

## KEY SKILLS EVALUATION

### GENERAL INSTRUCTIONS

- Use on every candidate for promotion (inside, outside, family)  
Review/update either quarterly or annually
- Include in quarterly leadership review
- Review in quarterly meetings of key leaders
- Cover ¼ of jobs each time
- Require advance prep

### ACTION:

Rate each person 1 to 10 (weak to outstanding) on each dimension.

Identify strengths and areas that need improvement to frame development plan.

### Key Leadership Skills:

- a. Strategy: Strategic acuity
- b. Analysis: Effective analysis of the right variables
- c. Leadership: Willingness of others to follow
- d. Performance: How well do they do their current job?

### Supervisor:

- Maintains form, training and consultation
- Builds quarterly plan to selectively strengthen.

## QUARTERLY LEADERSHIP SUCCESSION REVIEW

### GENERAL INSTRUCTIONS

- Review in quarterly meetings of key leaders
- Cover ¼ of jobs each time
- Require advance prep

### PROCESS

1. List positions reporting to you, and to them
2. List incumbents
3. List candidates (up to 2) for each
4. List up to 3 development skills each person needs to move up
5. List next promotion time target
6. Note your gaps

## SUCCESSOR LEADERSHIP PROCESS

### The Questions:

1. Which kid gets my job?
2. How do I train my kid to be a good CEO?
3. What if my kid can't or won't be CEO?
4. Who will fill the space I leave behind?
5. How do we develop leadership skills in our kids?
6. When do we decide It's not our kid?
7. Where do we get our next leader? Inside or Outside?

### The Action Steps:

1. Develop successors for every key leadership position: Chart it.
2. Quarterly review readiness and leadership for ¼ of successors.
3. Use Key Skills evaluation to frame a personal development plan for each person.
4. Use observed evidence, not personal stories and hope.
5. Respect your kids enough to put them into this process.
6. Find other candidates for upper middle management.
7. Focus on development of each person more than performance evaluation.
8. Encourage work at other firms to build skills and experience

## FAMILY PLAN

Annually schedule discussion on topics like these:

1. Early high school discuss ideas & philosophy about kids in the business
2. Encourage kids working in the business as soon as legal, if they want.
3. Work at lowest level possible at first.
4. Discuss positions open to them now and in future
5. Clarify how decision will be made (not a family vote)
6. Make it an option, not a requirement
7. Encourage working outside the business
8. If they want leadership role, insist that they find one outside first.
  
9. Discussion questions:
  - a) How are they performing in current job?
  - b) What is evaluation of their supervisor?
  - c) What have they learned about themselves?
  - d) What do they do well and need to do better?
  - e) Who is their mentor?
  - f) What would they like to do next?
  - g) What does the company need from them?