

# ceo

Center for  
Effective  
Organizations

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**Beyond Succession Planning  
to SUCCESSION OPTIMIZATION**



An opportunity to learn and innovate  
at the leading edge of research and  
practice

usc Marshall

# Succession Management

Radical change and fast pace are the characteristics of today's businesses, and the team at CEO is using its years of research expertise and thought leadership to introduce a new approach to leadership succession.

1. Move from planning to action-oriented succession optimization.
2. Speed up the process.
3. Integrate research learning with our innovation network members' expertise.

This initiative is powered by years of work in the areas of performance management and job design conducted by John Boudreau and Theresa Welbourne. Their new model of succession management includes:

- Innovative approach to performance management that is faster and can complement or replace standard competency models. Originally called the 3-Minute 360™, the role-based tool for performance management quickly provides an organization with an assessment of gaps in the talent pool skill set. Being fast means you can repeat the process more often. Assure your succession management system has critical, real-time information you need to meet the challenge of fast change.

- New approach to traditional job assessment and evaluation that uses the fundamental engineering concept of pivot-points and the return on performance improvement for roles and underlying competencies.
- A common succession language across organizations that provides members of the innovation network with a way to benchmark without requiring common competencies.

## 3 Phases of the Network

### **Phase 1: Discovery**

Implementation is customized. Phase 1 involves on-site work with our research scientists. They meet with the member's project management team to ensure the project meets their particular demands.

Clients use the role-based 360 and the pivot-based Return on Performance Improvement process™. We review results together, answer questions, and customize the work as needed.

### **Phase 2: Results**

The process is applied to a pilot group within the organization. Learning from each organization will be shared among all the innovation network members. By using the

- Innovative tools
- Process based on research
- Continuous refinement of work stream
- Large scale case studies for all members
- Real-time benchmarking

succession management tools and methods within differing companies, the learning, best practices, and implications for change benefit from multiple perspectives.

CEO prepares white papers, presentations, on-site meetings, social network platforms, and other learning forums that enable the group to collectively chart the path for phase 3.

### **Phase 3: Improve and Implement**

We come together as a users' group to suggest and implement change in our tools and process. The innovation network members will approach phase 3 in various ways. Some organizations will roll out the program to their entire organization; others will opt to try a more modest second phase plan of work. The collective innovation network stays together for learning purposes.

CEO continues to provide the learning hub through webinars, conferences, and white papers. Innovation network members continue to invent and apply the results of our collective insights.

CEO

CEO innovation networks go beyond learning—we develop innovative practices and use them. Our partners implement these practices into their operations. Together, we incorporate our learnings into actions and develop new and better practices.

- Stay ahead of your competitors
- Learn with a group of peers
- Work with the CEO team of thought leaders
- Develop lasting relationships
- Keep moving forward
- Stay energized and focused on what works

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To learn more about this unique opportunity, contact Lacey Leone McLaughlin, Director of Executive Education at (213) 740-9814 or by email at [lacey.leone@marshall.usc.edu](mailto:lacey.leone@marshall.usc.edu)



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