

**WORKSHOP ON TRENDS AND DEVELOPMENTS
IN CARIBBEAN LIBRARIES
JUNE 25-29, 2007**

**“Leadership and Succession Planning
in Caribbean Libraries”**

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OBJECTIVES OF THE WORKSHOP

- **To discuss importance of Leadership development and Succession Planning for Librarians**
- **To present an overview of strategies used in Leadership development and essential elements for developing a successful Succession Plan**
- **To examine current challenges to Succession Planning in the Caribbean and methods of dealing with them**

“SUCCESSION PLANNING”

Succession Planning is a process by which an organization ensures the continuity of its leadership.

It involves the adaptation of specific procedures to ensure the identification, development and long-term retention of talented individuals

Succession Planning is important because the continued survival of the organization depends on the right people being in the right place at the right times.

DEFINITION OF SUCCESSION PLANNING

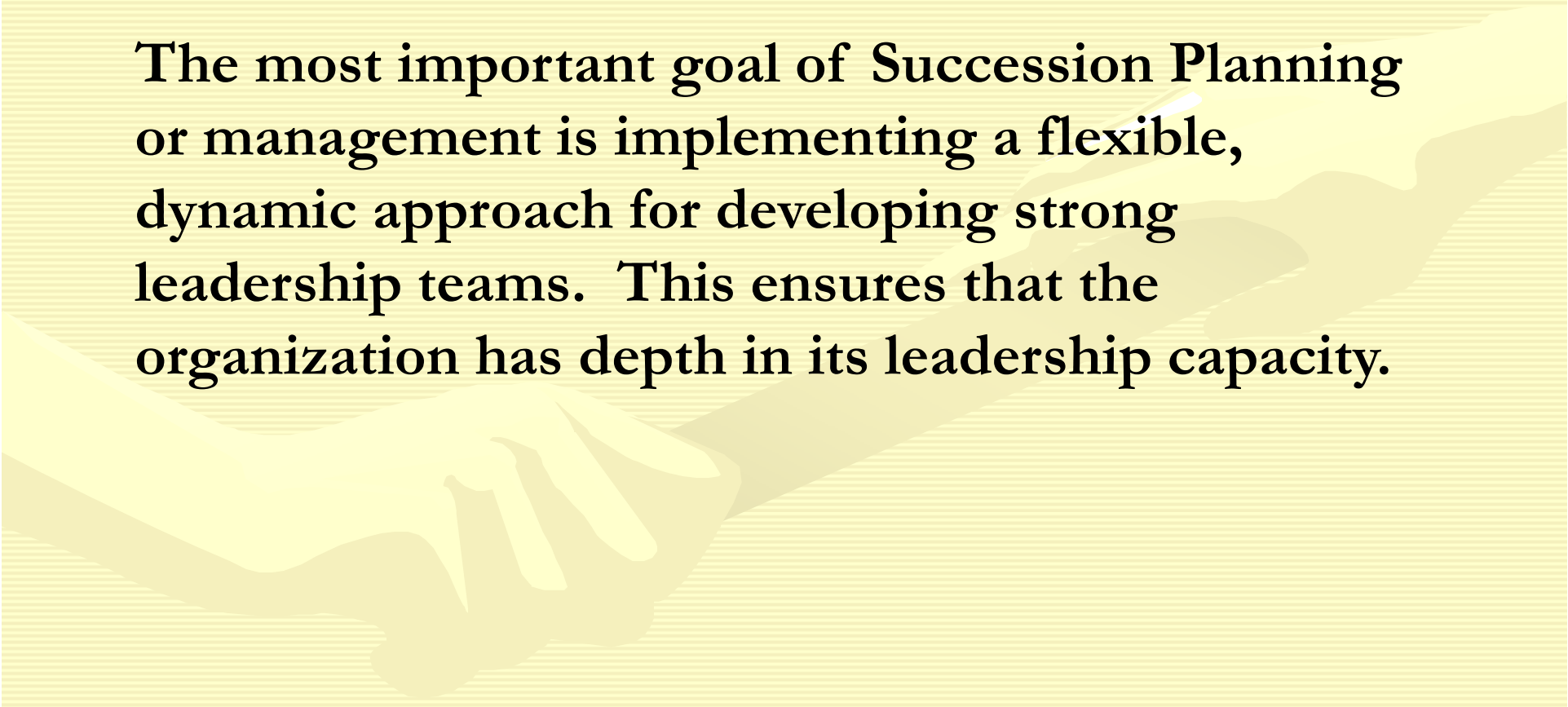
“The strategic, systematic and deliberate effort to develop competencies in potential leaders through purposed learning experiences such as targeted rotations and educational training in order to fill high-level positions without favoritism”

THE IMPORTANCE OF SUCCESSION PLANNING

- **Assured continuity of prepared leaders for key executive positions**
- **A disciplined process of reviewing leadership talent**
- **Increased opportunities for high potential workers**
- **Increased talent pool of 'promotable' employees**
- **Contribution to the organization's business plans**
- **Assisting individuals to realize their own career plans within the organization**
- **Developing strong leadership teams for strategic tasks**

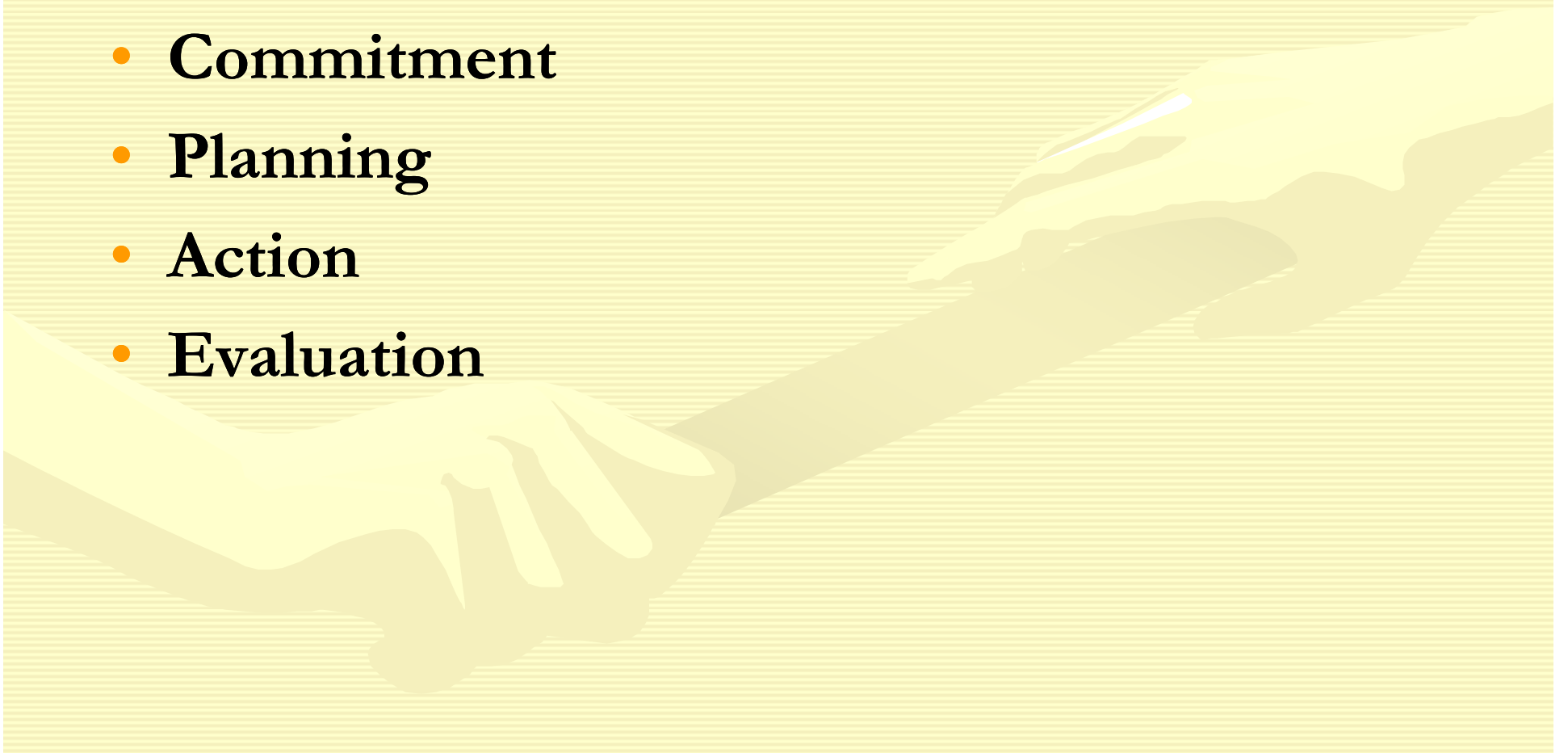
THE IMPORTANCE OF SUCCESSION PLANNING (Cont'd)

The most important goal of Succession Planning or management is implementing a flexible, dynamic approach for developing strong leadership teams. This ensures that the organization has depth in its leadership capacity.

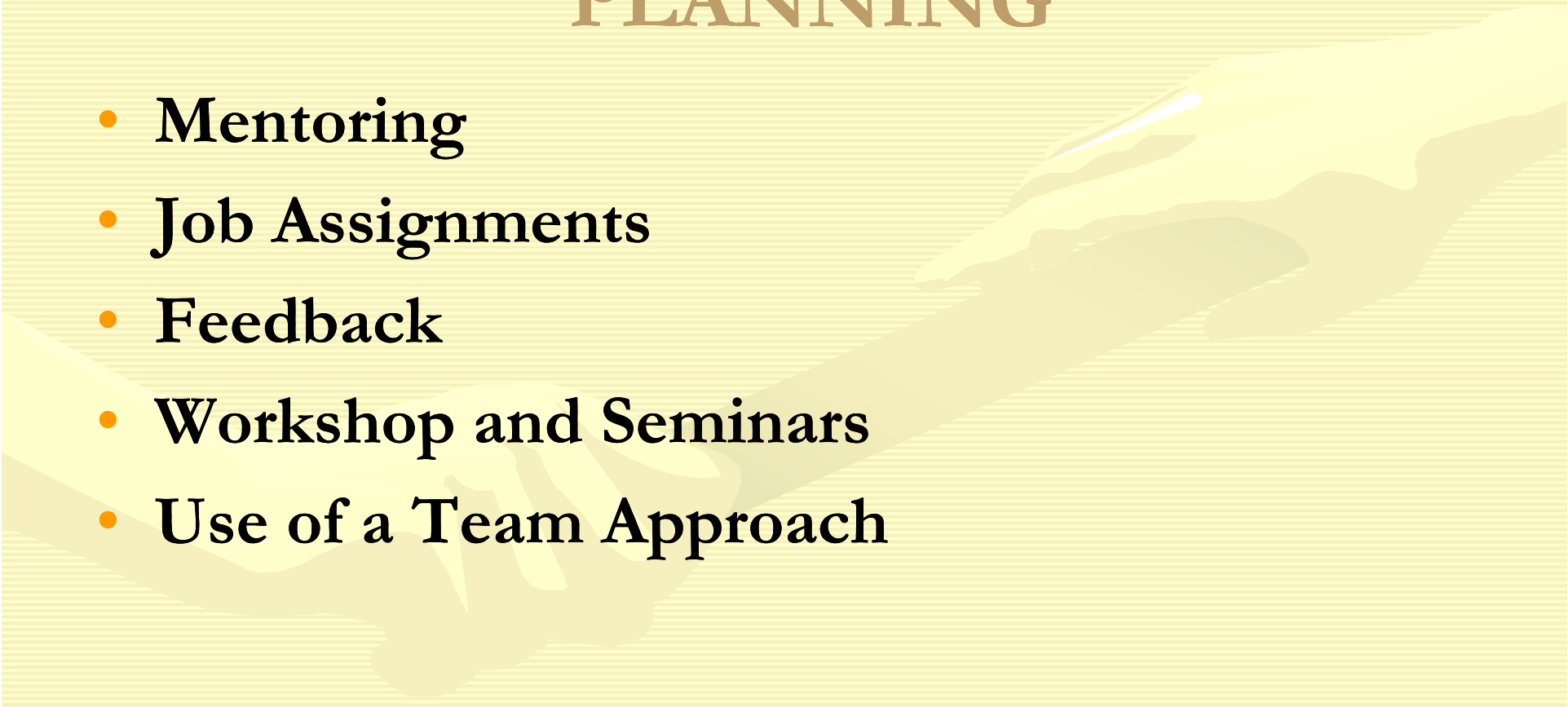


DEVELOPING LEADERSHIP THROUGH SUCCESSION PLANNING

- **Commitment**
- **Planning**
- **Action**
- **Evaluation**

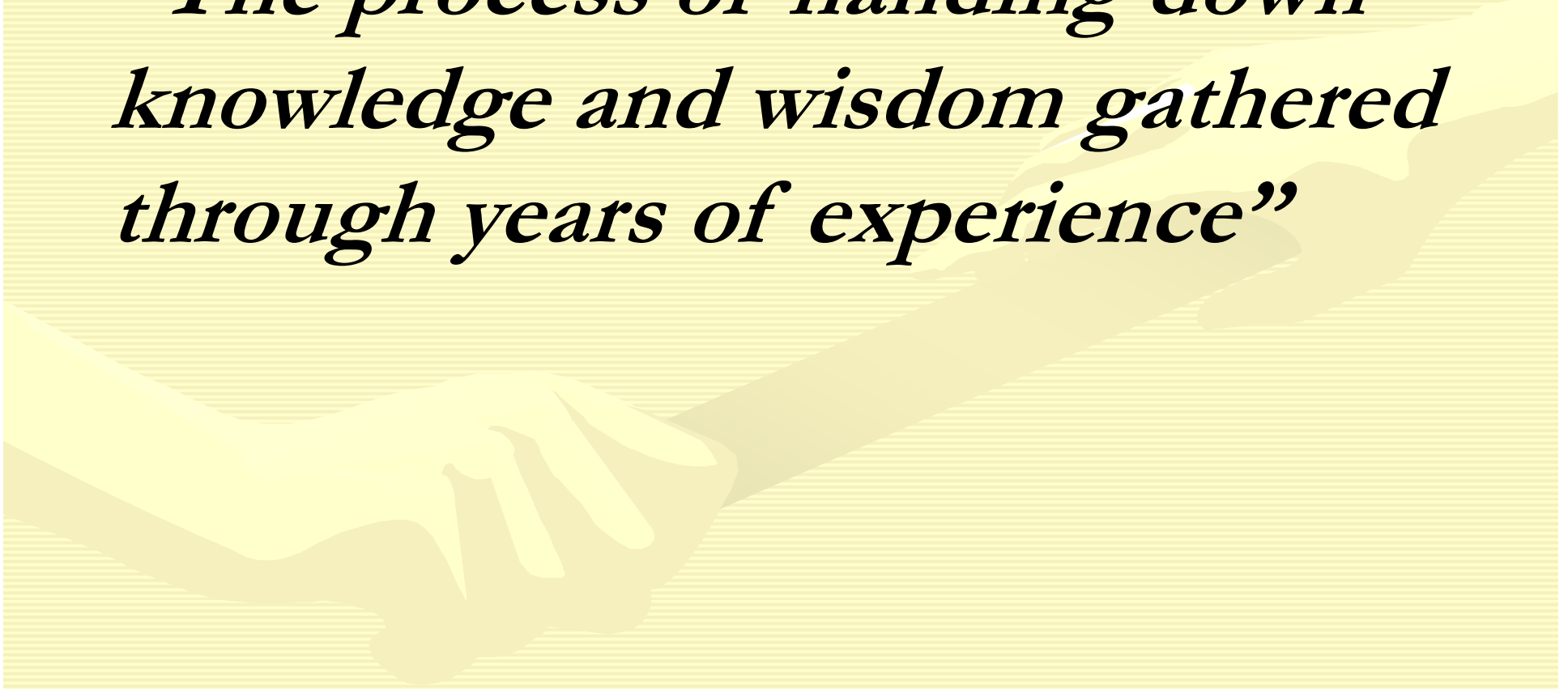


OTHER STRATEGIES OF DEVELOPING LEADERSHIP THROUGH SUCCESSION PLANNING

- **Mentoring**
 - **Job Assignments**
 - **Feedback**
 - **Workshop and Seminars**
 - **Use of a Team Approach**
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MENTORING

“The process of handing down knowledge and wisdom gathered through years of experience”



THE PREREQUISITES FOR SUCCESSION PLANNING

The following are the prerequisites for Succession Planning¹:

- **Commitment From The Top Management**
- **Ownership**
- **Vision Of What The Organization Will Need**
- **Snapshot Of Present Conditions**
- **Openness To Non-Traditional Sources of Talent**
- **A Well-Documented Training and Development Program**

1. "Succession Planning Tool Kit." *Library Journal* 29.17 (2004): 39 - 40.

THE ELEMENTS OF SUCCESSION PLANNING

Paula Singer's eight steps in Succession Planning:

- **Determine The Organizations Strategic Direction**
- **Identify Critical Management and Technical Positions**
- **Project Future Vacancies**
- **Determine Executive Descriptors For Future Leaders**
- **Identify Gaps In Staffing**
- **Diagnose Developmental Needs**
- **Create A Deliberate Development Plan**
- **Review Progress And Provide New Assignments**

SUCCESSION PLANNING MISTAKES

- **Lack of support from top management**
- **Corporate politics – use of the corporate ladder to promote friends, allies, etc**
- **Quick-fix attitudes – where effectiveness is sacrificed to expediency**
- **The low visibility of many Succession Planning programs – to be successful, Succession Planning must enjoy the active support and direct participation of management employees at all levels.**
- **The rapid pace of organizational change creates considerable difficulty in predicting succession over a three to five year period.**
- **On a more pragmatic level, some Succession Plans also fail due to too much paperwork and too many meetings**

AN EFFECTIVE SUCCESSION PLANNING PROGRAM

- **A systemic approach**
- **A needs-driven program**
- **Dedicated responsibility**
- **Extension of succession planning to all levels**
- **A global perspective**
- **Clarification of high-level replacement needs**
- **Obligation of executives to identify and prepare successors**
- **Establishment and maintenance of specific development programs**
- **Emphasis on formal mentoring.**

THE CURRENT SITUATION IN CARIBBEAN LIBRARIES

There are a number of changes taking place within higher education which impact on Succession Planning in our region and these include:

- **The expansion of student numbers**
- **The increasing amount of information in electronic format**
- **The inadequate funding (more with less)**

THE CURRENT SITUATION IN CARIBBEAN LIBRARIES (Cont'd)

- **The hybrid library which is a mixture of the traditional and the new skills**
- **Continued prevalence of print culture**
- **Insufficient number of trained professionals**
- **The need for new skills to provide electronic access to Caribbean materials**

CASE STUDY: THE EXPERIENCE OF THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE

- **No Formal Succession Plan Exists**
- **Relevant information collected as part of the assessment process**
- **The situation in 1990**
- **The situation in 1997**
- **The present situation**

SURVEY ON SUCCESSION PLANNING IN CARIBBEAN LIBRARIES

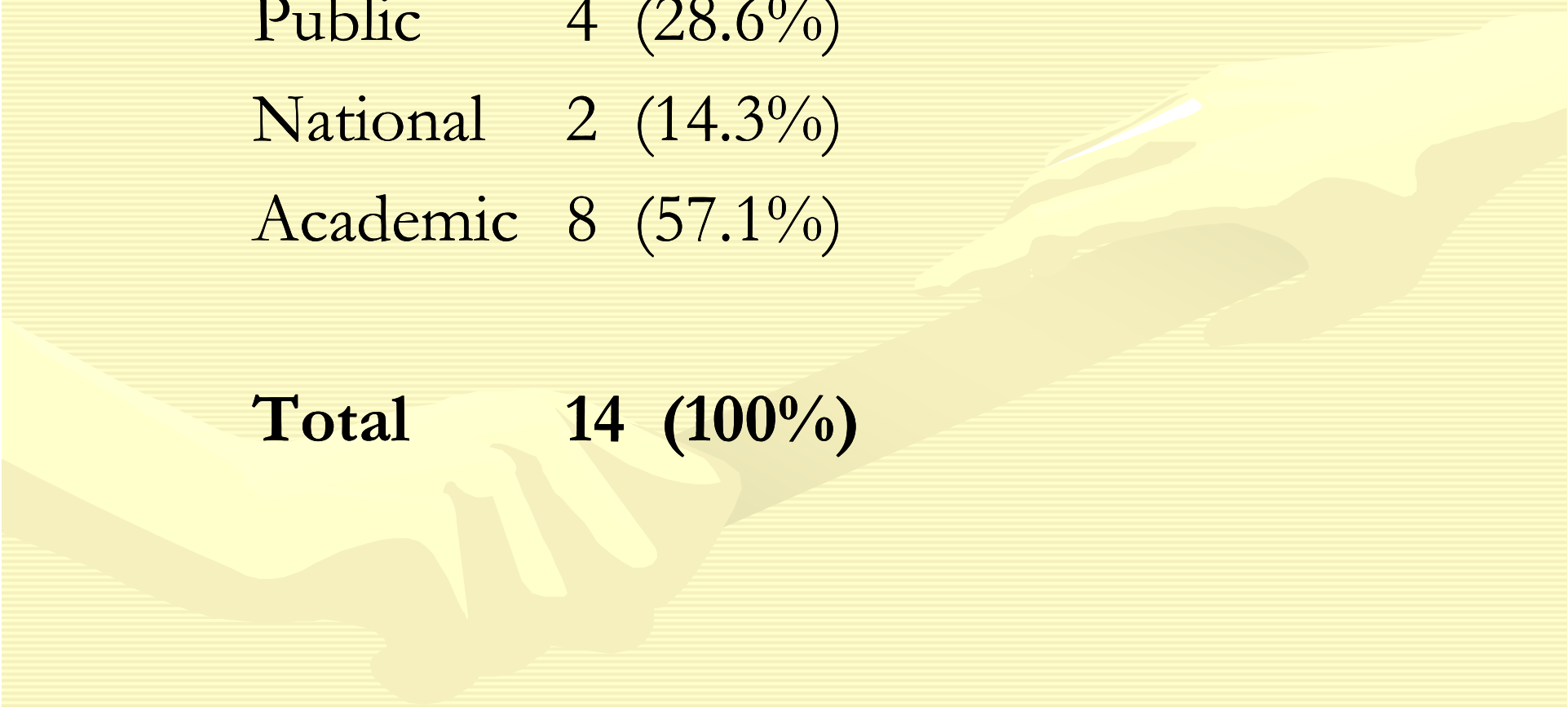
- Library Type

Public 4 (28.6%)

National 2 (14.3%)

Academic 8 (57.1%)

Total 14 (100%)



SURVEY ON SUCCESSION PLANNING IN CARIBBEAN LIBRARIES...cont'd

- Countries Responding : 9

Antigua

Bahamas

Barbados

Guyana

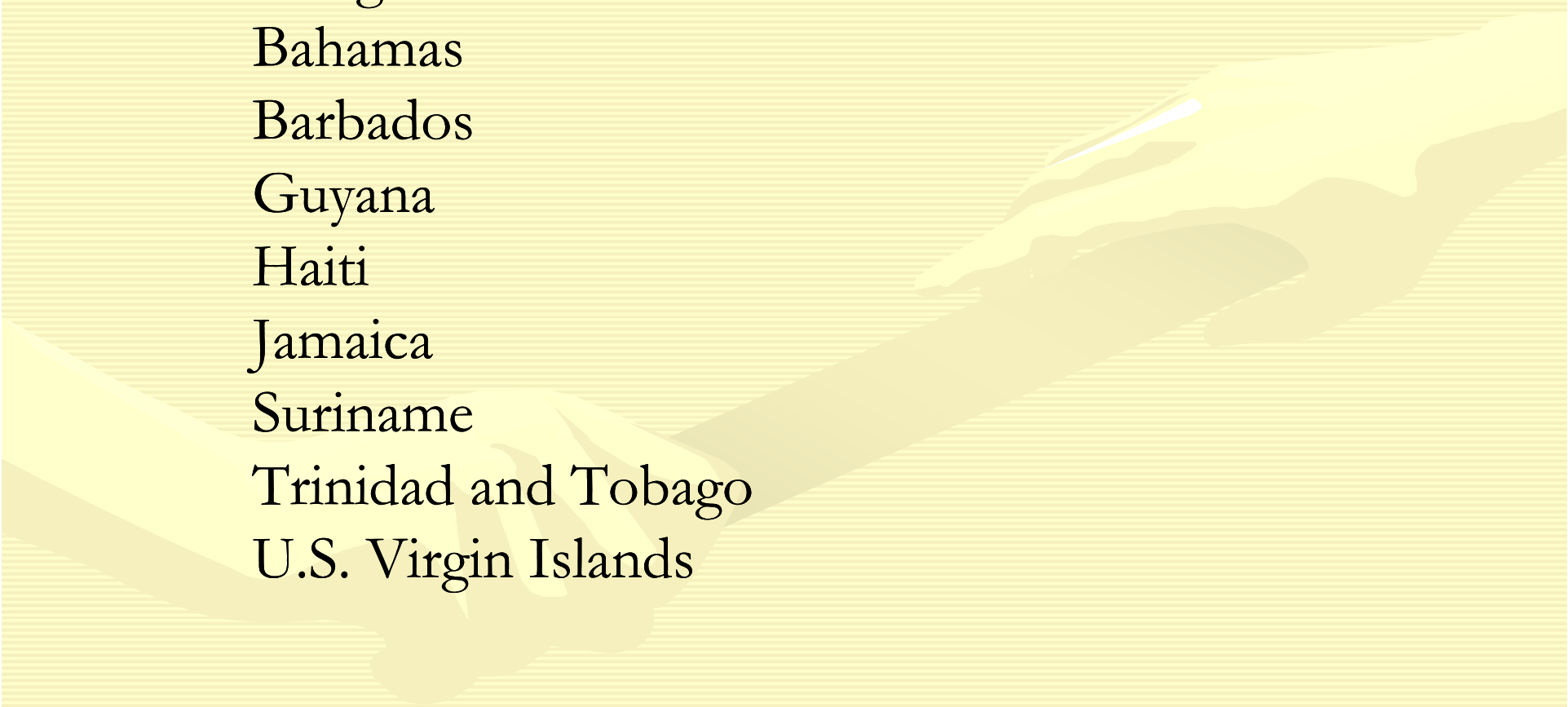
Haiti

Jamaica

Suriname

Trinidad and Tobago

U.S. Virgin Islands



SURVEY ON SUCCESSION PLANNING IN CARIBBEAN LIBRARIES...cont'd

- Written Succession Plans 1
Suriname (in Dutch so unable to consult)
- No Informal Plans in Place 2
- Informal Plans 11

SURVEY ON SUCCESSION PLANNING IN CARIBBEAN LIBRARIES...cont'd

- Libraries intending to have Formal Succession Plans:

Public	2
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National	2
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Academic	7
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No response	1
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- Libraries with no intention to have Formal SP

Public	1
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- Implementation Dates

Public Library	July 2007
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Academic Library	2007/2008
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QUESTIONS

- 1. Why should libraries develop or support succession planning and management programs?**
- 2. Is Succession Planning only relevant for the top positions in libraries?**
- 3. Is there a difference between Succession Planning and Replacement Planning?**
- 4. What is the link between Succession Planning and Strategic Planning?**

QUESTIONS

- 5. What are some of the ways in which individual employees can help organizations participate in Succession Planning?**
- 6. What strategies might be used to ensure successful Succession Planning?**
- 7. What are the pros and cons of promoting from within the organization versus bringing in fresh talent from outside?**

THANK YOU!

