



# Succession Management Workshop

*“Deep and serious succession plans for top executives are critical to business continuity” (Bersin and Associates)*

*“Successful succession management is not a static target. Outstanding practices stay outstanding by continuously refining and adapting to meet changing circumstances” (Robert Fulmer)*

## Introduction

Most organisations realize the importance of succession management, yet the Corporate Leadership Council (2007) states that, “traditional “names in boxes” replacement planning fails to strengthen the leadership bench over time and must be supplemented by a more active, strategic approach to executive talent management”

In the past, most organisations viewed succession management as the preparation of successors for executive/critical positions. However, various factors encouraged organisations to take a much broader view and build dynamic internal processes for moving talent from role to role at leadership, professional and operational levels. This trend is called transparent Talent Mobility.

The trend toward automated succession planning tools also touches on the broader need for integrated talent management processes, supported by talent management software. Leadership talent identification, selection and development processes are still highly fragmented, and no single approach emerges as a solid best practice. Many companies are missing opportunities to make their talent management programmes less complicated through technology solutions.

By continually refining the succession planning and development process and linking it to the broader talent management initiatives, organizations can create high-performance cultures that continuously attract and retain the right people. It creates strong leaders who can develop others and mentors that can provide a legacy. It further creates a culture of openness and focus and increase investor confidence and ensures a good return on investment

This workshop highlights certain aspects that are important in creating an integrated succession development approach.

# Workshop Outline

## **Module 1: Current trends and the business case for Succession Development**

In this module the following aspects will be covered:

- The current state regarding succession development
- The objectives of succession development
- Integration with Talent Management
- The basic succession management process
- Typical problems with succession management
- Transparent talent mobility as the new standard of succession management
- Critical success factors

## **Module 2: The succession (also called acceleration) pool approach**

The acceleration pool as a method of succession management was introduced by Bill Byham and others in a book called “Grow your own leaders” in 2001. Acceleration pools are defined as follows in the book: Rather than targeting one or two hand-picked people for each executive position an Acceleration Pool develops a group of high-potential candidates for executive jobs in general. As the name implies, the development of these pool members is accelerated through stretch job and taskforce assignments that offer the best learning and highest visibility opportunities. Pool members have an assigned mentor, receive more training and attend special developmental experiences. This module will show how one company practically implemented the concept of acceleration pools and will focus on the following:

- The selection of the candidates for the pool
- The orientation of candidates
- The structure of the development programme
- Monitoring and review
- Lessons learnt

## **Module 3: The implementation process**

This module will focus on the steps needed to implement succession development and will cover:

- Identifying all the stakeholders in the succession development process
- Involvement of all the stakeholders
- Roles and responsibilities
- Project plans
- Success metrics
- Communication with stakeholders

## Benefits of attending

- Identify key future business and talent challenges and develop strategies to fill the talent gaps
- Know how to ensure business continuity by identifying the right leadership pipeline for your organization
- Develop a sustainable succession planning framework
- Consider different approaches to succession management
- Test your own ideas for enhancing Succession Planning
- Link talent management processes to bottom line results
- Network with talent management professionals and build your skills as a talent management practitioner

## Who should attend?

Human Resources Managers  
Human Resources Practitioners  
Workforce Planners  
Workforce Analysts  
Talent Managers  
Talent Management Professionals and Specialists  
Succession Planners  
Employee and leadership development professionals  
Organisation Development Professionals  
HR Business Partners  
Leadership Development, Employee Engagement

## Contact details

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