

Building Your Bench for Success: Management and Key Position Succession Planning

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Key Objectives:

- Use a defined process for management succession
- Consider tools to evaluate leadership readiness and how to use them
- Plan for succession in emergency situations
- Identify and avoid the most frequent mistakes that derail a succession process
- Benchmark the organization against a proven set of succession management best practices

“Although it’s in everyone’s best interest to have a succession plan, each person may be motivated to avoid the issue altogether.” *Ivan Lansberg*

Most frequent mistakes:

- Procrastination
- Focused only on CEO
- Only an HR project
- Not integrating strategy
- No contingency

Continuum of succession planning approaches:

- Contingency
- Departure
- Talent Management and Development
 - Workforce planning
 - Talent development

The Process:

1. Start with strategy
2. Identify critical roles
3. Identify high potential employees
4. Create a development program
5. Commit to guide the ongoing process

Management Transition Scenarios

- Smooth transition
- Emergency transition

Tools

- Job fit / screening
- Coaching
- Team building
- EQ