

# 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