

Defining a development plan provides benchmarks for successors and management to measure growth. Whether such a program is being developed for a family member employee or for a key manager, it should include the following steps:

1. Determine the candidate’s interest in professional growth and development – if they’re not interested, don’t waste your time.
2. Define the candidate’s Behavior, Attitude, Skills, Knowledge, Experience, and Talent.
3. Identify their areas of interest as well as their areas of strength –it’s important to note that every leadership position does not require great salesmanship.
4. Observe and assess performance.
5. Set goals for improvement.
6. Define the optimum target management role for each participant.
7. Design a specific development program for the target management role.
8. Monitor performance and refine the target management role as needed.
9. Provide accountability, feedback, and coaching.

Sample Successor Development Curriculum Geared Toward Auto Dealer - 5 Year Time Period

Time	Training And Development	Objectives And Goals	Status
July 2021	Initial Program: 3-4 days of one-on-one training	- Understand the entire sales process – from Meet and Greet to Delivery	
Oct 2021	First 90-day Successor Development Assessment	- Monitor John Doe’s compatibility to the successor role, provide forthright feedback on areas of needed improvement, and make refinements to program as needed.	
Jan 2022	Second 90-day Successor Development Assessment	- Monitor John Doe’s compatibility to the successor role, provide forthright feedback on areas of needed improvement, and make refinements to program as needed.	
Apr 2022	Trade Evaluation Process - How to determine values - Cosmetic & mechanical items impacting value	- Understand that pre-owned vehicles depreciate very quickly, they are a big part of our gross profit and they also tie up cash. - Learn different sources for determining value and become Top Quartile salesman	
Mar 2022	Third 90-day Successor Development Assessment	- Monitor John Doe’s compatibility to the successor role, provide forthright feedback on areas of needed improvement, and make refinements to program as needed.	
May 2022	F&I Office - Attend F&I manager training program	- Gain perspective of F&I, how different products are sold, and F&I benefits - Become Top Quartile salesman	
July 2022	First 360° Assessment Twelve-month review	- Identify any gaps between perceived performance and actual performance - Provide coaching to assure realistic approach to business and capacity	
Dec 2022	18-month review	- Monitor John Doe’s compatibility to the successor role, provide forthright feedback on areas of needed improvement, and make refinements to program as needed. - John Doe should have performed in the Top Quartile and could be ready to serve as an Assistant Sales Manager	
2023	Attend Industry Training	- Work with the following for 2 months each: Office Manager focusing on financial management, Parts Manager, Service Manager, Used Car Sales Manager focusing on appraising in variable operations, General Sales Manager focusing on sales management in variable operations and the General Manager focusing on Dealership Development.	