

Founder/CEO Succession Worksheet

Step	What	Who	When
1	Define #1 Job		
2	Define #2 Job		
3	Define #2 Profile		
4	Hire #2		
5	Define #1 and #2 Work Relationship		
6	Ongoing #1 and #2 Work Relationship		

Leader Opportunity Worksheet

Leader / Title	Trigger*	Transition Job Date	Job Functions	Successor Name	Replacement Plan	Plan Launch Date

*Trigger: Retire
Max Out
Wrong Seat
Separation

Leader Opportunity Worksheet

Leader / Title	Trigger*	Transition Job Date	Job Functions	Successor Name	Replacement Plan	Plan Launch Date
Lou / CFO	Retire	December	Finance	Hire	Selection process	September
			Governance	Hire	Selection process	September
			Leadership Team	Hire	Selection process	September
			Strategy and Planning	Hire	Selection process	September
			HR	Susan	Develop leadership	April
			Europe Operations	Marty	Develop delegation	May
Stephanie / Controller	Maxed Out	July	Training	Tammy / HR	Hire outside resource	April
			Accounting	Keep	Create Stephanie scorecard	February
			Planning	Keep	Create Stephanie scorecard	February
			Budgeting	Keep	Create Stephanie scorecard	February
			IT	Outsource	Find outsource firm	March
			Compliance	Tammy / HR	Tammy compliance training	April

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At-Risk Team Member Worksheet

Team Member	Direct Manager	Engagement Practice	Who Responsible	When

At-Risk Team Member Worksheet

Team Member	Direct Manager	Engagement Practice	Who Responsible	When
Julie	Carl	One-on-One	Carl / Me	April
		Feedback	Carl	April
		Train Carl	Me	May
		Develop	HR / Tiffany	May - Dec
Carmen	Michelle	Feedback	Michelle	October
		One-on-One	Michelle	October
		Develop	HR / Britney	Nov - March
		Create Accountability Matrix	Michelle / Exec Team	September

Sample - Plant Controller



Accountability	Priority	Percent	Success Factors	On track?			
Analyses	1	30%		Yes	Inc	No	N/A
Report operational variances			Insightful and timely analyses were provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribute insights and recommendations			Analyses drove positive actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare LE (forecasts) monthly							
Accounting Activities	2	40%					
Close books monthly			Books were closed as scheduled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare monthly division financials			Data and reports were timely and accurate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Synthesize department forecasts into annual budgets			Minimal variance in physical inventory was experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prepare capital requests			No avoidable surprises in physical inventory were experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plan physical inventory			All variances were reconciled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and reconcile physical inventory			Positive cash projections were achieved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Set standard costs (labor, material)			Days of sale in A/R was improved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide information to corporate as needed			Tax returns were filed on time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			Differences between standard and actual costs were managed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team ABC Company	3	15%					
Collaborate with division department heads			Positive corporate feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide counsel to Plant GM			Meetings were attended on time, prepared and engaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Liase with IT			Personal and professional development plans were defined and executed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leverage system for efficiencies			Continuous improvement activities were observed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in plant-wide hiring process			Positive GM feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in regular GM staff meetings							
Participate in monthly plant review meetings							
Talent Management	4	5%					
Conduct performance reviews			No avoidable turnover of "A" players was experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participate in annual People Day			Performance reviews were timely and thorough	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentor and coach direct reports			Direct reports' development goals were in place and met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			One-on-one meetings with direct reports were held regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversight	5	10%					
Oversee physical inventory			No surprises in year-end audit variances were experienced	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee A/P and A/R			Appropriate action relative to auditor recommendations was taken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee cycle counting			Positive auditor feedback was received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Receptionist			Transactions were processed in a timely, responsive manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oversee Accounting Generalist			Appropriate internal controls were in place and monitored	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Leadership Acceleration Process

70/20/10 Learning Approach



<p>In-Depth Leadership Assessments</p> <p>75+ page report</p> <p>Debrief with certified advisor</p> <p>Action plan created</p>	<p>Focus on Key Leadership Practices</p> <p>Fast paced, interactive session</p> <p>Learn processes and techniques to accelerate the performance of your direct reports</p> <p>Apply immediately</p>	<p>Implement Leadership Practices</p> <p>Experiment with leadership style</p> <p>Understand how to implement key practices into work environment</p> <p>Create development plan</p>	<p>Meet one-on-one with Advisor</p> <p>Finalize development plan</p> <p>Understand the level of success of implementing each of the key practices</p> <p>Provide resources</p> <p>Participate in role play</p>	<p>Reinforce learning in areas that need further focus</p> <p>Customize to Development Session</p> <p>Explore situational role plays</p>	<p>Refine and implement Leadership Practices</p> <p>Execute against development plan</p> <p>Seek feedback from observers</p>	<p>Meet one-on-one with Advisor</p> <p>Final focus geared to solidify leadership practices</p> <p>What's working</p> <p>Check-in</p> <p>Accountable for future success</p>
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The Power is in the Process • The Magic is in the Tools