

Succession Planning

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The Key

- Succession Planning

The Best Situation

- A culture in which people with leadership aptitude are given the opportunities to develop the necessary skills
 - ❖ Identify aptitude
 - ❖ Identify gaps
 - ❖ Provide opportunities to fill those gaps
- CSE does this, mostly – but not only – implicitly

Moi as an example

- Chaired undergraduate program as an assistant professor
- CSE chair search as an assistant professor
- Served on CSE's executive committee several times
- Helped create and budget our Professional Masters Program
- Served on COE P&T
- Served as associate chair
- Gaps (still) include faculty recruiting, GPC, grad admissions

Top 10 reasons to be hesitant about becoming a leader

- 10) A lack of respect for leadership activities from above
 - Emmert, Wise and LCV are addressing this explicitly
- 9) A lack of respect for leadership activities from below
- 8) Following a highly successful leader
 - Q: “Are you going to be like Ed?”
 - A: “No, I was appointed to be the new chair, not the new Ed.”
- 7) Following an unsuccessful leader
 - Think of all those problems!
 - Think of all that low hanging fruit!
- 6) Not wanting to give up research and education
 - I decided to try to keep up research/graduate education, but to largely give up classroom teaching
 - Why? I thought it would be easier to get back to the classroom after five years ... and I’ll soon find out!

Top 10 reasons to be hesitant about becoming a leader

5) Parts of the job aren't fun

- Parts of all jobs aren't fun, but the fun parts are *really* fun!

4) It will be scary to go back to being a “regular” faculty member

3) I don't want to ask donors for money

- Well, you're good at asking agencies and companies for money ... is it that different?
- It's not asking them for money that is key ... it is articulating what your unit does, and why – and this is a wonderful obligation of a public university (and it will make your unit better)

2) There are parts of the job I know nothing about (HR, budgets, etc.)

- Did you know how to teach when you came to UW?
- Do you have good staff?

And the #1 reason ...

Potential Pitfalls

- Likely successors don't have all the needed skills
 - Well, none of us have all the needed skills
 - Are there any game-breakers?
 - Can some gaps be addressed earlier on?
- A vacuum of potential leaders
 - Get those junior people with aptitude into key positions early
 - No, don't abuse them or even overuse them!
 - Yes, do make their assignments more thoughtfully with respect to developing their skill set – actually discuss this with them, perhaps
 - We often encourage those with the aptitude to run for exec – this provides a broad view of key issues in CSE
- Prejudging leadership aptitude
 - I guess that it's pretty clear that it's 1/3, 1/3, 1/3 – those with, those without, those who could develop it

Wrap-up

- We need to value leadership more
- We need to help people build the skill set (just as we do for research, e.g.)
- There needs to be a pipeline of people who can lead a unit