

Succession Planning

The Key to Continued Quality Leadership

Succession Planning – Key to Good Leadership

- Continuing Quality Leadership Does Not Just Happen
- It is the Result of a Process that is Followed
 - Formal Process – Established by Rule
 - Informal Process – Established by Senior Leaders

Succession Planning – Key to Good Leadership

- Formal Succession Planning
 - Leadership Selection Done by Hierarchical Elections
 - Contested Election, if any, Will Happen at the Lowest Level
 - Successive Elections Almost Always Uncontested
 - Achievement of Top Leadership is a Result of Several Years of Service
- VFW Example - Carol Whitmore to be Elected

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- Informal Succession Planning
 - Senior Leaders Train and Support Candidates
 - Training Occurs Through Committee Level Leadership Positions
 - Influential Senior Leaders May Come Together as a Group to Support Preferred Candidate
 - Achievement of Top Leadership Position is by Election but a Result of Influential Senior Leaders Demonstrating Selection of Quality Candidates

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- Selection Process In Iowa
 - Mostly Informal but More Formal in Places
 - Districts May Have Senior Vice Commander
 - That Person Generally Moves to Commander
- Primary Succession Planning is through Liaison Committee

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- Liaison Committee – What is it & What Does It Do
 - Definition of Liaison Committee from ByLaws

Article III, Section 13

The Liaison Committee shall consist of three representatives from each district, selected according to the rules established in each district, and shall function at no expense to the Department and shall exercise the usual functions of such a committee.

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- Iowa History with Liaison Committee
- District Committees were Strong and Forward Looking
 - Sixth District 1981 – Typical Experience
- Fall – District Vice Commanders All Declined to Step Up
 - District Liaison Committee Approached Me
- Committee Asked Four Questions to Receive Their Support

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- Liaison Committee's Four Questions
 - Will Your Post Support You?
 - Will Your Employer Support You?
 - Will Your Bank Account Support You?
 - Will Your Family Support You?
- None of Those Questions were About The American Legion or my Qualifications. They are All About Whether I was Ready to Make The Commitment that was Required to Be District Commander.

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- What was Your Experience in Being Selected
- Were You Selected or Did You Just Volunteer
 - Were You Asked to Make a Commitment
- Will You Become Part of the Succession Planning
- Will Your Experience Help You Become One of The Senior Leaders

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- Key To Ensuring Iowa Has Continuing Good Leadership
- Active, Involved, Dedicated Legionnaires on Department Commissions and Committees
- Commander Candidates Need Help Identifying Those Legionnaires to Serve
- Can a Commander Candidate have Broad Enough Knowledge to Find Those Legionnaires from Around the State
- Will You Make Suggestions to the Commander Candidates

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- Compare Identifying Potential Commission/Committee Members in Iowa with the Same Situation at National
 - National Appointment Book has 162 pages
 - Impossible for National Commander Candidates to Make Intelligent Decisions on That Many Appointments
- Solution – A Team has Formed to Make Recommendations, that Team has One Member from Each Department
- That Member is Often a Senior Leader, possibly a PNC but often a NEC Member or Other Longtime Legionnaire

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- National Appointment Structure
 - Level 1 – Councils
 - Level 2 – Committees
 - Level 3 – Commissions
- Councils and Committee Operate as Subsidiary of Commissions
- There are 10 Commissions – Americanism, Convention, Finance, Internal Affairs, Legislative, Marketing, Media & Communications, National Security, Veterans Affairs & Rehabilitation and Veterans Employment & Education.

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- National Appointment Structure
- Commissions Are Set in Article I, Section 6 of National By-Laws
 - Not All Commissions have Committees or Councils
- Number of Members on Commissions and Committees is Set By Outline of Authorization
- Iowa has Members on All Councils but Not All Committees or Commissions Due to Restriction on Number of Members

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- National Appointment Structure
- How Are National Appointment Recommendations Decided?
 1. Potential Candidate must Demonstrate Commitment
 2. Potential Candidate Must Show Willingness to Listen, Learn and Take on Responsibility to Do the Work Required
 3. Potential Candidate Must Make Decisions Based on the “Good of the Legion” not on personal Advancement
 4. Potential Candidate Must Live By “Never Embarrass Iowa”
 5. Potential Candidates Must be Able to Serve 2-3 terms (10 years)

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- National Organization - Iowa History & Tradition
- Iowa Has Had Five National Commanders, Some Departments Still Waiting for Their First
- Each of the Five Stayed Involved and Helped the Next Potential National Commander Candidate Become Known
 - Iowa has had Two National Finance Chairman
- Iowa Has Had Many Valuable Members of National Commissions and Committees
- If You Desire An Appointment, Remember the First Four Principles

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Questions?