

PUT YOUR PEOPLE

ON THE RIGHT PATH

Move your people from **succession** to **successful** with an objective, intentional, and systematic succession planning effort. Ensure leadership continuity by identifying and developing current and future leaders who will execute your organization's strategic priorities.

In other words:

Who should lead?

When?

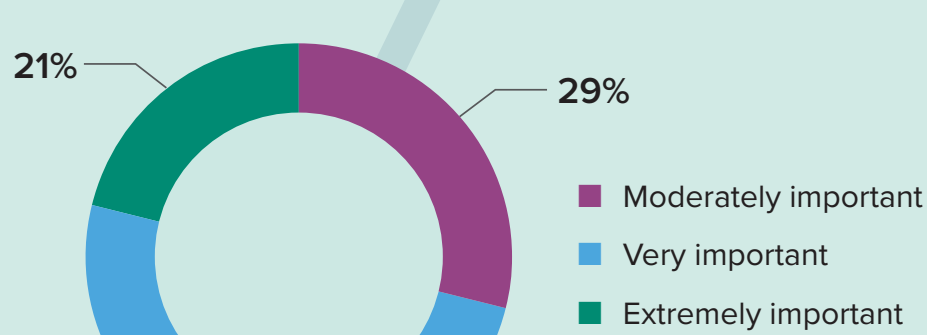
How can you make sure they are ready?

Why You Need Succession Planning and Talent Development



- ✓ Protect the business from sudden, unexpected change
- ✓ Reveal vulnerabilities and highlight skills gaps
- ✓ Promote training and development
- ✓ Knowledge transfer and process refinement
- ✓ Long-term talent planning and retention
- ✓ Preserve brand integrity and reputation

How important is succession planning to your organization's success right now?



Source: 2022 HCI Member Survey with nearly 1,000 respondents.

Use the "Rose, Thorn, Bud" Brainstorming Activity to Kick Off Your Process

"Rose, Thorn, Bud" is a method to generate ideas and innovative thinking around a topic by identifying opportunities.

- ✓ Think about the current state of leadership readiness in your organization.
- ✓ Identify 3-4 roses, thorns, and buds for your organization.

- Rose = strengths;** bright spots or answers to "what is working"
- Thorns = challenges;** pain points or answers to "what is not working"
- Buds = opportunities;** possibilities or answers to "what needs improvement but has potential"

What's the Right Path?

Follow HCI's Succession P.L.A.N. Model

- P PLAN:** Set your succession planning objectives and purpose
 - ✓ Ensure they solve for your current challenges
 - ✓ Align with your organizational strategies
 - Leadership development needs will differ depending on business strategies
- L LEVEL:** Understand what leadership looks like at different levels
 - ✓ Learn the needs of your talent segments by group roles and competencies
 - Discover the skills and capabilities you have
 - Determine where you need to focus to deliver on business priorities in the future
 - ✓ Target organizational levels intentionally
- A ASSESS:** Identify leaders objectively with data and analytics and evaluate performance of succession planning objectives
 - ✓ Assess Competencies: A person's knowledge, skills, and abilities
 - ✓ Assess Performance: A person's level of success in executing objectives in one's current (or past) roles
 - ✓ Assess Potential: A person's ability to rise to and succeed in a more senior or expanded role
 - ✓ Assess Readiness: How prepared a person is to perform in a more challenging role or level
- N NURTURE:** Develop potential leaders continuously to ensure retention and readiness for current and future roles
 - ✓ Understand the development realities
 - Not everyone or everything is developable
 - Some competencies take longer to develop than others
 - Development is not just about closing gaps
 - Build on strengths
 - ✓ Remember that a single development approach doesn't work well for everyone

"There is no effective succession planning without effective development."

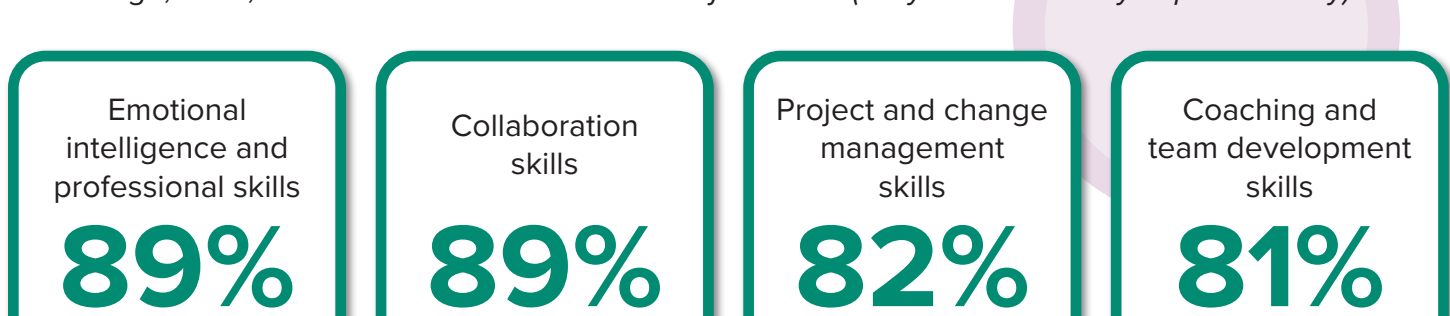
—Lapora Flournoy, Ph.D. | Nextgen People

Once You Have Your P.L.A.N., You Need to Put Your Team in Place

- Determine who should be on your succession planning team**
- Make certain leaders understand their role in succession management and employee development**
- Ensure your team has the right skills**
- Communicate the process to the organization transparently**

Succession Planning Skills

For your professional involvement in succession planning efforts, how important are the following knowledge, skills, and abilities to be successful in your role? (*Very and Extremely Important only*)



7 Succession Planning Do's and Don'ts

- | Don't Do This | Try This Instead |
|--|--|
| 1 Use overly complex practices | ✓ Keep it simple |
| 2 Follow generic competency models | ✓ Create specific competencies for each position that will guide decision making |
| 3 Focus only on the executive level | ✓ Succession planning should cover all tiers |
| 4 Put the full responsibility on HR | ✓ Ensure the accountability and participation of leadership in the process |
| 5 Get locked into organizational silos | ✓ Work to create a company-wide mindset and incentive for sharing talent |
| 6 Forget to update plans regularly | ✓ Weave regular reviews of succession plans into strategic planning and management meetings |
| 7 Rely on just one person | ✓ Develop pools of talent from which to draw, that way you can ensure the right fit for the right role at the right time |

Start Here!