

Building Your Bench for Success:

Management and Key Position Succession Planning

June 7, 2017

The webinar will start at 11:30 am CT



Marjorie Engle
Senior Vice President
Organizational Development
and Family Business Services

Administration



If you need HR or CPE credit, please participate in all polls throughout the presentation.

Administration



A recording of today's webinar will be emailed for your reference or to share with others.

Administration



For best quality, call in by phone instead of using your computer speakers.

Administration



To ask questions during the presentation, use the questions box on the right side of your screen.

Administration



Please provide your feedback at the end of today's presentation.

About the Speaker



Marjorie Engle

Senior Vice President
Organizational Development
and Family Business Services

Extensive experience in board governance, executive coaching, organizational analysis, succession and strategic planning

Certificate in Family Business
Advising from the Family Firm
Institute (FFI), FFI Fellow

Key Objectives



Use a defined process for **management succession**

Consider tools to evaluate **leadership readiness** and how to use them

Plan for succession in **emergency situations**

Identify and avoid **the most frequent mistakes** that derail a succession process

Benchmark the organization against a proven set of succession management best practices



Although it's in **everyone's** best interest to have a succession plan, **each person** may be motivated to avoid the issue altogether.

Quote: Ivan Lansberg's insight

MOST FREQUENT MISTAKES

in succession planning:

MOST FREQUENT MISTAKES

in succession planning:



PROCRASTINATION

MOST FREQUENT MISTAKES

in succession planning:



PROCRASTINATION



FOCUSED ONLY
ON CEO

MOST FREQUENT MISTAKES

in succession planning:



PROCRASTINATION



FOCUSED ONLY
ON CEO



ONLY AN
HR PROJECT

MOST FREQUENT MISTAKES

in succession planning:



PROCRASTINATION



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ONLY AN
HR PROJECT



NOT INTEGRATING
STRATEGY

MOST FREQUENT MISTAKES

in succession planning:



PROCRASTINATION



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ONLY AN
HR PROJECT



NOT INTEGRATING
STRATEGY



NO
CONTINGENCY



Polling Question #1

A row of dominoes falling in a line, symbolizing a chain reaction or contingency. The dominoes are white with black pips, and the background is a blurred, dark grey. A blue banner is at the bottom left.

CONTINGENCY



DEPARTURE

Departure Planning Spreadsheet

<i>Incumbent</i>	<i>Position</i>	<i>DOB</i>	<i>Age</i>	<i>Retirement (65 Years) Departure Date</i>	<i>Prior- ity</i>	<i>Poss. Suc- cessor IDed?</i>
Jeff Jones	Widget supervisor	12/16/1952	64	December 2014	urgent	
Jane Smith	Widget assistant supervisor	6/19/1955	58	June 2020		
Paula Johnson	Widget Team Lead	3/23/1956	62	March 2021		
Ron Roberts	Widget Team Lead	6/15/1959	58	June 2024		
Harry Hopper	Widget Team Lead	11/2/1959	57	November 2024		
Joe Adams	Widget Team Lead	2/26/1960	56	February 2025		
Don Barry	Line Lead	10/31/1960	56	October 2025		
Mary Berry	Line Lead	9/22/1961	55	September 2026		
Adam Zeller	Line Lead	2/15/1963	53	February 2028		
Susan Dodd	Line Lead	3/12/1980	36	March 2045		
Dan Apple	Line Lead	9/1/1982	34	September 2047		
Sam Plank	Line Technician	2/10/1966	50	February 2031		



TALENT MANAGEMENT & DEVELOPMENT

A TWO-PART PROCESS:

A TWO-PART PROCESS:



1 WORKFORCE
PLANNING

A TWO-PART PROCESS:



1 WORKFORCE
PLANNING



2 TALENT
DEVELOPMENT



Poll Question #2

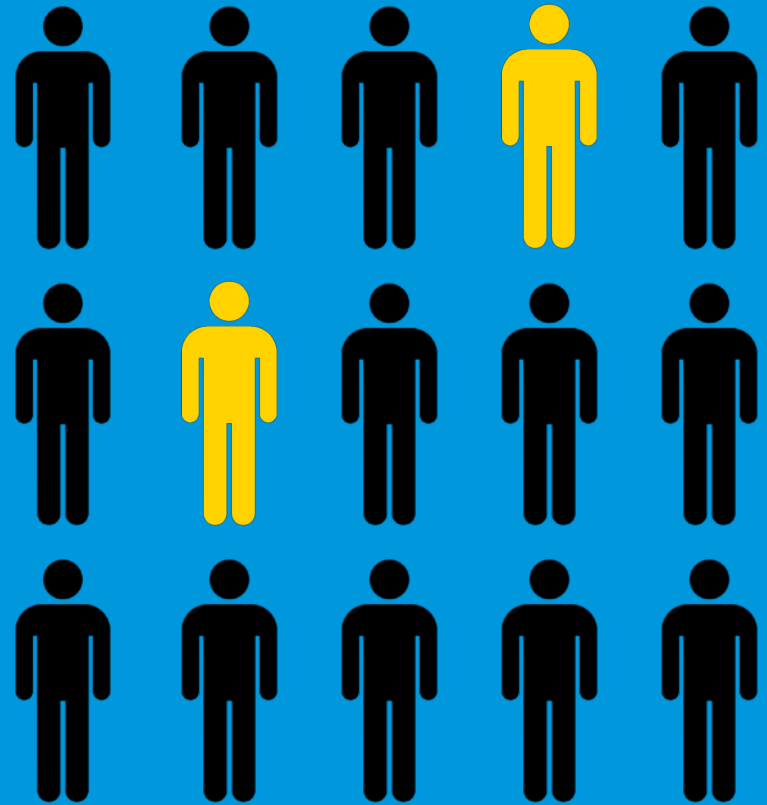
STAGE **1**



START WITH STRATEGY

STAGE 2

IDENTIFY CRITICAL ROLES



IDENTIFY HIGH-POTENTIAL EMPLOYEES

STAGE **3**

Depth Chart

Current Incumbent

Anticipated Work
Horizon



Successor not possible today



Successor could take over with proper resources



Successor ready today

Potential Successors

Anticipated Work
Horizon

Position
Readiness

Development Goals and Priorities



IDENTIFY HIGH-POTENTIAL EMPLOYEES

STAGE **3**

Depth Chart

Current Incumbent

Anticipated Work
Horizon

- Successor not possible today
- Successor could take over with proper resources
- Successor ready today

Potential Successors

Anticipated Work
Horizon

Position
Readiness



Development Goals and Priorities

STAGE 4

CREATE DEVELOPMENT PROGRAM



STAGE 5

COMMIT TO & GUIDE ONGOING PROCESS





Poll Question #3



MANAGEMENT TRANSITION SCENARIOS



MANAGEMENT TRANSITION SCENARIOS

WHAT IF?





Poll Question #4

TOOLS

A collection of various hand tools including a hammer, pliers, screwdriver, and wrench, resting on a wooden surface next to a leather tool belt.

**JOB FIT /
SCREENING**

COACHING

TEAM BUILDING

EQ

A rustic wooden arrow sign pointing to the right, mounted on a wooden post. The sign is made of weathered wood with a dark outline and features the text "NEXT STEPS" in bold, white, sans-serif capital letters. The background is plain white.

NEXT STEPS

Thank you!



Marjorie Engle

Senior Vice President

Organizational Development & Family Business Services



Marjorie.Engle@aghlc.com



linkedin.com/in/marjorieengle



@Marjorie_AGH



316.267.7231

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Questions **NOT** related to today's
content? mike.ditch@aghlc.com