

## Succession Planning - Profiling Tool

**Instructions:** Consider each group starting with the first statement and progress through the list until you find the first statement with which you are in complete agreement - circle it. You should then check all subsequent statements in that group to confirm that you can also accept them. If not, then please reconsider your choice (see below).

<b>Group 1</b>	<b>Plot No</b>
1. <i>Continuing change is essential for organizational success</i>	10
2. <i>There's no real growth possible without substantial change</i>	9
3. <i>New initiatives must be encouraged no matter the costs</i>	8
4. <i>Any routine or appeal to precedent will restrict growth</i>	7
5. <i>The organizational 'mould' has to be broken every so often</i>	6
6. <i>Break-through thoughts and action are definitely desirable</i>	5
7. <i>New approaches are the sign of a healthy organization</i>	4
8. <i>We should take new initiatives whenever they are truly needed</i>	3
9. <i>Any new initiatives or practices need to have a solid base</i>	2
10. <i>Proven, secure and established ways are most valuable</i>	1
<b>Group 2</b>	
1. <i>Unqualified collaboration is essential for all organizational efforts</i>	10
2. <i>Cooperation and joint effort alone will increase the prospects for success</i>	9
3. <i>Synergy is a component of every real organizational achievement</i>	8
4. <i>Group awareness and accountability are prerequisites for success</i>	7
5. <i>It's best for everyone if knowledge and skills are pooled</i>	6
6. <i>Combining knowledge and competencies is a definite advantage</i>	5
7. <i>Sharing experience and exposure will enrich results and satisfaction</i>	4
8. <i>Personal knowledge, skills and track record generate real results</i>	3
9. <i>Knowledge and past experience are the best indicators of success</i>	2
10. <i>Effective decisions are best made by those with expert knowledge</i>	1
<b>Group 3</b>	
1. <i>The organization's Vision is paramount in every decision taken</i>	10
2. <i>Strategic positioning is more important than current successes</i>	9
3. <i>Proper response to emerging trends will define organizational success</i>	8
4. <i>Attainment of strategic objectives is <u>the</u> primary consideration</i>	7
5. <i>Longer-term objectives must be continuously kept in mind</i>	6
6. <i>Try to anticipate developments while attaining agreed goals / objectives</i>	5
7. <i>Work for set goals and standards - meet the plan no matter what!</i>	4
8. <i>The important thing is to influence and control current events</i>	3
9. <i>We need to stay on top of all set priorities and commitments</i>	2
10. <i>We must all do what is needed and miss no opportunities.</i>	1

You are encouraged to share your results with others who know you well and to integrate their opinions as a verification of your own.

<b>RISK</b> ^^^growth strategies	<b>Individual Disposition</b>	<b>Group / Team Role</b>	<b>Organizational Contribution</b>
<i>Group 1 statements</i>	<i>Sees self as . . .</i>	<i>Plays the role of . . .</i>	<i>Delivers . . .</i>
1. Continuing change is essential for organizational success	<b>Champion</b> - master strategist; originator and architect of brave new calls to action ^^^ Encourage altruism : emphasize strategic focus	<b>Corporate ‘gadfly’</b> - leads every change initiative; identifies the strength/talent in everyone	Future focus; cosmic grasp of issues; visionary leader; totally responsive to opportunity
2. There’s no real growth possible without substantial change	<b>Adventurer</b> - opportunist; master of the situation; will try anything; highly adaptable ^^^ Optimize self esteem : build professional competencies and confidence	<b>Risk Taker</b> - boldly goes where none have gone before; exciting and rewarding to be around	Turn-around specialist; drives change; calculated risks are common place events
3. New initiatives must be encouraged no matter the cost	<b>Promoter</b> - the ‘ideas’ person; champions new ideas and methods readily and continuously ^^^ Focus on ‘other’ centeredness : enhance supportive stratagems	<b>Motivator</b> - seeks to bring out the best in everyone; pushes for improved performance	Actively extends ideas and variations; slayer of sacred cows; initiates action through others
4. Any routine or appeal to precedent will restrict growth	<b>Innovator</b> - restless; constantly seeking new ways through bold experimentation ^^^ Focus initiatives and efforts : find ways to liberate passions	<b>Provocateur</b> - the dynamic, striving instigator of action; always seeking to take next steps	Mover and shaker; will stimulate and provoke the desire for change in other people
5. The organizational ‘mould’ has to be broken every so often	<b>Responsible</b> - feet on the ground - but will willingly support any / all change when it’s needed ^^^ Encourage ownership : raise initiative levels in self and others	<b>Focuser</b> - keeps everyone’s eye on the ball; strives for continuing and steady growth in balance	Holistic viewpoints; conciliatory; balances effectiveness (what) with efficiency (how)
6. Breakthrough thoughts and actions are definitely desirable	<b>Questor</b> - curious and excitable; will embrace any appropriate new ideas, even for the experience ^^^ Seek out new professional competency : build confidence levels	<b>Seeker</b> - always ready to embrace ‘good’ change; compliant and also conciliatory; preserves relations	Continuous improvement with emphasis on efficiency; a selective process initiator
7. New approaches are the sign of a healthy organization	<b>Idealist</b> - convinced that there’s always a better way; ever receptive to proven new methods ^^^ Expand strategic awareness through broader involvements	<b>Endorser</b> - perceptive yet very selective; the steady hand on the tiller / ship on a straight course	Perceptive, analytical and evaluative; asserts a cautious, discriminating attitude to change
8. We should take new initiatives whenever they are truly needed	<b>Custodian</b> - values initiative and believes that progress is highly desirable - but not at any price ^^^ Widen scope of interests and encourage greater flexibility	<b>Supporter</b> - popularist; seeks the ‘bell weather’ opinion that signals the swings in consensus	Adaptable, flexible, progressive conservative; generally open but always cautious

9. Any new initiatives or practices need to have a solid base	<b>Conservator</b> - there's value in what could be built - however do not relinquish current benefits	<b>Evaluator</b> - the champion of 'due diligence' and measured risk; puts emphasis on facts/precedents	Salt of the earth; no flies on this one; dependable, careful, and thorough implementer
^^^ Emphasize role of priorities & specific quality criteria			
10. Proven, secure and established ways are the most valuable	<b>Preserver</b> - before investing in new ventures first and foremost consolidate the foundations	<b>Corral-ler</b> - stay 'on track' and stable; stick with whatever is known / proven; risks are for fools	Expertise and specific competencies; consistent, steady, reliable and high quality results
<b>(C) Challengers &gt;&gt;&gt; (G) Visionaries : (A) Specialists &gt;&gt;&gt; (E) Experts</b>			

<b>IMPACT</b> ^^^growth strategies	<b>Individual Disposition</b>	<b>Group / Team Role</b>	<b>Organizational Contribution</b>
<b>Group 2 statements</b>	<b>Sees self as . . .</b>	<b>Plays the role of . . .</b>	<b>Delivers . . .</b>
1. Unqualified collaboration is essential for all organizational efforts	<b>Optimizer</b> - It's imperative to use every resource available to the fullest and at all times ^^^ Transferring all power to others : the 'servant leader'	<b>Master Contractor</b> - everyone leverages everyone else to create dimensional shifts	Transcendental outcomes through multiple diversities in infinite combinations
2. Cooperation and joint effort alone will increase prospects for success	<b>Harnesser</b> - Key to success is harnessing diverse talents and contributions ^^^ Applying others' strengths : investing in every individual for personal success	<b>Orchestra Conductor</b> - the best individual performers in full collaboration concurrently	Creation of outstanding results through sensitive harmonizing of individual virtuosity
3. Synergy is a component of every real organizational achievement	<b>Coach</b> - When every individual gains, the organization flourishes and thrives ^^^ Strategic awareness in combination with group allegiance	<b>Ambassador</b> - success is when every individual is a 'winner'	Thorough integration of multiple efforts to create synergistic, universal success
4. Group awareness and accountability are prerequisites for success	<b>Team Captain</b> - Get informed people onside and committed and results will follow ^^^ Openness and generosity : 'other' centeredness with genuine concern	<b>Professional</b> - bring the best people, ideas and resources together and everyone wins	Optimized individual contributions within a fully integrated, centralized and strategic plan
5. It's best for everyone if knowledge and skills are pooled	<b>Coordinator</b> - if everyone contributes his/her best, then everyone benefits and we win ^^^ Enhanced use of organizational infrastructure as a flexible tool : people and systems	<b>Harmonizer</b> - shares the load and the resources for maximised general benefit	Assists each individual to contribute to best level and to cooperate across the board
6. Combining knowledge and competencies is a definite advantage	<b>Enabler</b> - People 'power' systems and then systems empower people; get people aligned ^^^ Emphasize competency, motivation and resiliency : recognize individual merit	<b>Collaborationist</b> - all knowledge is translatable into power and then outcomes/results	Seamless, efficient functioning through willing, trusting and competent people
7. Sharing experience and exposure will enrich results and satisfaction	<b>Optimizer</b> - We perform and feel better when we work together and respect and trust each other too ^^^ Expand strategic awareness through broader involvements	<b>Deal Maker</b> - trading knowledge and skill for advantage; stay alert to how we are feeling	Well structured, bonded teams focused on mutual gains/support; increased resiliency
8. Personal knowledge, skills and track record generate real results	<b>Intellectual</b> - information is the secure route to sustaining a leading profile in volatile markets	<b>Master</b> - very competent in using knowledge as levers for advantage but more process than outcome	Excellence in body of knowledge and applied skills focused on personal contributions

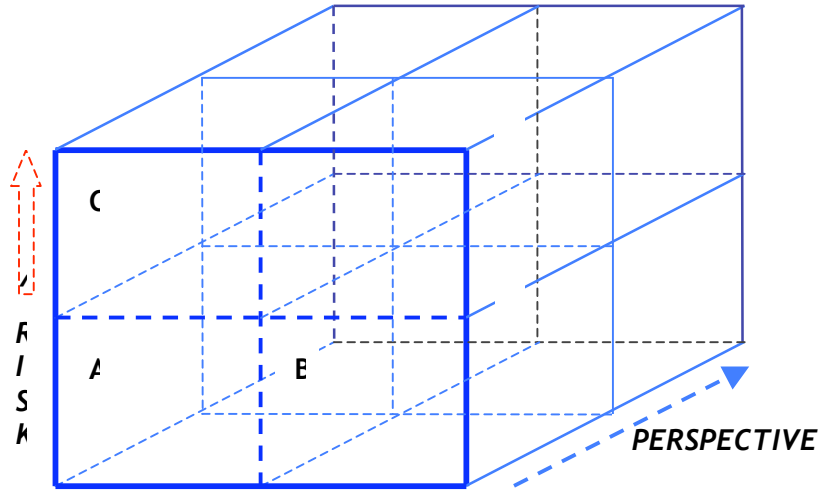
	^^^ improved focus and breadth applied to develop lasting legacies		
9. Knowledge and past experience are the best indicators of success	<b>Expert</b> - Improve personal knowledge and competencies in order to gain leverage	<b>Authority</b> - access to every answer but in a narrowly defined field of interest	Highly focused knowledge and skills available on demand that will make a real difference
	^^^ Focus on applications and outcomes		
10. Effective decisions are best made by those with expert knowledge	<b>Competent</b> - Those who have the best credentials can contribute most effective, enduring results	<b>Influencer</b> - power resides within proven information and reliable facts	Superior proficiency in defined areas that offer a competitive advantage
<b>(D) Implementers &gt;&gt;&gt; (H) Champions : (B) Coordinators &gt;&gt;&gt; (F) Conservators</b>			

<b>PERCEPTION</b> ^^^growth strategies	<b>Individual Disposition</b>	<b>Group / Team Role</b>	<b>Organizational Contribution</b>
<b>Group 3 statements</b>	<b>Sees self as . . .</b>	<b>Plays the role of . . .</b>	<b>Delivers . . .</b>
1. The organization's Vision is paramount in every decision taken	Tireless driver for organizational success as measured in eventual or ultimate terms	<b>Messiah</b> - inspires and energizes all through long-term focus and optimal resiliency in outcomes	<b>True Guru</b> - profound influencer and shaper of whole lives; the right 'stuff' of which myths are made
^^^ Optimize sensitivities and focus to core / fundamental issues for all			
2. Strategic positioning is more important than current successes	Success can only be defined in the longer term and in generally beneficial achievements	<b>Strategic Mentor</b> - the greatest good for the greatest number is what matters in the long term	<b>Market Leader</b> - dictates the shape of things to come; defines and instigates the new realities
^^^ Intensifies time energy focus to external and longer-term concerns			
3. Proper response to emerging trends will define organizational success	Focuses on the big picture, long-term relationships and integrated outcomes	<b>Business Leader</b> - understands fully and interprets competently trends and strategies in force	<b>Industry Leader</b> - trend setter; recognized, respected and accepted leader in the field
^^^ Adopt primary responsibility for leading / managing other managers vs direct involvement			
4. Attainment of strategic objectives is the primary consideration	Vital to perform to declared objectives to sustain ongoing credibility and durability	<b>Corporate Coordinator</b> - ensures that the eyes and hearts of all key players remain on targets set	<b>Organizational Leader</b> - smoothly harnesses all efforts for timely, effective and efficient outcomes
^^^ Increase focus on leadership versus managerial contribution - 'what' vs 'how'.			
5. Longer term objectives must be continuously kept in mind	Objectives focused, checks intentions and actual performance frequently - with reinforcement	<b>Coach</b> - keeps everyone informed and focused on results intended and real developments	<b>Helm person</b> - responds quickly and sensitively to consequences of external trends and changes
^^^ Shift primary role from 'driver' to 'steer-person' or 'facilitator'			
6. Try to anticipate developments while attaining agreed goals and objectives	Strive continuously for specific goals but remain alert to avoid surprises	<b>Tactical Leader</b> - adept at choosing both the ground and the time to optimize advantages	<b>Business Crafter</b> - seeks out real opportunities; there to rescue and reorient individuals / situations
^^^ Integrate scenario and contingency planning with ongoing review processes			
7. Work for set goals and standards - meet the plan no matter what!	Success is measured primarily in terms of performance against planned intention	<b>Driver</b> - positively expects that everyone will perform to personal best level at all times	<b>Deliverer</b> - changes intentions into actions; creates the results demanded; moves things along.
^^^ Identify potentials and possibilities as an integral part of current considerations			
8. The important thing is to influence and control current events	Fully and accurately informed and responsive to emerging / ongoing developments	<b>Playing Captain</b> - success is simply a series of 'right' plays to move the ball down the field	<b>Situational Master</b> - possesses a talent for selecting the right response at the right time
^^^ Broaden scope of awareness and extend incidents into patterns			

9. We need to stay on top of all set priorities and commitments	Integrity in performance and standards in the eyes of others is of paramount importance	<b>Strategy Master</b> - meets every reasonable expectation by any and all means possible	<b>Custodian</b> - safeguards the reputation and interests of the organization at all times
^^^ Encourage 'other centeredness' and consequence-based approaches			
10. We must all do what is needed and miss no opportunities	Successful business organizations operate in real time and in the reality of markets/customers	<b>Controller</b> - continuously watches and adjusts each and every significant performance indicator	<b>Action Hero</b> - responds instantly with flair and enthusiasm; gets the right things done!
<b>(E) Experts : (F) Conservators : (G) Visionaries : (H) Champions</b>			



Transformational  
(T/F)



*IMPACT >*