

Preface

WE, THE AUTHORS of this book, worked for more than a decade to create, expand, and sustain a succession planning and leadership development program at a major health system. Steve had originally approached Kathie with an idea about the future of leadership in our organization, and that began a journey that led us to a legacy program. The program has grown beyond what we could ever have imagined ten years ago. We want to share that program with every organization that values its culture and the people who make it possible—the employees.

Our involvement in succession planning and leadership development represents decades of work in our collective careers. The knowledge we have gained over years of hiring and developing leaders, sometimes through trial and error, has refined the approach described in this book.

It is our hope that sharing these lessons will help you, the reader, broaden your view of what is possible for each member of your team, from the highest-level executive to the most junior new hire on staff. Our succession planning and leadership development program prototype can be adapted by an organization of any size to positively affect its leadership culture and strengthen its executive team. We pass on this information in the hope that it will benefit other organizations and inspire the individuals who work for them to become better leaders.