

# *Succession Planning*

Succession planning is becoming increasingly important and more difficult because of rapidly changing demands on managers in growing, evolving organizations. Grooming new managers has become a specific, evaluation-based process, in which criteria for assessing candidates and developing customized training are linked to expectations of future organizational changes and managerial staffing requirements.

## *Seminar Objectives:*

To examine the succession planning process, and current practices in defining managerial position requirements. Participants will discuss techniques for identifying and assessing management candidates, and activities that are necessary for effective development of managerial talent in an organization.

## *Topics:*

- ◆ Succession planning defined and its relation to the strategic business plan
- ◆ The role of management development in growing and adapting organizations
- ◆ Traditional replacement planning techniques and state of the art practices
- ◆ Understanding the contrasts between replacement planning and succession planning
- ◆ Developing policies that include succession planning in management processes
- ◆ Recognizing barriers to the succession planning process
- ◆ Gaining support, commitment, and involvement from senior management
- ◆ Developing criteria for assessing qualitative requirements: position profiles
- ◆ Defining demand for managerial talent: forecasting, organizational planning
- ◆ Evaluating current performance levels against criteria and demand
- ◆ Assigning responsibilities for succession planning
- ◆ Assessing biographical data and work attitudes on prospective succession candidates
- ◆ Developing programs to meet identified needs at the organizational level
- ◆ Designing specific objectives to groom targeted succession candidates
- ◆ Selecting assessment techniques for matching individual needs to job requirements
- ◆ Molding work experiences of managers with planning, coaching, special assignments
- ◆ Moving “fast track” candidates through accelerated developmental paths
- ◆ Using the performance appraisal to stimulate and encourage further development
- ◆ Functions of review committees: corporate and divisional
- ◆ Developing summaries of availability and readiness of succession candidates
- ◆ Preparing tentative plans for meeting shortages/surpluses of managerial staffing