



SUCCESSION PLANNING FOR THE 21st CENTURY

The “New Normal”

75% of executives view succession planning as the top human capital challenge that could derail their company’s attainment of key strategic business objectives. Yet demographic shifts, emerging communication technologies and rising economic uncertainty have changed the playing field and what’s required of 21st century leaders. Existing succession planning models have not kept up.

There has been much talk of the “new normal” in American business but little practical discussion on how to address succession planning and leadership development to meet new and future challenges facing companies. If organizations do not improve the quality and depth of their leadership pipelines they will not survive in the years to come.

The 3 Main Tenets of Succession Planning

- Succession planning should be a focused program of keeping talent in the pipeline. It is an ongoing process of preparation, not a one-time process of pre-selection.
- Succession planning should not be complicated. The more complex it is, the less likely it will succeed.
- Succession planning should extend beyond the top executive level to all tiers of the organization that play a pivotal role in the success of the business.

5 Questions to Start the Conversation

- What roles in our organization are mission critical now?
- What roles will (and won’t!) be mission critical in the future?
- What roles have the highest turnover?
- What roles have long learning curves?
- What roles are or will be difficult to recruit for?

Key Pitfalls to Avoid Along the Way

- Not aligning succession planning with strategic planning
- Generic competency models
- Lack of support from managers and key influencers
- Delegating full responsibility to Human Resources
- Weaknesses in performance management
- Not consulting with potential successors
- Organizational silos
- Not updating plans regularly