

NADD Hot Topic – Succession planning

Resource

Gmelch, W.H. (2000). Leadership
succession... Responding to the call:

- Without leadership training
- Without administrative experience
- Without understanding role conflict and ambiguity
- Without recognition of metamorphic changes
- Without an awareness of cost to scholarship

Metamorphic changes

- Solitary to social
- Focused to fragmented
- Autonomy to accountability
- Manuscripts to memos
- Private to public – accessible throughout day to constituents
- Professing to persuading
- Stability to mobility – must be more mobile, visible, political

Strategies for taking charge

- Write an entry plan
- Build strong relationships (internal/external)
- Establish your credibility
- Develop your leadership team
- Protect your scholarship interests
- Treat the past with respect
- Prepare three envelopes – blame it on your predecessor; say your sorry; prepare 3 envelopes

Source

- Gmelch, W. H. (2000). Leadership succession: How deans take charge and learn the job. *The Journal of Leadership Studies*, 7 (3), 68-87.