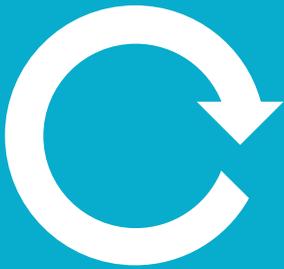




UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

Transition & Succession



Handbook for Student Leaders

Vision, Mission & Strategy
Motivation & Delegation
Personal Development & Mastery
Team Development
Recruitment
Reflection & Awareness
— **Transition & Succession** —
External Relations
Leadership Styles
Purposeful Leadership

Who are the next generation of leaders? How are they being prepared to make next year even better?

Long-term success is inherently linked to your approach to succession. Thinking about who will be stepping up in the next year and being intentional in shaping and supporting their leadership development are some hallmarks of successful learning organizations. This section includes exercises and frameworks useful for facilitating transitioning activities.

Instead of thinking of the last two months of the year as time to focus on transition, start watching for high potential people from day one, and give them a chance to develop over the year.

Important Questions

This Year. What went well? What could be improved? What surprised you? Why did this year happen the way it did? How would you change it? Who were the key individuals? What were the key resources? What are your goals for the:

- Rest of this semester
- Summer
- September
- First Semester
- Second Semester

Organizational Goals and Planning. What does success look like for yourself and your organization? Where does the organizational team want to go?

Team Development. Who has the ability to lead the organization? What qualities should this person possess? Who in the organization has great potential? How can we help train the team to reach their personal goals as well as the organization's goals?

Transition. Who is going to be back next year? What is your capacity next year? Who else knows what you know? How can they know what you know? How will knowledge be transferred at each step or on a project basis? How is knowledge transfer happening on an ongoing basis?

SOAR: Strengths, Opportunities, Aspirations, Results

This tool helps to give different perspectives on where the organization stands, and is a great starting point for strategic planning. Looking at Strengths and Opportunities stresses strategic inquiry. Aspirations and Results stress appreciative intent.

Becoming familiar and confident with the process of reflection can be made easier by writing down your thoughts. Keeping a journal or notebook for this is a great habit.

Reflection is related to the broader state of self-awareness: continually clarifying what is important to us. While reflection is a tool for processing things AFTER they happen, mindfulness involves being more aware of experiences AS they are happening.

<p>Strengths What are our greatest assests?</p>	<p>Opportunities What are our best possible opportunities?</p>
<p>Aspirations What do we hope for the future?</p>	<p>Results What do we hope to achieve?</p>

PEOA: Preserve, Eliminate, Obtain, Avoid

This tool helps you reflect on events, programs and initiatives you've run over the past year and make decisions about what to do in the year to come. What things worked really well that you want to preserve? Which ineffective events and initiatives do you want to eliminate? What things were missing that you want to obtain? What other options for new projects do you want to avoid altogether?

Process Questions

- Should there be independent one-on-one meetings between outgoing and incoming executives so they can ask lots of questions?
- Is there a new position that needs to be discussed with everyone on the team so the role is fully understood?
- Can some aspects of transitioning be taken care of in a regular meeting, or should you create the space for a full-day retreat?
- Is there a lot of detailed information that would be best shared in a document?
- How can you best transition personal relationships that are important to success?

It's important to remember that these are only tools, so it's up to you how you will use them. When applied poorly without good facilitation, participation and energy, they might be completely useless. Just as important as the content of what's being transitioned in terms of knowledge, skills, attitudes and experiences is the process of how you transition it.

Some of our accomplishments

Event Title: _____
Date: _____
Time: _____
Location: _____
Description: _____

Three things that we did well in planning for this event:

- 1.
- 2.
- 3.

Three things that we could have done better in planning for this event:

- 1.
- 2.
- 3.

What was the best part of the event?

What was the most important lesson from this event?

Transition Timeline

Month	Things to Do	Who is Responsible?
April		
May		
June		
July		
August		
September		