

HOW ARE WE GOING TO FIND TRUE NORTH DURING AN ORGANIZATIONAL PERFECT STORM? UNDERSTANDING SUCCESSION MANAGEMENT - A REQUISITE MODEL

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By 2008, the first set of Babyboomers will retire. Add a widening skills gap, employee discontent, low global pools of talent, the shifting nature of work and you have the makings of a “perfect storm.” Organizations will succeed by applying innovative talent strategies different than anything seen in the past.

Dr. Hass has a 25-year history of galvanizing economics to organizational development practices. In particular, he is interested in determining what individual, team and organizational behaviors bring a bottom-line difference to an organization. He has trained audiences all over the nation and in eight foreign countries in organizational development and leadership. He is a noted author and sought speaker in the fields of leadership and management. Lanny is currently a faculty member of NC State University and president of Chrysalis Consulting in Raleigh, NC.

Demographic trends point toward leaner times for organizations. Between 1996 and 2006, the number of people between the ages of 55 and 64 in the United States will increase by 54 percent, while those between ages 25 and 34 will experience a net decrease of 8.8 percent.¹ These demographics are causing top management to strategically rethink the proper tactics that will ensure getting the right number of people with the right skills, experiences, and competencies in the right jobs at the right time. In addition, these demographics will generate rippling effects that will influence many areas of an organization's systems, policies and structures. For example, this economic environment will require leaders to develop better methods of finding, retaining and keeping their high potentials and determining what organizational models/theories best fit this new human resource environment. Elliot Jaques spent 50 years researching some of these concerns and questions. It is important as leaders and organizational development professionals to be aware of his concepts and why capacity index, learning agility and requisite organizational models are getting so much attention today. This workshop will attempt to present many of these models, concepts and outcomes to the participants.

In this workshop participants will:

- 1) Understand and comprehend the demographics that support the need for succession management and planning.
- 2) Learn about Elliot Jaques Requisite Model and how it can be used in succession management.
- 3) Appreciate the importance of the concepts learning agility, bench strength, capacity index and job stratum.
- 4) To gain knowledge of succession management models and how to pick high potentials.

Background

Succession planning revolves around evaluating what the organization's leadership and talent needs are going to be in the future, identifying individuals who can potentially satisfy those needs, and preparing future leaders for their eventual roles. A seat-of-the-pants approach won't work, and organizations can't wait until the crisis occurs to act. In fact, organizations that wait too long often find themselves forced to pursue costly outside hires through executive search firms rather than turning to talented people who already have a stake in the organization. This is a far too common problem and occurs because many organizations don't do their homework in advance. Appropriate knowledge and skills will be necessary to lead this issue in the coming years. Top management will have to team with organizational development specialist to design systemic strategies to successfully navigate this storm.

How it works

Requisite Organization is an evolving model based on more than 50 years of continuing scientific research by Elliott Jaques, aided, supported and validated by the research of many colleagues around the world. Requisite Organization is the term created by Elliott Jaques to refer to the only systematically scientific approach to the effective management of work systems,

including structure, leadership processes and human resources. The concepts and practices embedded in Requisite Organization are the result of the systematic application of numerous scientific discoveries about the nature of work and the nature of people's capacity for work.

Results to date

Many companies are applying these models with success. However, given the timeliness of these models and the demographics in which they are applied the results are still be evaluated.

Conclusions/Recommendations

Given the rapid pace of change in the workforce and in business, the need for succession planning is increasingly urgent. The need to understand applicable models is necessary to create calculated approaches to these organizational issues. Succession planning allows for a coordinated effort to ensure an organization's on-going, effective performance by developing individuals to replace key employees when these key employees vacate their positions. Organizational leaders need a systematic approach to identifying, evaluating and developing current employees so that they are prepared to assume higher level positions. This practical knowledge and skill can make sure that "organizational cartographers" determine a "organizational north" and chart a path that will move current leadership to those who will lead the organization in the future.