

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?

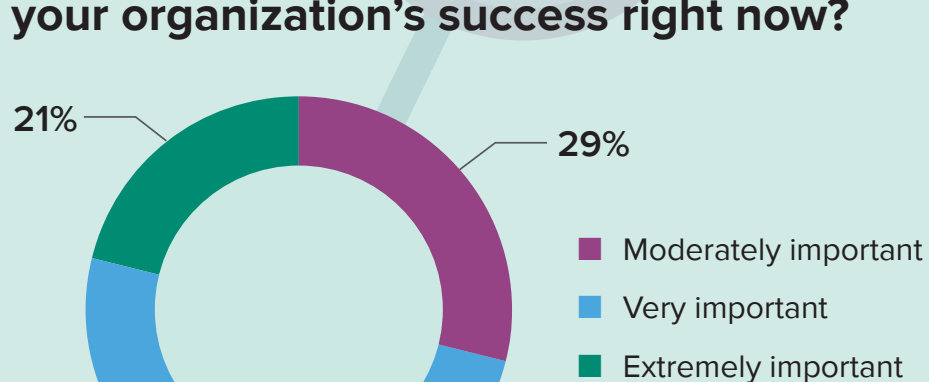
How can you make sure they are ready?

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."

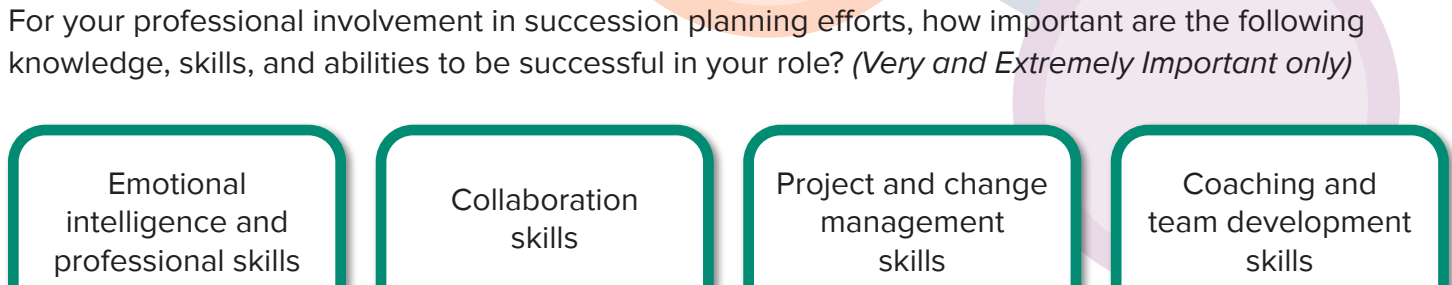
—Lapora Flournoy, Ph.D. | Nextgen People

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)

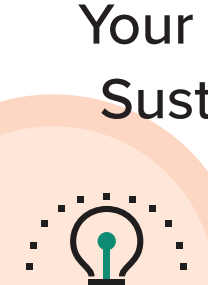


7 Succession Planning Do's and Don'ts

- | 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 |

Build the Talent and Leadership Pipeline Your Organization Needs for Sustainable Future Growth

Start Here!



Succession Planning & Talent Development

CERTIFICATION PROGRAM

hci.org/SPTD