



## Succession Planning

The Society of Trauma Nurses is the lead professional nursing organization which promotes the advancement of trauma nursing, trauma education and the development of trauma nursing leadership at the national and international levels. Recruiting, developing and mentoring future leaders in trauma nursing is an important mission of STN.

We must consider succession planning as part of our preparation for the future. Announcement of a change in leadership should include the announcement of a qualified successor who is ready, willing and able to carry on the charge of the organization. Succession planning should be logical and orderly.

How do we develop future leaders? We need to accept that leadership is an expectation and should be a part of role descriptions at every level. We need to recognize potential leaders early and expose them to leaders at various levels and mentor their abilities.

We need to negotiate short- and long-term goals of our future leaders and discuss the timelines for achievement of those goals. We need to determine if they are consistent with those of the group and what value they would bring to the organization.

Leadership increases one's scope of responsibility and requires a variety of skills and knowledge. We need to support the educational processes as they pertain to personal and professional growth. We need to assess what additional skills are needed and what obstacles and barriers may exist. We need to have confidence in the strengths, knowledge, skills and abilities of those we mentor but be able to recognize limitations.

Training, mentoring and coaching are key concepts in succession planning. We need to foster and implement team-building strategies and collaboration and provide feedback that is constructive and provides opportunities for improvement. We need to lead by example and encourage others to prepare for, and risk failure as a means to growth.

The responsibility of leading means being held to higher standards of performance. Succession planning maintains accountability and stability during times of leadership change. The selection of competent candidates who are representative of the organization's mission, vision and goals is the first step in succession planning. We then need to motivate the future leaders, support them and inspire confidence in their abilities.

Succession planning by mentoring future leaders is the key indicator to the continued growth and success on STN. Recruiting and retaining the best talent while recognizing volunteerism contributes to the success of our organization. It is the responsibility of the leaders of today to prepare the leaders of tomorrow!

**Developed February 2009**

## The keys to succession planning:

**S**elect competent candidates

**U**nderstand their talents

**C**ollaborate and create partnerships with others

**C**onsider new options and ideas

**E**ducate those around you

**S**upport and mentor

**S**tress values of the organization

**I**dentify obstacles and barriers

**O**rganize a logical and orderly plan

**N**etwork to identify potential leaders

**P**repare and risk failure

**L**ead by example

**A**ssess strengths and weaknesses of future leaders

**N**urture the young

**N**egotiate and resolve conflicts

**I**nspire confidence in the novice leader

**N**ever stop planning for the future

**G**ive feedback as constructive criticism and opportunities for improvement