

Succession Planning

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What is it?

- ▶ brings together the demand and supply of expertise, professional and technical expertise, leadership and an organisation's future capability and success.
- ▶ a process where one (or more) successors are recognised for career moves, key roles and a series of activities are planned to develop these individuals.
- ▶ Successors
 - ▶ short-term
 - ▶ long-term
- ▶ The focus here is on the **skills or roles needed**.

Other terms

▶ Talent management

- ▶ The focus is the **individual**.
- ▶ is the logical and organised development of individuals who are seen to be of high-potential and particular value to the organisation in the future.

▶ Succession management

- ▶ The focus is the **system**.
- ▶ is the resourcing and development practices within which succession planning sits.

Why do it?

- ▶ you feel good employers should do it
- ▶ can be an opportunity to create serious, and specific benefits

- ▶ what is your focus?
- ▶ The institution? The people? Or both?

- ▶ what reasons are there for succession for you?
- ▶ what do other stakeholders see as important?

Primary Corporate Benefits

- ▶ Succession planning can:
 - ▶ Influence the organisational strategy
 - ▶ Mitigate future risk
 - ▶ Increase diversity at the top, and perhaps correct inequalities
 - ▶ Strengthen distinctiveness
 - ▶ Improve governance
 - ▶ Provide more suitable candidates for senior roles
 - ▶ Increase interest in leadership roles
 - ▶ Improve performance levels

Secondary Corporate Benefits

- ▶ Succession planning can also:
 - ▶ Make the organisation an employer of choice
 - ▶ Improve retention
 - ▶ Map learning and development to organisational needs

Benefits to Individuals

- ▶ Improve transparency
- ▶ Provide clear career direction
- ▶ Map learning and development to individual needs
- ▶ Support development

Ill-thought-through Reasons

- ▶ Create corporate culture
- ▶ Create illusion of certainty – staving off fear of future
- ▶ Punish enemies, reward friends
- ▶ Box-ticking
- ▶ Emulate competitors

How's it done?

- ▶ There is no one way to plan and run a succession strategy.
- ▶ Different organisations with different circumstances require different solutions.
- ▶ But there are a number of considerations which will almost always need to be addressed when you are planning your succession strategy:
 - ▶ Resources
 - ▶ Making the case
 - ▶ Size and scope
 - ▶ Roles, stakeholders and engagement
 - ▶ Selection and assessment
 - ▶ Development methods

Development Methods

- ▶ Mentoring
- ▶ Staff development courses
- ▶ Specific development courses
- ▶ Coaching
- ▶ Shadowing
- ▶ Stretch projects
- ▶ Secondments
- ▶ Acting-up roles
- ▶ Career moves

Conclusion

- ▶ Succession planning is **not** a simple exercise
- ▶ You need to think about
 - ▶ Why?
 - ▶ What?
 - ▶ Who?
 - ▶ How?
 - ▶ Where?
- ▶ Develop the plan
- ▶ Discuss it
- ▶ Consult about it
- ▶ Go for it!

Thank you