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Succession Planning

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What comes to your mind when we talk about Succession Planning …?

Succession Planning …

Succession planning is a strategic process that organizations use to identify and develop individuals within their workforce who have the potential to fill key leadership and critical roles in the future

The goal of succession planning is to ensure a smooth transition of leadership and maintain continuity within the organization when key employees retire, resign, or otherwise leave their positions

Succession Planning …

Succession Planning is the process of training & preparing employees in an organization so that there will always be someone to replace an employee who leaves

OR

In other words… The continual business of monitoring and developing internal talent to assure that employees have the knowledge, skills and abilities necessary to succeed in

future leadership roles

Quote:

"The goal of Succession Planning process is not to make current management replaceable, but to secure the continuity, continued growth and success of an organization"

– Ed Krow, SPHR, CCP, SHRM-SC

"Succession planning doesn't start with people. Instead, it starts with the requirements of the position"

- Dave Ulrich, Management Consultant

"A program that an organization systemized to ensure leadership continuity for all key positions by developing activities that will build personnel talent from within"

Why Succession Plans Fails

- Lack of clear Objectives & Criteria's – Big Picture
- Inadequate Talent Assessment
- Insufficient Development Opportunities
- Resistance to Change
- Poor or lack of Effective Communication
- Ignoring Diversity & Inclusion
- Failure to adopt to changing needs
- Overlooking key positions
- Inadequate use of Succession Planning tools
- Lack of Leadership Commitments
- Lack of Monitoring & Periodic Evaluation

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Other Factors Affecting Succession Plans

- Economic Forces
- Global Reach/Market
- Organization Size & Scale
- Additional Workload Requirements
- Nature of Business
- Severe Competition
- Pace of Change in Technology
- Shortage/Availability of Key Talent

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Succession Planning – Key Components

- Identification of Key Positions
- Identification of high Potential Employees
- Working on Individual Development Plans
- Regular Reviews & Evaluations
- Effective Communication
- Transparency & Trust
- Contingency Planning

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Succession Planning Process

Develop Succession Strategies

Identifying recruitment strategies :
- Recruitment & Relocation bonuses
- Special programs

Identifying retention strategies:
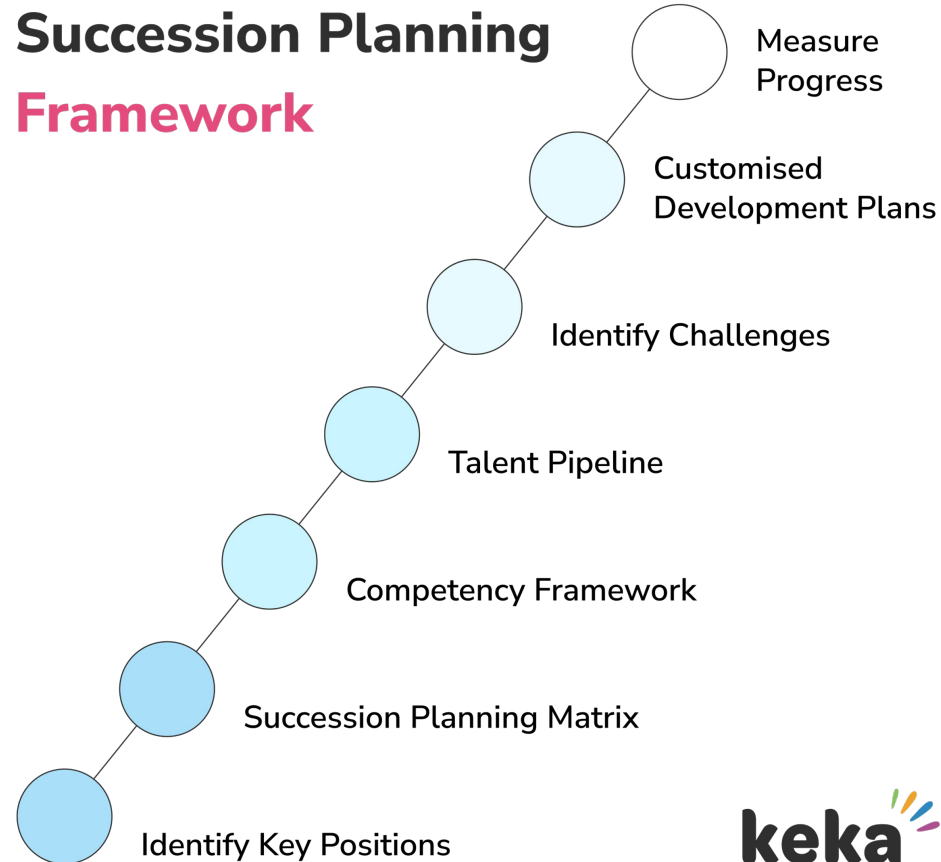- Retention bonuses.
- Quality of work life programs

Identifying development/learning strategies :
- Planned job assignments
- Formal development
- Coaching & mentoring
- Assessment & feedback
- Action learning projects

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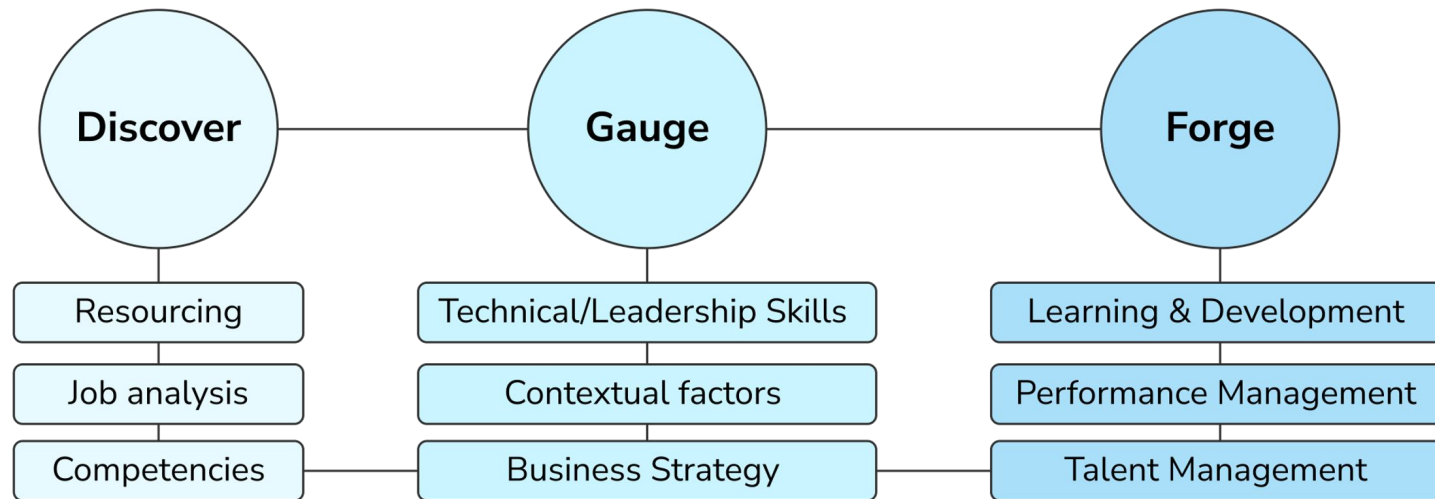Advisory 'n Solutions

Link Strategies & Workforce Plans

- Identifying the long-term vision & direction
- Analysing future requirements for products & services
- Use data already collected
- Connecting succession planning to the values of the organization
- Connecting succession planning to the needs & interests of Senior Leadership

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Succession Planning Framework

Succession Planning

Framework

Measure Progress

Customised Development Plans

Identify Challenges

Talent Pipeline

Competency Framework

Succession Planning Matrix

Identify Key Positions

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Succession Planning – Model

Succession Planning
Model for HR

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Discover	Gauge	Forge
Resourcing	Technical/Leadership Skills	Learning & Development
Job analysis	Contextual factors	Performance Management
Competencies	Business Strategy	Talent Management

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Identify Talent Pools

- Using pools of candidates vs. development of positions
- Identifying talent with critical competencies from multiple levels-early in careers & often
- Assessing competency & skill levels of current workforce, using assessment instruments
- Using 360 degrees feedback for development purposes
- Analysing external sources of talent development

How succession planning works

④ Determine what software will be used in support of the succession planning strategy

① Assess key positions

③ Create learning and development processes

② Assess key individuals
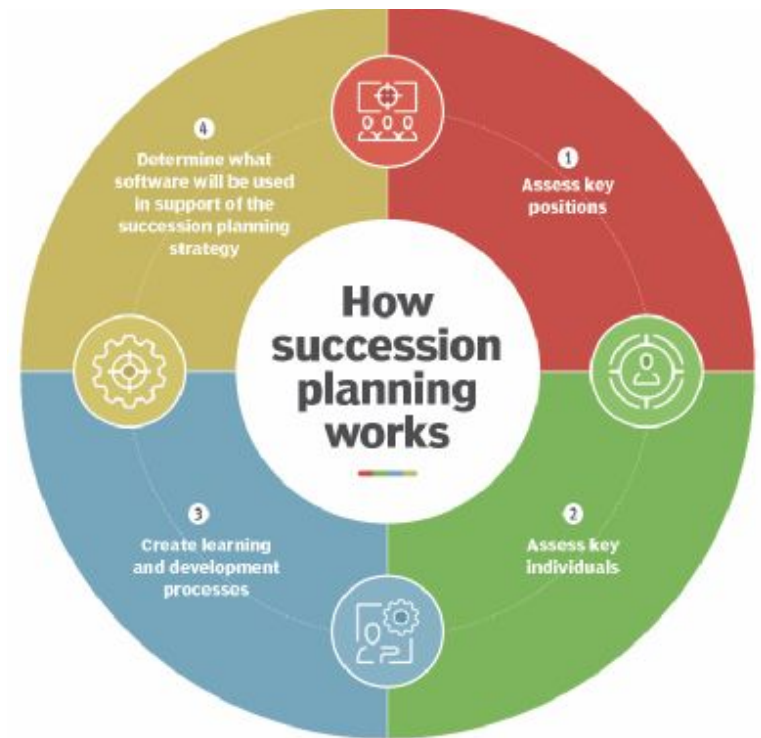
Analyze the Gaps

- Identify core competencies & technical competency requirements
- Determining current supply & anticipated demand
- Determining talents needed for the long term
- Developing a business plan based on long-term talent needs, not on position replacement

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Nurture/Develop key Talent

Use of CARE Model

Counsel & Encouragement

Advise with Information

Reward the Positive

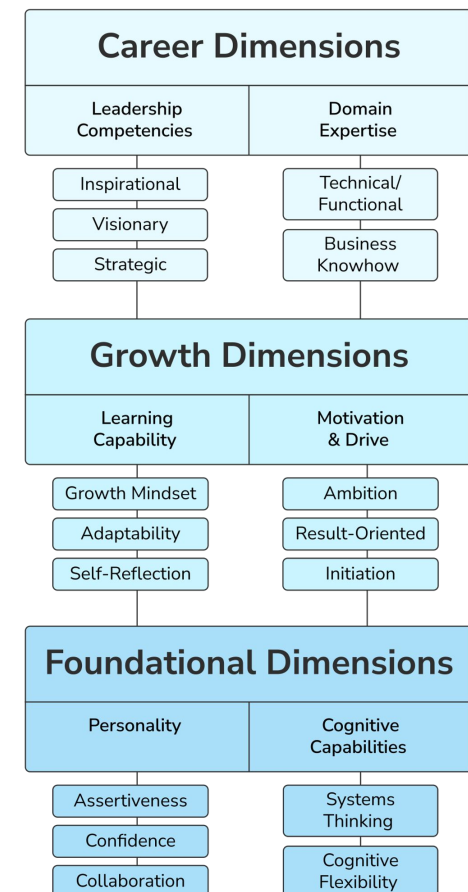Energies the Relationships

There is no success without a Successor…

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Focus @ Potential instead Performance

The Leadership
Potential Blueprint

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Career Dimensions

Leadership Competencies	Domain Expertise
Inspirational	Technical/ Functional
Visionary	Business Knowhow
Strategic	

Growth Dimensions

Learning Capability	Motivation & Drive
Growth Mindset	Ambition
Adaptability	Result-Oriented
Self-Reflection	Initiation

Foundational Dimensions

Personality	Cognitive Capabilities
Assertiveness	Systems Thinking
Confidence	Cognitive Flexibility
Collaboration	

Talent Assessment Tools

- Inputs from HRIS
- Talent Management Software
- Learning Management System
- Performance Management System
- 360 Degree Feedback System
- Data Analytics & reporting Tools
- Succession Planning Software
- Collaboration Platform
- Job rotation Programs
- Working on Live Projects
- Assess on **LEO Matrix**

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LEO Competencies to look at

Leadership Competencies

- Energy & Impact

- Effective Communication

- Building Trust

- Developing People

- Empower & Delegate

- Empathize & Motivate

- Build & Value Relationships

- Promote Diversity

LEO FRAMEWORK

LEADERSHIP ✦ ENTREPRENEURSHIP ✦ OWNERSHIP

LEO Competencies to look at

Leadership Competencies

- Developing a Compelling Vision
- Think Strategically, Logically & Analytically
- Building an Effective Organization
- Sharp & Decisive
- Situational Management
- Business Acumen
- Focus on P&L
- Functional Capability
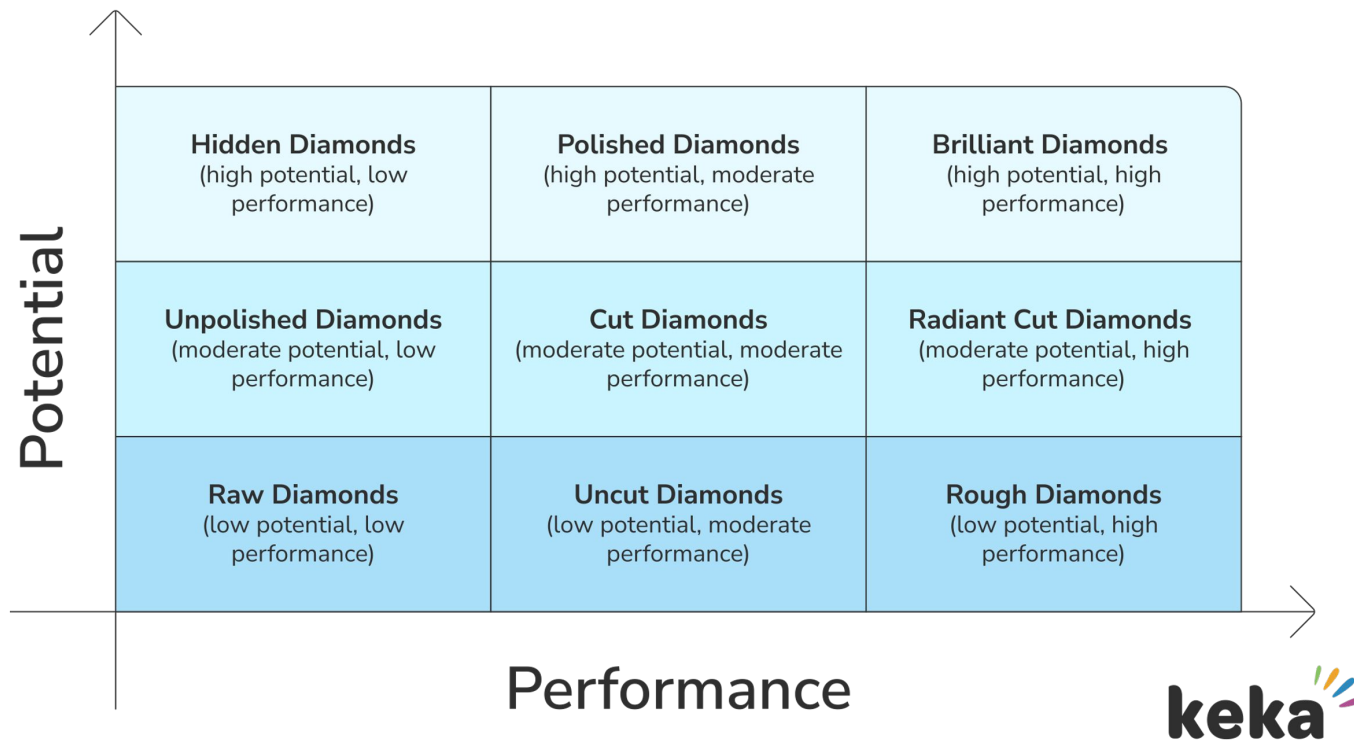
LEO Competencies to look at

Ownership Competencies

- Organization Before Self
- Leading & Living the Vision & Values
- Achievement Drive
- Continuous Learning
- Openness & Transparency
- Resolve Conflicts
- Focus on Work Standards
- Innovation

LEO FRAMEWORK

LEADERSHIP ENTREPRENEURSHIP OWNERSHIP

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Make use of 9 Box Grid

9-Box Grid to

Improve Succession Planning

Hidden Diamonds (high potential, low performance)	**Polished Diamonds** (high potential, moderate performance)	**Brilliant Diamonds** (high potential, high performance)
Unpolished Diamonds (moderate potential, low performance)	**Cut Diamonds** (moderate potential, moderate performance)	**Radiant Cut Diamonds** (moderate potential, high performance)
Raw Diamonds (low potential, low performance)	**Uncut Diamonds** (low potential, moderate performance)	**Rough Diamonds** (low potential, high performance)

Potential (vertical axis)

Performance (horizontal axis)

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Monitor & Evaluate

- Tracking selection from talent pools
- Listening to leader feedback on success of internal talent & internal hires
- Analysing satisfaction surveys from customers & employees
- Assessing response to changing requirements & needs

Matrix to measure

Succession Planning Matrix

Criticality	Vulnerability		
	LOW	MEDIUM	HIGH
HIGH	Reasonable Risk	High Risk	High Risk
MEDIUM	Minimum Risk	Reasonable Risk	High Risk
LOW	Minimum Risk	Minimum Risk	Reasonable Risk

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Succession/Replacement Planning

Replacement Planning	Succession Planning
Reactive	Proactive
Form of Risk Management	Planned Future Development
Substituting	Renewing
Narrow Approach	Broader & Organized
Guts Driven	Data Driven

VS

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Succession Planning – Benefits

Succession planning is essential for the long-term sustainability of an organization, helping to prevent disruptions and ensuring a pool of qualified individuals is ready to step into key roles when needed

It is often part of a broader talent management strategy that focuses on attracting, developing, and retaining skilled employees

Some Successful Successors

- Rajiv Gandhi

- Mukesh Ambani

- Vanitha Narayanan

- Sajjan Jindal

- Roshni Nadar Malhotra

- Ratan Tata

- Ekta Kapoor

- Nisaba Godrej

- Kumar Maglam Birla

- Indira Nooyi

- Kiran Mazumdar Shaw

- Jayanti Chauhan

Some not that Successful as Successors

- Rajiv Bajaj
- Rahul Gandhi
- Supriya Sulay
- Cyrus Mistry
- Anil Ambani
- Abhishek Bachan
- Vijay Malaya
- Ajay Piramal

Ordinary people can deliver extraordinary performance through PIPE

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The Journey must Continues…... to transform People, Communities & Organization

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