



Align HR's Steps to Succession Management

Succession management is an important talent management initiative across organisations big and small and is a strategic process that minimises leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. Effective succession management allows organisations to seamlessly merge its employees' capabilities and career aspirations with the company's business strategy and talent needs.

At Align HR, our approach in building a succession pipeline involves:

Step 1: Review

- ◆ Review current practices and interview key stakeholders and management staff to determine Succession Management Strategy developed.
- ◆ Work with HR to design a Succession Planning Framework that incorporates leadership and key technical positions.
- ◆ Map competencies and skillsets for each role.

Step 2: Design

- ◆ Design assessment methodology to determine potential successors.
- ◆ Build an administrative process to review and record talent pipeline with process owners identified and trained (HR personnel & line managers).

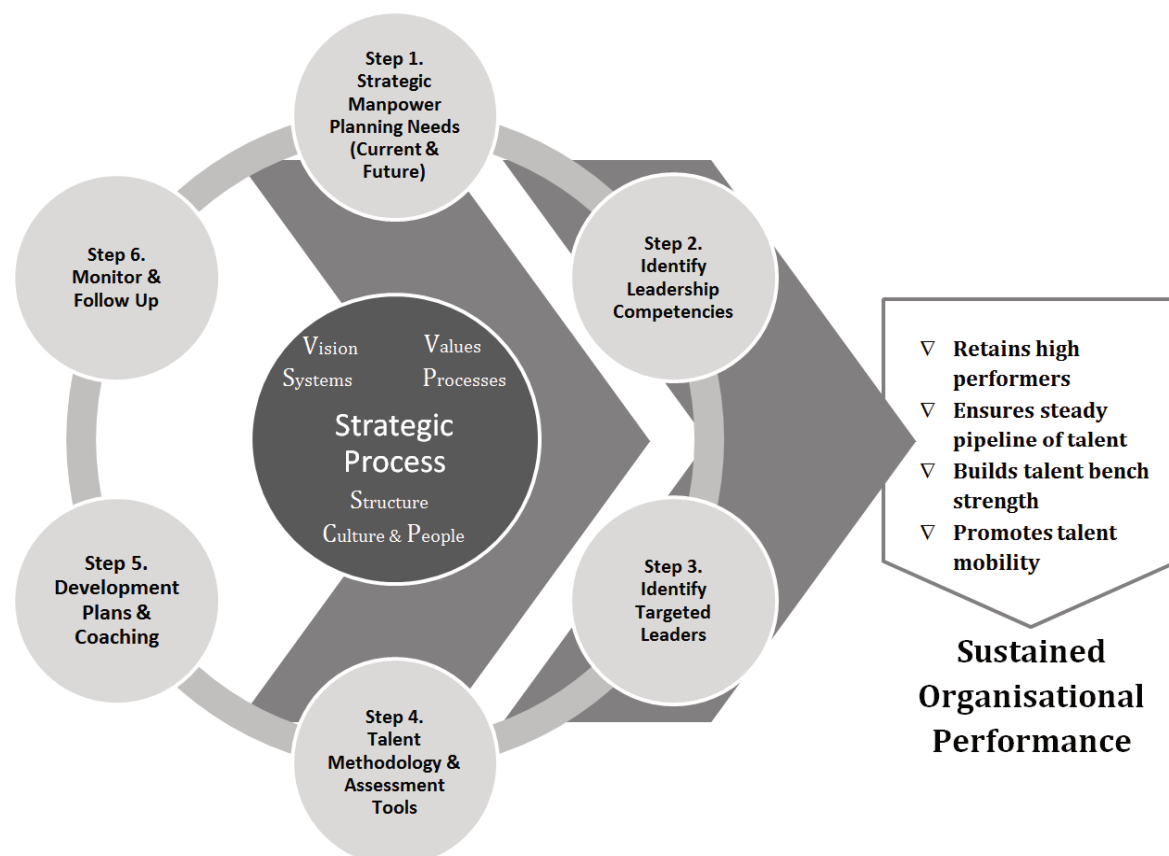
Step 3: Administrative Infrastructure

- ◆ Identify and map linkage of succession plan to Individual Development Plans (IDPs) for agreed talent pipeline so client can record and monitor individual program.
- ◆ Link succession plan to performance management and training frameworks to ensure effective integration by mapping out an action plan for effective integration.
- ◆ Align to reward management to retain and motivate talent.

Step 4: Training

- ◆ HR and line management training provided to ensure process and talent identification is adopted and implemented annually based on framework design and implementation structure and process-

Align HR's Succession Management Model



Pulse Series 8:

Align HR's

2012

Succession Management Pulse

Succession Management

Definition:

"Succession management is a strategic process that minimises leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. With other companies, succession management is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage."

How to Implement Succession Management Strategy Effectively (Step-by-step approach)

1. Review and refine with executive leadership the strategic business imperatives required for success.
2. Determine critical roles required to achieve the business imperatives.
3. Conduct systematic talent reviews integrated with the business planning process.
4. Reinforce the execution of development plans.
5. Monitor progress against success measures and adapting when necessary.

Source: Right Management, A Manpower Company, (2010). Succession Management.



Succession Management

Succession management secures future leadership capability, which is critical for driving organisational performance. It is an active and vital ongoing business process, embracing dynamic market imperatives to integrate the identification, assessment and development of talent with long-range strategic planning.

According to a research conducted by Parant (2010) on *Managing Talent at the Workplace*, having a proper succession pipeline:

- Increases retention of high performers
- Eliminates the need to seek opportunities elsewhere
- Results in having more than one good person available for a key job
- Establishes who is ready now and what it will take to make others ready when you need them

To avoid mistakes that have been repeated over the years, organisations should:

- Assume succession management as a core senior management imperative
- Link succession to other HR systems
- Clearly define what constitutes high quality leadership
- Ensure continuity in succession planning as a part of the business planning cycle

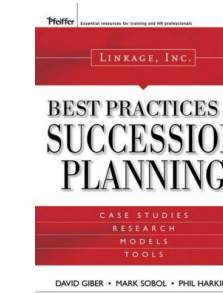
In essence, failing to plan is planning to fail. Failure to plan for your organisation's future can be costly. Identify your talent pool early and build a system to grow them. A partnership with Align HR will ensure your PRESENT and FUTURE success is guaranteed.

Align HR Quote

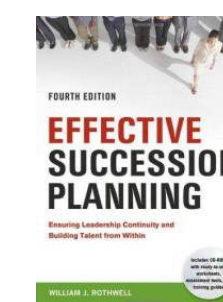
"Failure to plan for succession is planning to fail."

Williams Buggy,
President and CEO of Whip Company,
Inc. 1902

Succession Management Textbooks:



Giber, D., Sobol, M. & Harkins, P. (2007). Best Practices in Succession Planning, Pfeiffer.



Rothwell, W.J. (2010). Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within, Amacom.



Carrots Align
160 Robinson Road
#24-05 SBF Center
Singapore 068914

Tel: +65 6842 2131
Fax: +65 6538 0186

www.alignhrconsulting.com

