



# Succession Planning Best Practices

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# Your Facilitator



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# Session Agenda

- What is Succession Planning?
- Why it is critical to your organization?
- The Succession Planning Process
- Action Planning



# Introductions - Meet your neighbor

- Your Organization
- Your Role
- Where are you today related to succession planning?
  - **Just starting**
  - **Have some plans in place**
  - **It's part of our culture**

# What is Succession Planning?

1. The process of identifying the critical positions within your organization
2. Developing action plans for individuals to assume those positions



# Why is Succession Planning Critical

## **IDENTIFIES RISK**



# Succession Planning is critical for the business...

✓ Adapting to demographic changes and talent scarcity

✓ Investing in employees increases retention

✓ Retaining institutional knowledge

✓ Identify skill gaps and training needs

✓ Replacing unique or highly specialized skills

# Succession Planning vs Replacement Planning





# The Succession Planning Process

<b>Step 1: Scan the Environment</b>	<b>Step 4: Establish key technical &amp; leadership competencies</b>
<b>Step 2: Identify the critical positions</b>	<b>Step 5: Evaluate internal talent</b>
<b>Step 3: Determine Future Needs</b>	<b>Step 6: Develop action plans to transfer knowledge</b>

**Which number/s are you doing today?**

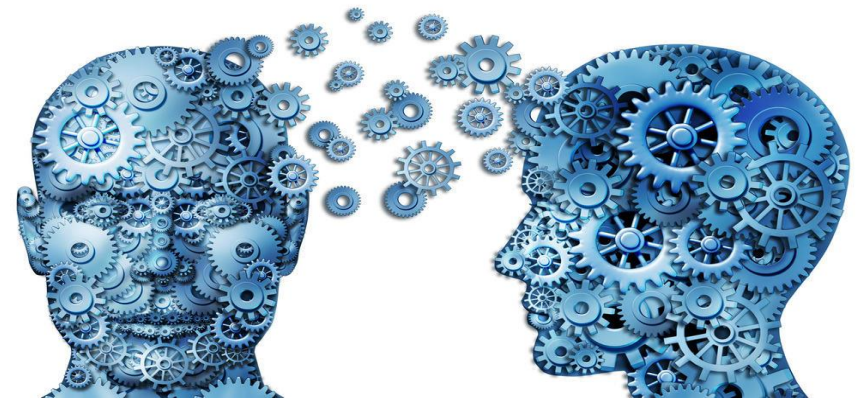
# 1. Scan the Environment – How?

1. In the next 1-5 years what internal or external trends will impact the department, functional area, organization, industry?
2. What economic, market, regulatory, legal, financial conditions, competition, social and technological trends will impact the organization, industry, national and/or global landscape?



## 2. Identify the critical positions

- Which positions in your organization that if left vacant, could create business issues?
  - Technical
  - Leadership



# 3. Determine Future Needs

- Analyze the anticipated changes in the organization
- Assess how these changes will impact the organization
- Will positions change? Will new positions develop?
- What does your FUTURE Organizational Chart Look Like?



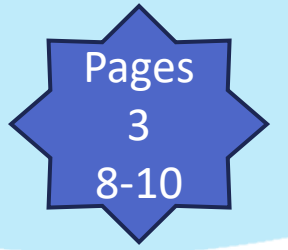
# 4. Establish Key Technical & Leadership Competencies

The measurable or observable knowledge, skills, abilities and behaviors critical to successful job performance

- Technical skills
- Behavioral traits
- Intellectual capabilities that contribute to exceptional performance



# Individual Activity – Part 1



Identify a **key role** in your organization. Using the competency list, determine 2 competencies that could be associated with the role. (Refer to pp 8-10 for competency list)

# 5. Look for Potential in Internal Talent



Know your internal talent and their potential:

- Do they have the ability?
- Is there performance and motivation at the required level for success?



High potentials are high performers who:

- Manage ambiguity
- Open to new ideas/curious
- Insightful
- Inspire trust
- Self aware and motivated
- Admit mistakes
- Continuous learners etc.



Create development plans for your high potentials

# Individual Activity – Part 2

- Go back to the role you selected earlier
- Identify or consider a high potential who could move into the role in the next 5 years.





# 6. Create development plans for your high potentials

## How?

**Learning/Education**

**360'Feedback**

**Coaching**

**Mentoring**

**Shadowing**

**Job Rotations**

**Targeted Projects**

# Individual Activity – Part 3

- Think of the high potential you identified earlier...



- Use the Employee Development Plan as a guide (page 5)
- List the competencies you identified earlier
- What Development will be needed?
- What Action Steps will the employee need to do?

# Succession Planning Worksheet

Position Title	Current Leader	Name of Potential Successor(s)	Successor's Readiness	Required Competencies of Successor	Specific Development Needs	Estimated time to be ready to take position
<i>Chief Operating Officer</i>	<i>Mickey Mouse</i>	<i>Daisy Duck</i>	<i>Ready for More Responsibility</i>	<i>Business Acumen, Communication, EI, Resilience, Influencing Strategic Thinking, Vision</i>	<i>Exposure to Board of Directors, Direct Customer Interface, Strategic Business Planning</i>	<i>1-2 Years</i>
<i>Senior Technical Engineer</i>	<i>Princess Leia</i>	<i>Hans Solo</i>	<i>Technical Skills solid - Needs Leadership Development</i>	<i>Technical Skills, Vision, Goal/Results Oriented, Planning &amp; Prioritizing, Problem Solving &amp; Project Execution</i>	<i>Work on Strategic Project Execution Team, Leadership Development Training, Exposure to R&amp;D Teams, Shadow Manufacturing Leader &amp; Sales Manger</i>	<i>3-4 Years</i>

$$E + R = 0$$

Event + Reaction =  
**OUTCOME**

Idea → Plan → Action

**One Takeaway**  
**You'll put into practice**  
**from this session**

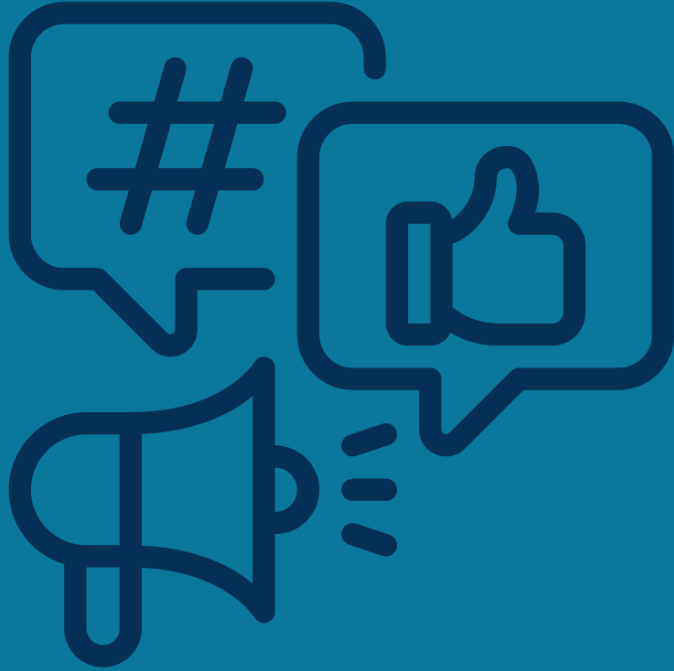
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# What's Next For Me?

If you need help with the succession plan process or have questions - **Contact Kim Dunn**

- **Building Strategic Relationships for HR Leaders and Business Acumen for HR Leaders** **1/23** 8:30 – 11:30
- **Developing Your HR Business Plan** **3/11** 8:30 – 10:00
- **Critical Thinking and Problem Solving for HR Professionals** **5/15** 8:30 – 11:30





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# Succession Planning Best Practices ANC 2024



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## Objectives

- Describe why Succession Planning is critical to your organization's sustainability.
- Identify the critical positions within your organization that if left vacant, could create business issues.
- Create a Development Plan to address knowledge transfer and prepare individuals to assume new positions either because of retirement, turnover or growth.

What is Succession Planning?

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Why is Succession Planning critical to your business?

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## Succession Planning Process

1. Review the current and future environment of your business.
2. Identify the critical positions within your organization that if left vacant, could create business issues.
3. Determine what the organization will need to be successful in the future.
4. Establish the key technical and leadership competencies needed for future success.
5. Evaluate internal talent to the organizations key competencies to identify potential future leaders.
6. Develop action plans to address knowledge transfer and prepare others to move into positions due to retirement, turnover or growth.

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### 1. Environmental Scan

In the next 1-5 years what internal or external trends will impact the department, functional area, organization, industry?

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What economic, market, regulatory, legal, financial conditions, competition, social and technological trends will impact the organization, industry, national and/or global landscape?

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## 2. Identify Critical Positions

Technical	Leadership

## 3. Determine Future Needs:

- ✓ Analyze the anticipated changes in the organization - environmentally and strategically
- ✓ Assess how these changes will impact the organization
- ✓ Will positions change? Will new positions develop?
- ✓ What does your future Organizational Chart Look Like?

## 4. Competencies

- a. Describe behaviors key to organizational success
- b. Observable & measurable skills, knowledge, performance behaviors, and personal attributes that contribute to enhanced performance

Competency Examples: (see Appendix pp 7-9 for a list of competencies)

**Individually:** Identify a **key role** in your organization. Using the competency list, determine 2 that could be associated with the role. (Refer to pp 7-9 for competency list)

Key Role: \_\_\_\_\_

Competency 1: \_\_\_\_\_

Competency 2: \_\_\_\_\_



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5. Evaluate internal talent to identify potential future leaders or technical experts.

- ✓ Identify or consider a high potential(s) who could move into the role in the next 5 years.
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High potentials are high performers who:

- Manage ambiguity
- Open to new ideas/curious
- Insightful
- Inspire trust
- Self-aware and motivated
- Admit mistakes
- Continuous learners etc.

6. Develop action plans to address knowledge transfer using:

- ✓ Learning & Education
- ✓ Coaching
- ✓ Mentoring
- ✓ Job Rotation
- ✓ Shadowing
- ✓ Targeted Projects
- ✓ 360' Feedback



# Employee Development Plan

<b>Employee</b>			<b>Title:</b>			
<b>Manager</b>			<b>Date:</b>			
	<b>Competencies/Skills to be Acquired</b>	<b>Training Development Goal</b>	<b>Employee Action Steps</b>	<b>Resources Needed</b>	<b>Timeline</b>	
	List the specific competencies/skills the employee will need to acquire in each time period	List the specific workshops, seminars, mentoring, continuing education, etc. that will be needed in each period	Identify specific steps the employee will need to take to acquire the competency or skill	Funding, Time, Staff, Etc.	Start	Complete
<b>Short-Range</b> Critical development needs for present position (1 Year)						
<b>Mid-Range</b> Important for growth within present or future position (2 years)						
<b>Long-Range</b> Helpful for achieving future career goals (3+years)						
<b>Employers Association of the Northeast</b>						



# Succession Planning Worksheet

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## Appendix: Competencies Examples

ACCOUNTABILITY	Accepts responsibility for own actions, including failure. Embraces experience as learning and an opportunity for continuous improvement.
ADAPTABILITY	Demonstrates flexibility to fit circumstances; receptive to change. Adjusts with ease. Willingly embraces learning.
APPROACHABILITY	Puts others at ease by listening, allowing adequate time for interactions, and giving undivided attention.
BUSINESS ACCUMEN	Understands how business works and measures success. Demonstrates knowledge of current business practices and future trends. Connects their role to the bottom line.
CHANGE MANAGEMENT	Able to anticipate the need for change and see it through final stages. Effectively and steadily manages self through the change process with minimal stress. Possesses the ability to help others adapt to new ways of work such as new tools, processes, or goals.
COACHING	Provides candid, timely feedback that is specific and supportive. Engages in discussions to promote insight, new behaviors and ways of thinking while facilitating learning and development.
COLLABORATION	Seeks and enlists active participation of others to reach goals or solve problems. Recognizes, respects and values different perspectives and cultures in the organization. Works cooperatively to optimize contributions of all.
COMMUNICATION	Actively listens and is willing to speak up constructively. Articulates thoughts and ideas clearly. Uses discretion and timing appropriately tailors the message to suit the audience. Demonstrates positive non-verbal communication and displays openness to other people's ideas.
CUSTOMER FOCUS	Demonstrates the ability to consistently understand, meet or exceed the needs and expectations of internal and external customers resulting in sustainable relationships
DECISION MAKING SKILLS	Gathers and analyzes information, considers consequences, and arrives at a timely decision that meets organizational goals
DELEGATION	Assigns meaningful work to others with clear direction and timeline for completion. Uses delegation to develop others, balance workload and manage time.
EMPATHY AND EMOTIONAL INTELLIGENCE	Shows genuine interest in others and sensitivity to others' needs. Displays warmth, the ability to read emotions and predict potential reactions of others. Effectively manages self and emotions, often putting the needs of others before their own.



ENGAGING AND MOTIVATING	Creates a climate where people are inspired to do their best to help the organization achieve its objectives. Recognizes others' internal motivators and establishes appropriate rewards and consequences that will result in desired performance
ETHICS AND INTEGRITY, TRUST, AND RESPECT	Demonstrates respect for others regardless of circumstance. Understands organizational behaviors and values applying them consistency. Confronts unethical situations timely. Offers respect to all in the work environment, demonstrates acceptance, reliability, openness, and consistency of action with words.
GOAL/RESULTS ORIENTED	Plans, prioritizes and balances work to meet commitments, goals, and deadlines. Stays focused on delivering results timely, despite obstacles and disruptions.
INFLUENCING	Presents information, ideas, suggestions in a way that causes others to listen and consider alternative forms of accomplishing goals and objectives without feeling compromised or minimized.
INNOVATION	Generates new ideas and approaches to enhance the organization's systems, products or effectiveness.
ORGANIZATIONAL SAAVY	Maneuvers comfortably through complex policy, process, and people-related organizational dynamics. Manages self in organization's formal and informal relationships and possesses the ability to operate successfully within the parameters of the culture.
PLANNING AND PRIORITIZING	Plans and organizes work and sees it through to timely completion. Assesses relative importance of activities and assignments, appropriately adjusting priorities. Effectively leverages resources to complete work and allocates time efficiently to the most important issues.
PROBLEM SOLVING	Gathers and analyzes information, identifies goals, explores, and selects solutions. Effectively implements an action plan and evaluates results, adjusting as required to realize desired solution.
PROJECT EXECUTION	Using a methodical approach, plans and guides a project from start to finish. Organizes and manages resources to ensure project deliverables are met, adjusting, as necessary. Effectively manages assignments and timely communicates project status from planning through to execution.
RESILIENCE	Demonstrates persistence and employs alternate behaviors when confronted with challenges. Recovers quickly from setbacks or difficult situations.
RISK TAKING	Willing to act in situations where outcomes are not entirely clear. Demonstrates ability to make decisions/draw appropriate conclusions when minimal information is available. Recognizes the need for actions and decisions despite the existence of uncertainty.



STRATEGIC THINKING	Thinks ahead and plans for the future based on the internal and external strengths, opportunities, weakness, and threats. Evaluates problems and opportunities and makes decisions that support the overall goals of the organization. Consistently follows up on strategic plans, ensuring execution and organizational alignment.
TALENT MANAGEMENT	Engages in behaviors designed to help all employees meet their job responsibilities, goals, and aspirations in alignment with organizational goals. Uses a systematic approach to attract, develop, and retain people with the right competencies to achieve the current and future objectives of the organization.
TEAM BUILDING	Effectively acts to bring a group of people together in an intentional, ongoing process by using daily interactions, activities, and other informal and formal strategies to engage employees into a cooperative, cohesive group while driving productivity, efficiency, and employee satisfaction.
TECHNICAL SKILLS	Possesses the knowledge and abilities necessary to perform required job elements to established standards. Willingly explores skills growth opportunities to remain technically current and relevant.
VISION	Sees beyond the present, anticipates future results, and accurately predicts trends. Verbalizes the vision and leads the work group in that direction in a supportive manner that inspires confidence and commitment.