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Eight steps to developing a successful succession plan

My experience of working across a large range of organisations has found that one of the biggest risks they face is having the right talent to enable them to compete in the future.

The reality of business today is that many key employees and talented professionals are coming up for retirement. Many organisations have reorganised and resized themselves to a point where the talent pool that would have been ready to step up into key roles are either not ready or not there.

This issue doesn't just affect large organisations either. According to various surveys around 30 per cent of small-business closures take place

because of the lack of an effective succession plan, as many owners do not make sufficient arrangements in the event of their retirement.

To address this issue, companies need to integrate succession planning with their strategic business plans and view it as a long-term, continuous process.

The following highlights the key steps to successful succession planning.

1. Think strategically

Succession planning requires a strategic perspective. What are the things that might impact your organisation in the future? Will it grow and acquire other businesses, or is the market shrinking and therefore a different leadership approach may be needed? What 'type' of managers and business leaders will be needed in the future?

2. Understand key roles

Which roles (think roles not people!) in the organisation drive the majority of the business's value? Think broadly, and not just about traditional leadership roles, specialist technical roles are as equally important. Once this is complete it is a straightforward task to examine the age profiles of those currently in the key roles. How many of these will be retiring or leaving in the next 5 years? How many roles have 'ready now' successors? Answering these questions will give a view to the size of the task ahead.

3. Identify the requirements of the key roles

Effective succession planning requires clarity on technical and behavioural requirements for the roles as well as specific experience, such as international or project experience. All key roles should have the necessary components for success clearly defined. These requirements can then be used to assess people into the role, either internally via a promotion or perhaps externally via recruitment.

4. Understand who your talent is

The mechanisms to identify and determine talent can range from subjective views of managers to objective means of assessment where candidates are assessed against the clearly defined criteria identified above. Whichever method is chosen it is important to understand who your potential business leaders and key talent of the future are.

5. Agree your succession strategy

Once you know who is planned to retire when or who is likely to leave, and who the potential talent is, objective decisions can be made about how the key roles will be filled in the future. Does the business need to actively recruit and bring in new blood or can all the key roles be filled from within? Should the strategy be a balance of recruiting externally as well as promoting internally? What

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Engaging the Generation Y Workforce

The so-called Generation Y (i.e teenagers to young adults) appears to have a very different outlook on work and life when compared to those who have been working for 10-15 years or more. They care less about salaries and more about flexible working, time to travel and a better work-life balance. They appear to want to 'work to live' rather than 'live to work'.

As a consequence they can be perceived by managers (many of whom are Baby Boomers or Generation X) as people who:

- Don't want to follow the rules
- Can't always be counted on

- Have short attention spans
- Are short on 'manners'
- Are not prepared to work hard or put themselves out

However, this is a group that will constitute the majority of the workforce within the next decade, and therefore cannot simply be ignored.

So what should you do?

How do you engage staff who appears to have a different set of values from your own?

Take training as an example. More and more businesses, regardless of size and industry, see the value of training their staff. The training will range from mandatory training like health

Eight steps to developing a successful succession plan Continued.

happens if another business is acquired? How will the acquired new talent be identified and how will it be used?

6. Define career paths for internal promotions

Once your succession strategy is clear, establishing career paths and the ability to describe the requirements for pursuing the path becomes easier. Creating effective career paths requires two components, knowing the requirements for the next level and creating clear plan of how to gain the necessary skills, behaviours and experience.

5. Link succession planning with performance management

Succession planning should become a part of the organisations performance management and career development processes. Regular performance discussions are important to collect evidence of how potential successors have demonstrated the performance expectations needed by the key positions. These discussions also provide the opportunity for managers to coach talent to ensure ongoing development and readiness.

6. Provide ongoing development

Managers should identify the development outcomes and actions that potential successors need. What are the specific learning expectations, new skills or behaviours that will be

demonstrated as a result of their development? What actions need to be taken? Should the individual attend a course, undertake an assignment or new role or be coached? Focusing on developing specific skills can help shorten the learning curve necessary for success.

7. Monitor readiness and prepare the plan

Senior managers should meet at least annually to initially agree who the potential successors are for the key roles and to subsequently monitor their progress. Who is ready now to move to their next role? Is their evidence to suggest that any of the successors will not 'make the grade'? If not what needs to be done?

8. Ensure ownership

Succession planning needs to be owned by line managers and needs to be actively led by the Chief Executive or owner of the business for it to be successful.

None of the above steps needs to be made overly complex and most can be integrated across existing systems.

If your business does not focus on succession planning then the availability of talent for your key roles will be left to fate. Surely the future success of your organisation is too important for that?

Engaging the Generation Y Workforce Continued.

and safety through to other topics such as personal and management skills training. However, the key question is, 'does your training actually reach, engage and motivate your target audience (Generation Y employees) and thereby add value to your business?'

Thinking about training in marketing terms, if you want to sell your products or services, you investigate what market you want to go into and then tailor your product or service to meet that market's needs. The same can be said for training. Quality training that adds value to your business is one that looks at the specific needs of your employees and then is delivered in a way that gets "buy-in" from the group.

Generation Y, just like any other particular group of people, have different needs and they have to be reached in different ways. Reviewing such things as the message, the environment, the delivery method in relation to your target audience will help your business get the most out of training its Generation Y employees.

The same can be said for all other aspects of employee engagement. Spend time with your Generation Y employees to understand their needs, aspirations and perspectives and work with them in way that will benefit both them and your organisation.

Can managers and their staff be more productive?

Tough times invariably cause businesses to review how productive and efficient their staff and processes are. But since the mid eighties, many businesses have had rounds of process improvement programmes and efficiency drives, so can the orange really be squeezed to get more out, or is there simply no juice left?

Research suggests that there's still plenty of juice left in businesses, claiming that productivity could increase by up to a fifth if businesses change their approach to planning and measuring performance.

The key to productivity improvement is to engage and motivate employees, and that there are six critical success factors in achieving this.

1. Get sponsorship at a senior level - Leaders need to ensure that the business case for change and the performance objectives are clear and understood. This provides employees with the essential 'why we are doing this'.
2. Involve the front line managers – The people with the most knowledge and understanding about the business are invariably the front and second line managers and therefore need to be consulted on all aspects of the change and performance improvement.
3. Measure the right things – Rather than having a plethora of performance measures it is more effective to choose a small number of relevant performance measures.

4. Communicate the business case and metrics – It is vital that all employees understand the reasons for the change and that business measures are translated into meaningful objectives for each part of the business, team and individual. Managers and staff should be made accountable and rewarded for their contribution to productivity improvement.
5. Give managers the tools and skills they need to manage performance - Help the front line managers to be active managers, coaching and floor-walking rather than answering emails, doing admin and fire-fighting. Support them with appropriate management training and development.
6. Give it time and make it part of business as usual - Don't expect instant results and manage expectations so employees don't become de-motivated or disheartened. Performance improvement should be incorporated into job descriptions, business processes and reward mechanisms. Performance improvement should be viewed as part of day to day business and not as a one off initiative.

HR and Business Consultancy Services Offered

<p>Employment and Industrial Relations Provide support and advice on workplace relations and the relevant legislation that affects the employer-employee relationship. Development of employment agreements and documentation that best suits your relationship and situation with your employee.</p>	<p>Change Management A structured approach to transitioning individuals, teams, and organisations from a current state to a desired future state. Change is a part of every project we undertake, encompassing a number of techniques to achieve sustained improvement through change management.</p>	<p>Psychometric Assessments The strength and productivity of successful organisations lies with people. We use a range of assessment tools to accurately identify an individual's talents, strengths and weaknesses, and to diagnose organisational problems.</p>
<p>Performance Management Designed to be future-focused, support pay for performance programs, monitor milestones of goal achievement, and systematically improve the measured results of your employees and organisation. We facilitate the development of core organizational competencies, influence SMART goal setting, and clearly articulate expectations in order to have a measurable results-oriented tool for effective implementation.</p>	<p>Project Management Training, and resources to help organisations improve performance and deliver critical projects successfully. Project management is the discipline of planning, organising and managing resources to bring about the successful completion of specific project goals and objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints.</p>	<p>Process and Systems Development Professional human resource advice, policy solutions and job description writing and evaluation services. Development of employment policies and procedures and employee handbook. Provide practical guidance on administration of policies and pre-employment or post-employment duties required of the company.</p>
<p>Talent Management Developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. Companies that are engaged in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation.</p>	<p>Health and Safety Offering both practicable and achievable health, safety and environmental Sustainability solutions to suit your organisation. from a wide range of experience in health, safety, quality, environmental and sustainability (HSQE) management.</p>	<p>Professional Supervision and Mentoring A customised programme for Managers and Team Leaders to provide practical hands-on guidance as well as theoretical knowledge in relation to all aspects of management including leadership, performance management, delegation, communication & effective time management.</p>
<p>Career Transition/Outplacement and redundancy Managing change and redundancy in a fair and procedurally correct manner. Management Coaching through restructure and redundancy; Managing Change Workshops; Internal and external Job Search, CV Preparation and Interview Coaching; Budgeting and Financial Planning; On site consultation and redundancy support; Identifying the 'at risk' employee.</p>	<p>Investigations We investigate and report on the facts of a case to the person or body charged with making a decision, under the procedure relevant to the case and to the member of staff concerned. Any serious allegations or formal complaints require investigation to attempt to determine as objectively as possible the relevant facts on which decisions can be based. Ensuring that the investigation process is completed correctly enables you to make the right decision with continued support thou ought the process to reduce the risk to your company.</p>	<p>HR Audits Comprehensive report of the audit findings with recommendations prioritized, actionable work plan. Improves compliance, reviews ROI with Human Capital. Targets the organisational development and human resource practices including: Staffing and Hiring; Benefits Administration; HR Administration; Employment Practices; Education and Training; Time Off and Leaves; Health and Safety; Performance Management; Compensation; Terminations.</p>

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In a year that has highlighted the need for leading edge recruitment solutions across businesses and individuals alike, Prestantia Consulting is proud to be building its brand by adding a market led initiative for recruitment solutions.... Introducing Prestantia Recruitment.

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Team Leader Development 3 Day Workshop



11th & 12th Nov 2009
& 28th Jan 2010

Venue: **MVH, Rapaura Road**
Time: **9am - 4.30pm each day**

An exclusive 3 day workshop designed to act as both a great Introduction into Leadership for newly appointed Managers, as well as a refresher for your more experienced First Line Managers, Team Leaders and Supervisors.

....Secure your place now!!

This uniquely designed workshop consists of 2 consecutive days of training, which are followed by the implementation of a work based project back in your business environment, where participants start to implement the skills that they have acquired. Eight weeks later, participants regroup for a third and final day of training, sharing feedback from their work-based projects, and covering final aspects of this unique leadership training.

Course Objectives:

At the end of this course participants will be able to:

- Have an improved and greater understanding of their own leadership style
- Use practical tools to improve the leadership of their teams.
- Motivate their staff better.
- Delegate more confidently and effectively
- Measure & Demonstrate an improvement in productivity

Your Investment:

3 Day Workshop Including Work based project conducted between Days 2&3

Early Bird Cost: \$895+gst *
(Valid Only Until Friday 16th October 09)

Standard Cost: \$995+gst *
(After Friday 16th October 09)

* Cost Includes all workshop materials, handouts, lunch, morning/afternoon tea.

Leadership Styles	<ul style="list-style-type: none"> • What makes a good leader? • Identifying and adapting your leadership style • Task, team and Individual
Leadership in Action	<ul style="list-style-type: none"> • Situational Leadership • Directing and Supporting • Leadership checklist tool
Improving your Leadership style	<ul style="list-style-type: none"> • Leadership feedback • What do you do well? • What should you do differently?
Understanding Motivation	<ul style="list-style-type: none"> • Personal experiences • What motivates you? • What motivates your team? • Motivation checklist tool
Motivating your team better	<ul style="list-style-type: none"> • Understanding individual needs • Setting motivational objectives • Reviewing performance • Recognition – practical tips
Delegation	<ul style="list-style-type: none"> • What is it? • What are the benefits of delegation? • What are the practical steps? • What should I delegate and who should I delegate to?
Action planning	<ul style="list-style-type: none"> • Transferring learning back to the workplace

HOW TO REGISTER YOUR PLACE(S)

3 EASY WAYS TO REGISTER:

☎ Phone: 03 579 2116

✉ Post: PO Box 78, Blenheim, Marlborough 7240

✉ Email: register@prestantia-consulting.co.nz

A full registration form will then be issued to you along with payment instructions. NB: Payment due upon registration.

CANCELLATION: Should you be unable to attend, a substitute delegate is welcome at an extra cost. Alternatively, a full refund (less a \$50 service charge) will be made for cancellations received in writing before 14 working days prior to the event. Registrations no refund can be made less than 14 working days prior to event. Please note that Prestantia Consulting Ltd and Distinction EDM Ltd reserve the right to make any amendments that we deem to be in the best interests of the workshop and its content.

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