

SUCCESS in SUCCESSION



Shawn Cossin



- U.S. Army Veteran



- PA State Trooper



- President/CEO



- Texas DPS



SUCCESS in SUCCESSION

Leading NOW for Next



IS ←



→ NOT
YET

Leadership
“Space”

“It’s imperative that we spend less time on daily operations and more time on future possibilities.”

- Kouzes & Posner,
A Leader’s Legacy



Defining "Leadership"

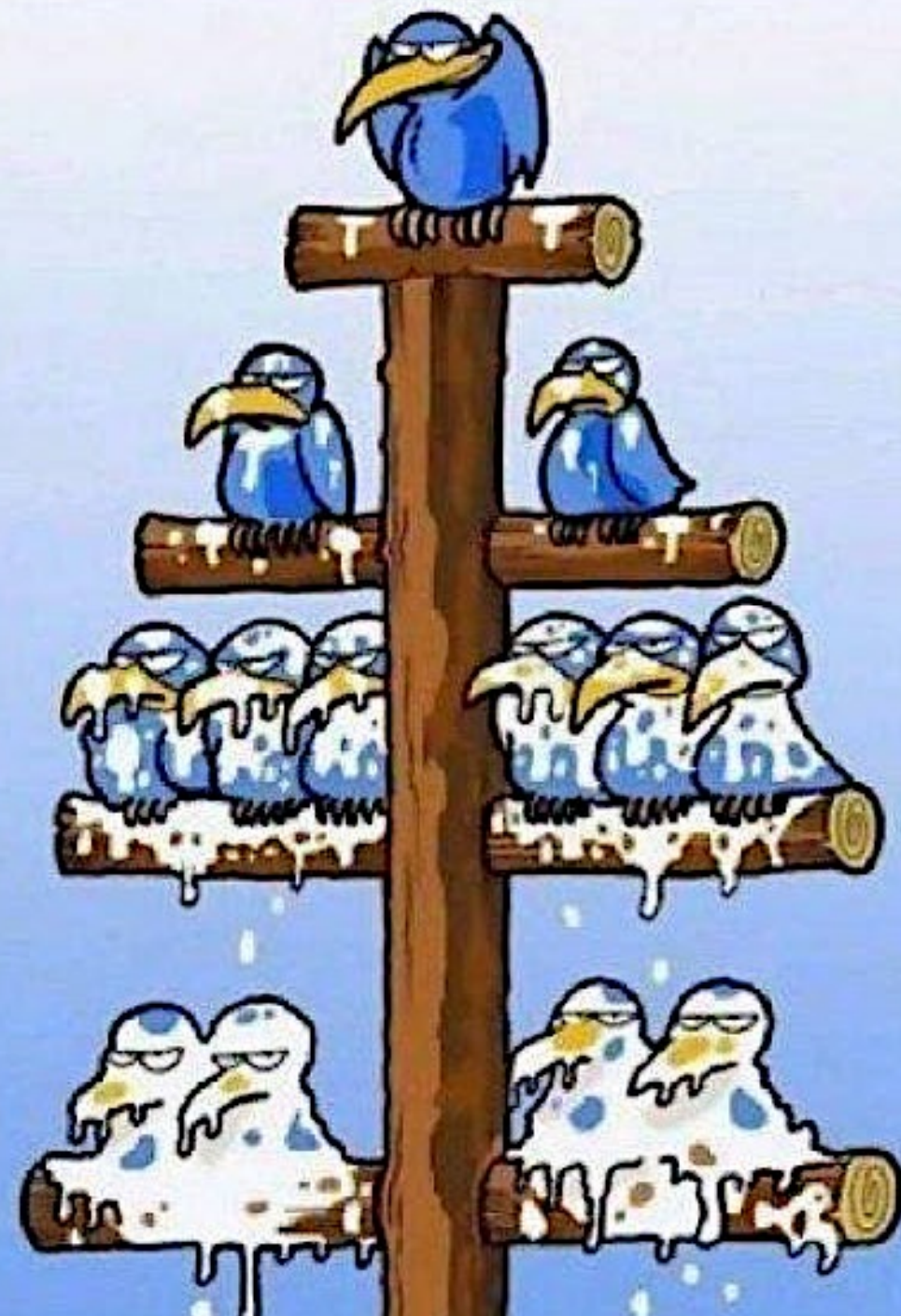
WHAT IS IT?



Defining
"Leadership"

INFLUENCE





DPS Definition:

“The ability to motivate and inspire others; to develop and mentor others; to gain the respect, confidence, and loyalty of others; to articulate a vision, to give guidance and to direct others in accomplishing goals.”

Source: Texas DPS, HR-110



alii semper
“Always for Others”





→ Lead Self

→ Lead Others

→ Lead Leaders

→ Lead Teams

Leadership Environments

Leadership is an ongoing and dynamic reality.

IS ←



→ NOT
YET

Leadership “Space”

- Lead Self
- Lead Others
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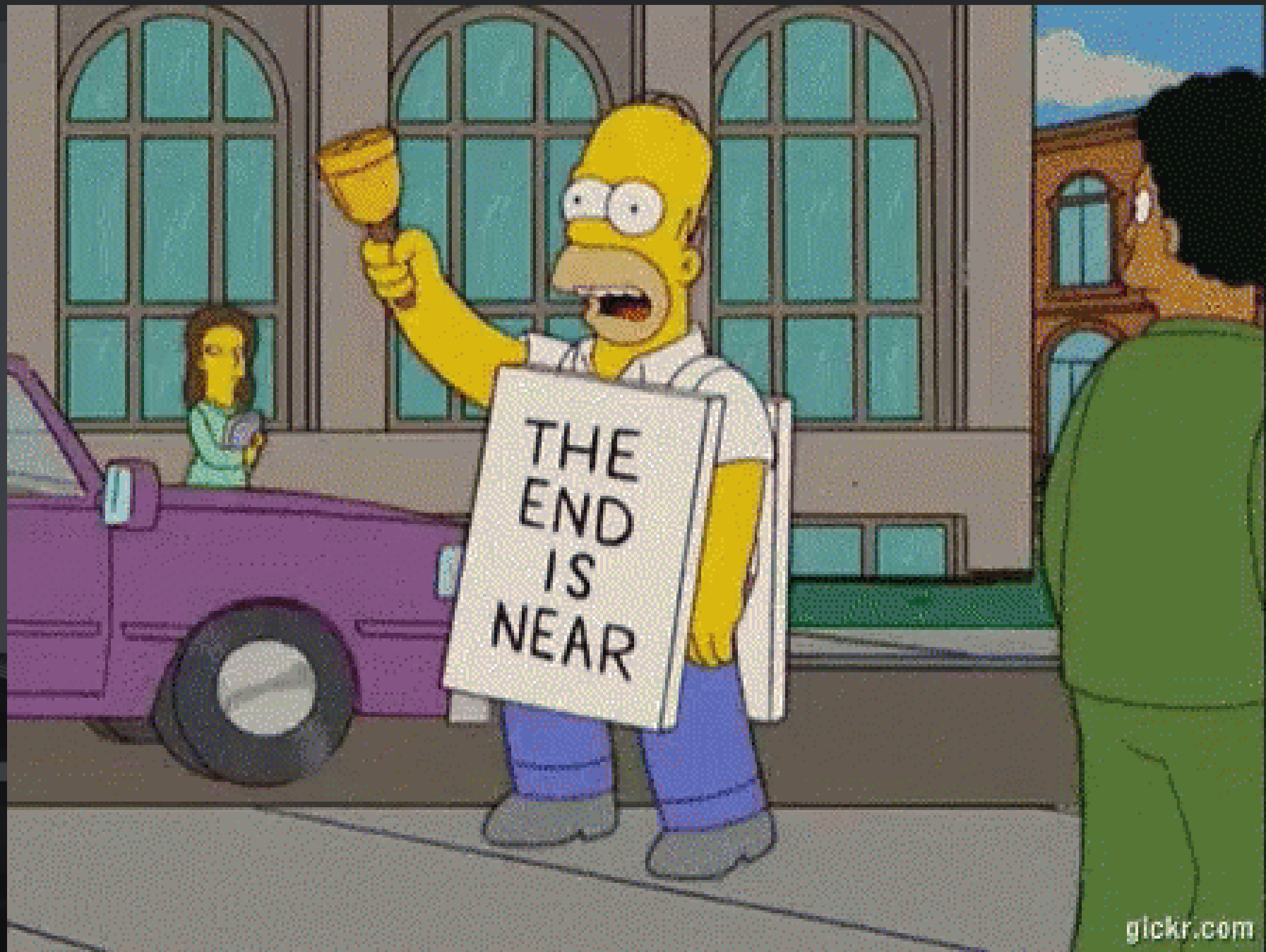
alii semper
“Always for Others”



PRINCIPLES + PROCESS = PLAN

- **Development** (how we equip)
- **Delegation** (how we empower)
- **Continuity** (how we convey/transition)





“The measure of you as leader is not what you do, but what others do because of what you do.”

- H. Hendricks



PRINCIPLES + PROCESS = PLAN

PEOPLE

Leave it better
than you
found it





PRINCIPLES

:: The best day to start was yesterday!

:: The next best day to start is today!

:: Healthy succession starts day one.



**THE ONLY EASY DAY
WAS YESTERDAY**

US NAVY SEALS

PRINCIPLES

- The longer you wait to start the harder it is.
- Succession planning is not a one-time event or single destination.
- The longer the runway the more options we have.



SUCCESS in SUCCESSION



We are all INTERIM leaders!

Who is not ready?

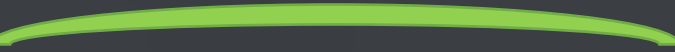
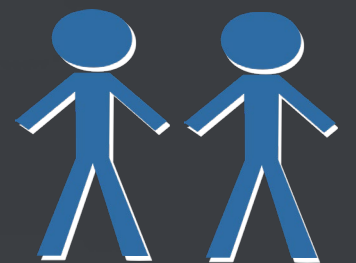
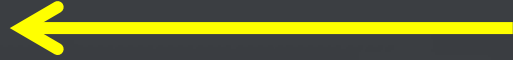
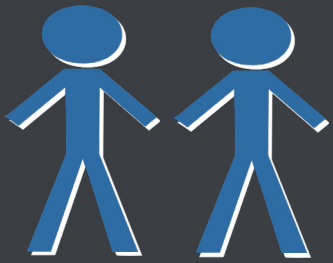


**YOU
NOW**



Those Before

Those Behind



Readiness?



Readiness?

PROCESS

“What could be more important than equipping the next generation with the character and competence they need to become successful?”

- Colin Powell





PROCESS

DELEGATION/EMPOWERMENT

More than

EFFICIENCY →

DEVELOPMENT

ASSESSMENT

EMPOWERMENT

AMPLIFICATION

Tiered Delegation/Empowerment:

- *“Here’s the problem, go and do some research, come back and fill me in on my options.”*
- *“Here’s the problem, go and do some research, come back and tell me what my options are and which one you think we should do.”*
- *“Here’s the problem, go figure out the options, and let me know which one you chose.”*
- *“Here’s the problem, let me know when you’re ready for the next one.”*

**DEVELOPMENT
ASSESSMENT
EMPOWERMENT
AMPLIFICATION**



PEOPLE

~~“OUR PEOPLE DON’T...”~~

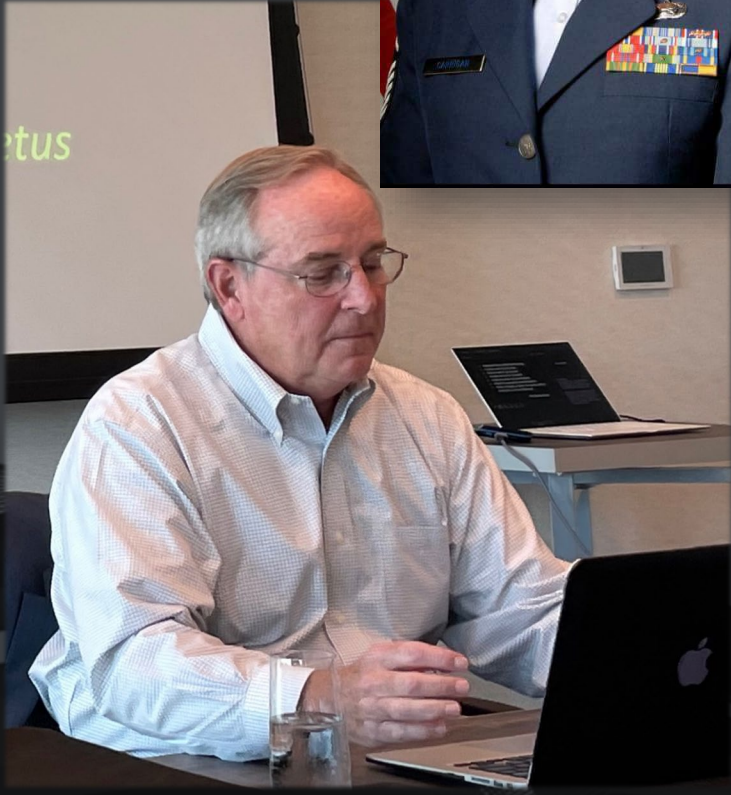
~~or~~

~~“OUR PEOPLE WON’T...”~~



“WE’VE NOT YET LED
OUR PEOPLE TO...”

PEOPLE



General (ret.) Mark Welsh

1. *Make sure I know where we're going*
2. *Push me when I go too slow*
3. *Calm me when I go too fast*
4. *Reassure me when I lose faith*
5. *Inspire me when I lose enthusiasm*
6. *When I'm successful, stand behind me*
7. *When I struggle, or when I'm scared, walk in front of me, so I can follow you.*

- SRA Carissa Cetus





PEOPLE

“The most enduring leadership legacies are those of leaders who have set their people free.”

- Jim Kouzes & Barry Posner



KEY Realities:

- Whether receiving or passing, we shape it!
- Successful transition is not **ABOUT** you, but it comes **THROUGH** you.
- Most stay too long.

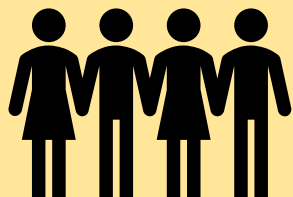
(Some leave too early.)



“A successful person finds the right place for **himself**. But a successful leader finds the right place for **others**.”

- John C. Maxwell

Who are your
“others”?





PEOPLE

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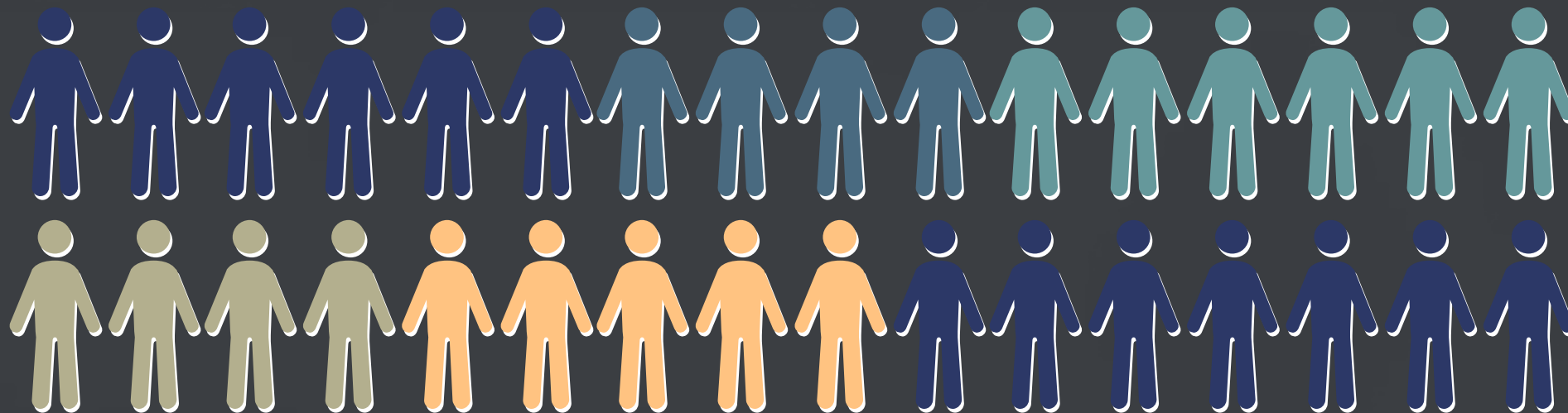
PLAN

Success in succession starts...now!

1. Pick a point. (time/season/dynamic)
2. Make a plan.
3. Pick a person.
4. Follow a process.

Leave it better
than you
found it





“Blessed is he who plants trees under
whose shade he will never sit.”

- *Indian Proverb*

SUCCESS in SUCCESSION

Leading NOW for Next



100% X Too Long

70%



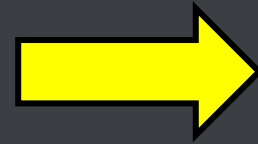
40%

0% X Too Fast

Decision Making

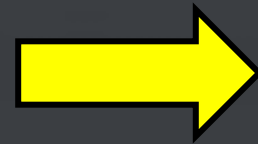


TENSIONS



MANAGE

PROBLEMS



SOLVE

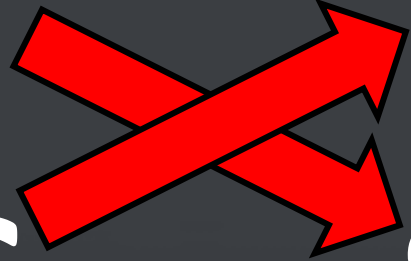


TENSIONS

MANAGE

PROBLEMS

SOLVE



TENSIONS



MANAGE

PROBLEMS



SOLVE



X

CARE



!?

X

CARRY



X

CARE

✓

CARRY





CARE



CARRY





CARE



CARRY



SUCCESS in SUCCESSION

Leading NOW for Next

