



APPRECIATIVE  
STRATEGIES

# Getting Started with Succession Planning and Management



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### ***About your instructor:***

Dennis E. Gilbert is a proven leadership, generations, and customer service expert who has helped hundreds of organizations and thousands of individuals and teams transition forward to achieve higher levels of business and organizational success. He is a five time author and has contributed to eight other books published by Pfeiffer. He has obtained the highly coveted status of Certified Speaking Professional (CSP™) with the National Speaker Association. Fewer than 12% of the 5,000+ speakers of the 13 associations affiliated with the Global Speakers Federation currently hold this honor.

Dennis is an alumnus of the Pennsylvania State University and Pennsylvania College of Technology. He holds a Master of Science degree in Workforce Education and Development from Penn State. Dennis has dual degrees from Penn College with a Bachelor of Science degree in Technology Management and an Associate degree in Computer Science.

His extensive background is the culmination of more than 30 years of business and educational expertise. Dennis is the President of Appreciative Strategies, LLC, a business he founded in 2006, which he took from an aspiring challenge to a successful reality. Dennis-Gilbert.com

# Session Objectives

*Three primary objectives...*

1. Develop a deeper understanding of challenges related to succession planning and management (SPM).
2. Consider your state of change-readiness and desire to address SPM.
3. Explore how to start building a plan for SPM within your team or organization.

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## Leading thoughts on succession...

(Myths, Questions, and Mistakes)

- ❑ Why do I need succession planning?
- ❑ Who can I find to replace me?
- ❑ Succession is really about the CEO or owner.
- ❑ Everyone is replaceable!
- ❑ My organization isn't big enough to worry about or plan for succession.
- ❑ I'll worry about succession when I am closer to retirement.
- ❑ I have some things in mind, but the timing isn't right.

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## What is Succession Planning?

- ❑ A strategic and systematic effort to maintain leadership continuity.
- ❑ A plan to prepare organizations for change, make them ***change ready***.
- ❑ A plan (when needed) to replace entrepreneur passion – replacing their legacy.
- ❑ Should support organization-wide strategy.
- ❑ Includes group or team leaders and spreads horizontally and vertically through the entire organization, including the highest ranking executive.

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## Why Succession Planning?

- ❑ A need to consider current and future organizational goals and objectives.
- ❑ A need to strive for unbiased results.
- ❑ Failure to plan creates crisis and a tendency for organizations to choose workers that are similar to themselves rather than selecting for future needs.
- ❑ Increasing strain on organizational hierarchy due in part to an aging workforce.
- ❑ Avoiding the loss of talent, knowledge, and skills.

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# Aging Workforce

Median age of the labor force, by sex, race, and ethnicity,  
2000, 2010, 2020 and projected 2030

Group	2000	2010	2020	2030
<b>Total</b>	<b>39.3</b>	<b>41.7</b>	<b>42.0</b>	<b>42.8</b>
Men	39.2	41.5	42.0	42.7
Women	39.3	42.0	41.9	42.8
White	39.6	42.3	42.7	43.5
Black	37.4	39.3	39.8	41.2
Hispanic origin	33.7	36.9	38.5	40.1

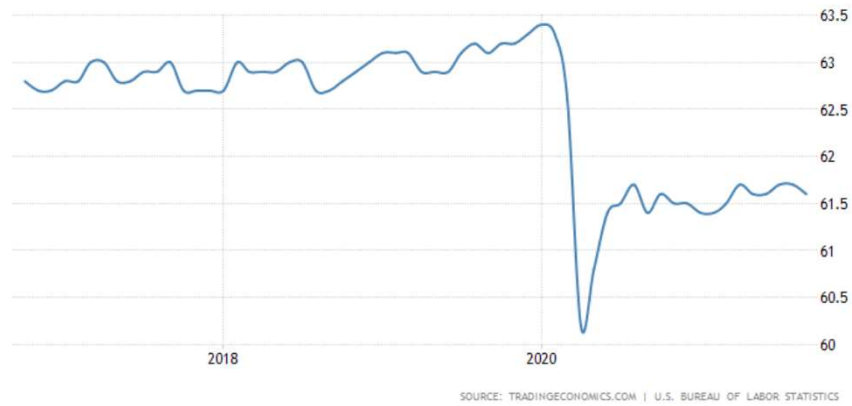
Source: Employment Projections program, U.S. Bureau of Labor Statistics.

Accessed on October 30, 2021

Notes:



# Labor Force Participation



Labor force participation rate in the U.S.  
Accessed on October 30, 2021 – Data reference through Sept 2021

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# Labor Force Participation

- ❑ Organizations must find new ways to retain older workers.
- ❑ Improved health and longevity may make it possible, desirable, and sometimes necessary for workers to go work beyond the traditional retirement age.
- ❑ Organizations must prepare for a decline in the availability of younger replacement workers.
- ❑ Organizations must address the growing segment of workers over the age of 40.

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## Price of Lost Talent

- ❑ Costs – it will cost a company 1.5 to 4 times the employees salary to replace.
- ❑ Intellectual or intrinsic knowledge may be lost forever.
- ❑ Most workers do not come to work or start a job expecting to fail.
- ❑ Higher levels of employee turnover typically equate to higher levels of worker job dissatisfaction.
- ❑ Worker attitudes are contagious.

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# Succession Means Change

- ❑ Do you embrace change? Are you *change-ready*?
- ❑ What does it mean to be *change-ready*?
- ❑ Elements of *change-ready* people and organizations:
  - ❑ Feeling and emotions management
  - ❑ Skillful collaboration with people and/or partners
  - ❑ Reasonable – risk taking
  - ❑ Continuous – learning, growing, adapting

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## Change Ready Mini-Workshop

Step 1 of 2

Change is essential and surrounds us in the workplace. How well do you cope with, embrace, and lead change efforts?

### Mini-Workshop Goal:

*To create awareness about change readiness.*

Directions: Circle the score that best matches your feelings about the statement. Scoring represents a "1" you strongly disagree and a "5" you strongly agree.

Complete the mini survey below.



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Statement	Score
1) Regardless of the level of acceptance or risk I typically offer my ideas for problem solving to others.	1 2 3 4 5
2) When analyzing situations I consider all information and resources then I suggest change as appropriate.	1 2 3 4 5
3) I always seek alternatives to ensure that I am recommending valid and appropriate changes.	1 2 3 4 5
4) During change efforts I seek the path of least resistance because this promotes teamwork and helps keep the organization going.	1 2 3 4 5
5) When encountering a change it is important to first wrap-up all regularly scheduled tasks or work before moving forward with new work.	1 2 3 4 5
6) If there are new ideas that are valid and reliable I willingly alter my position based upon the new information.	1 2 3 4 5
7) Considering change efforts I have witnessed in the past I feel apprehensive about the success of new ideas.	1 2 3 4 5
8) Usually a method that has been in place for a long period of time has stood the "test of time" and is the appropriate course of action moving forward.	1 2 3 4 5
9) I realize that there may be at least several different methods to accomplish similar objectives.	1 2 3 4 5
10) Typically I take action or recommend change with the immediately available information and resources.	1 2 3 4 5

**STOP** – Please put pen/pencil down and wait for further instructions.

## Change Ready Mini-Workshop

Step 2 of 2

Directions: Transfer the scores that you circled during step 1. Pay close attention as you transfer AND reverse the scores for items 4, 5, 7, and 8 according to the following scale:

1 = 5    2 = 4    3 = 3    4 = 2    5 = 1

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1 = \_\_\_\_\_  
2 = \_\_\_\_\_  
3 = \_\_\_\_\_  
4 = \_\_\_\_\_ \*\*  
5 = \_\_\_\_\_ \*\*  
6 = \_\_\_\_\_  
7 = \_\_\_\_\_ \*\*  
8 = \_\_\_\_\_ \*\*  
9 = \_\_\_\_\_  
10 = \_\_\_\_\_

Total Score

\_\_\_\_\_

### Score Indicates:

50 – 44 Change ready – you expect and support change!

43 – 34 Ready to deal with most change efforts.

33 – 24 More change ready culture needed.

23 – 10 Resistance towards change – rethink your position on change readiness.

## *Change Ready Assessment* **Debrief**

- ❑ What thoughts do you have about this mini-assessment? What is the significance of this exercise?
- ❑ If you were to prioritize the importance of the statements which statement would be number one? Why?
- ❑ Are you change-ready?

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# Getting Started – SPM

(Succession Planning & Management)

Step 1: Assess your business reasons

Step 2: Make a business case for SPM

Step 3: Establish goals linked to the plan



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# Succession Planning and Management

## Mini-Assessment

Complete the assessment instrument. Measure your need for succession planning and management by evaluating your total score.

Circle the number that best matches your reaction to each statement. Scaling for the assessment represents a **1 is of least importance** and a **5 represents the greatest level of importance**.



**10 minutes**

### Scoring:

0 – 10 Succession is already in place or is not important to your organization at this time.  
 11 – 18 Take a closer look at succession planning and management.  
 19 – 27 Start developing a program, it is a significant issue for your organization.  
 28 – 35 Get started now! This is very important to your organization, don't wait to begin.

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Statements to consider	Measurement Importance →
1) The importance of maintaining loyalty among workers. (Workers staying, wanting to stay)	1 2 3 4 5
2) The importance of loyalty by you, the employer. (Employer desire to maintain workers)	1 2 3 4 5
3) The importance of intellectual capital and worker knowledge.	1 2 3 4 5
4) Importance of worker values and competencies.	1 2 3 4 5
5) Your organizational need for more speed.	1 2 3 4 5
6) Your organizational need for better or improved quality.	1 2 3 4 5
7) Your organizational need for more innovation.	1 2 3 4 5

**Total items you circled** \_\_\_\_\_

# Succession Planning and Management

Building your plan

## **PRESENT**

- ❑ How do you identify key positions?
- ❑ What are the work requirements for those positions?
- ❑ How do you identify talent or how is performance appraised?

## **FUTURE**

- ❑ Vision – what positions may emerge in the future?
- ❑ Talent – what competencies will be required?
- ❑ Who – what individuals may have the knowledge, skills, and abilities (KSA's) or otherwise – the talent?

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Organizations should have a strategic vision of the future!

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**Should you hire or develop successors?**

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## Current State of SPM



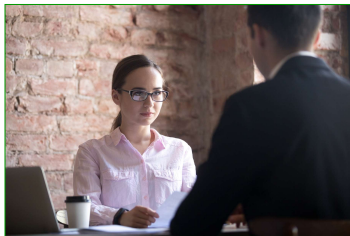
1. Positions taken for granted
2. Aging workforce
3. Participation rates
4. Gig economy workers
5. Great resignation

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Notes:


# Identifying Jobs & Competencies

What tools can we use?



1. Job descriptions
2. Behavioral Event Interviews
- 3.
- 4.
- 5.
- 6.

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1. Job descriptions

2. Behavioral Event Interviews

3.

4.

5.

6.

# Impact Awareness

Where can you look for justification?

1. Review anticipated retirements
2. Review years of experience (loss)
- 3.
- 4.
- 5.



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1. Review anticipated retirements
2. Review years of experience (loss)
- 3.
- 4.
- 5.





Notes:

# Organizational Commitment

What is your reaction? How do you think your boss would react?

	Opinion	Reaction
1	SPM is not important	Yes / No
2	There are other, better methods	Yes / No
3	Right now we need a different path to SPM	Yes / No
4	SPM is important	Yes / No
5	Immediate SPM is critically important	Yes / No

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# Roles and Approaches

## Some questions to ask...

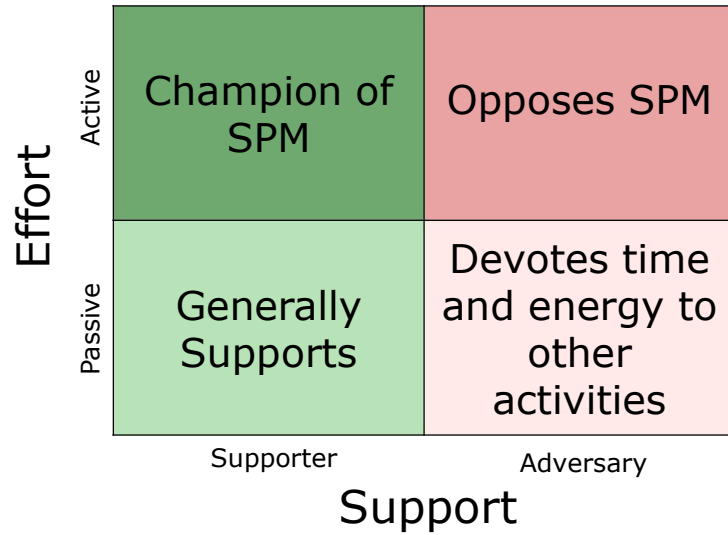
1. What are you doing now to help the organization meet succession needs?
2. What should you do to help the organization establish a better SPM pathway?
3. What do you believe front line and management team members should do to support SPM?



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## SPM Approach Grid



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Adapted from Rothwell Model, *Effective Succession Planning*, William J. Rothwell, Exhibit 6-2, Pg. 129 2004

Notes:

# Future Planning

How can SPM help improve the future?

***Can it help with...***

- ❑ Preparing for change
- ❑ Identifying high-potential talent
- ❑ Increasing openness for career pathways
- ❑ Promoting better work/life/family balance
- ❑ Improving employee retention

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## Review Session Objectives

*You should now be able to...*

1. Discuss challenges related to succession planning and management (SPM).
2. Describe your state of change-readiness and desire to address SPM.
3. Begin leading an effort for SPM within your team or organization.

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*Thank you!*

**End of Presentation**  
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