution including presenting greater challenges to them.

Ready to Lead:

This is the situation when an individual has mastered his current role and is now ready for more challenge. In addition, he or she possesses the majority of the key elements of the leader position requirements and individual characteristics. He or she is ready for the new role