



Dobson Associates

Human Performance Consultants

Effective Strategies for Succession Planning & Leadership Replacement

In order to build a successful succession plan, companies should align their succession priorities with their corporate strategies and cultures. The concept is to develop key competency profiles for all management positions. This will serve as a map or outline for their overall succession plan.

Recent figures show that 67% or more of the corporations in America do not use a competency-based human resource, or management succession plan.

A small percentage of corporations that do invest the resources (time, money, and energy) are able to display measurable results for their efforts.

Some of the companies that are leading examples of the benefits of succession planning are American Express, Motorola, Pfizer and McDonald's. Each of these companies consistently outperform their competitors due to the effects of a well-established management succession strategy / plan.

One of the best ways to ensure a smooth transition of people into a new leadership position is to develop specific criteria for each position. (This criteria must be developed by experienced and trained personnel; people who know the demands and expectations of the positions).

Human resources can assist by building a possible candidate list, review many different sources for talent, and interact directly with candidates.

The process must be opened up to anyone in the corporation and a continuous process must be designed for this succession plan to work effectively.

Another supporting role for human resources is to develop and lead programs on organizational effectiveness, leadership development, culture development, people skills development, and effective recruiting and retention programs. (An effective management succession plan cannot work without an effective retention plan.)

Most companies find that it is absolutely necessary to succeed in succession planning, and that it is in their own best interest to build the succession plan from within their company.

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