

# Succession Planning

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Linda Angel, Ph.D.  
Workforce Solutions of Central Texas

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- Is Succession Planning “Suddenly” Important?
- What are Some Barriers to Succession Planning?
- What is Succession Planning?
- What are Some Role-Model Best Practices
- Who is Responsible for Succession Planning?

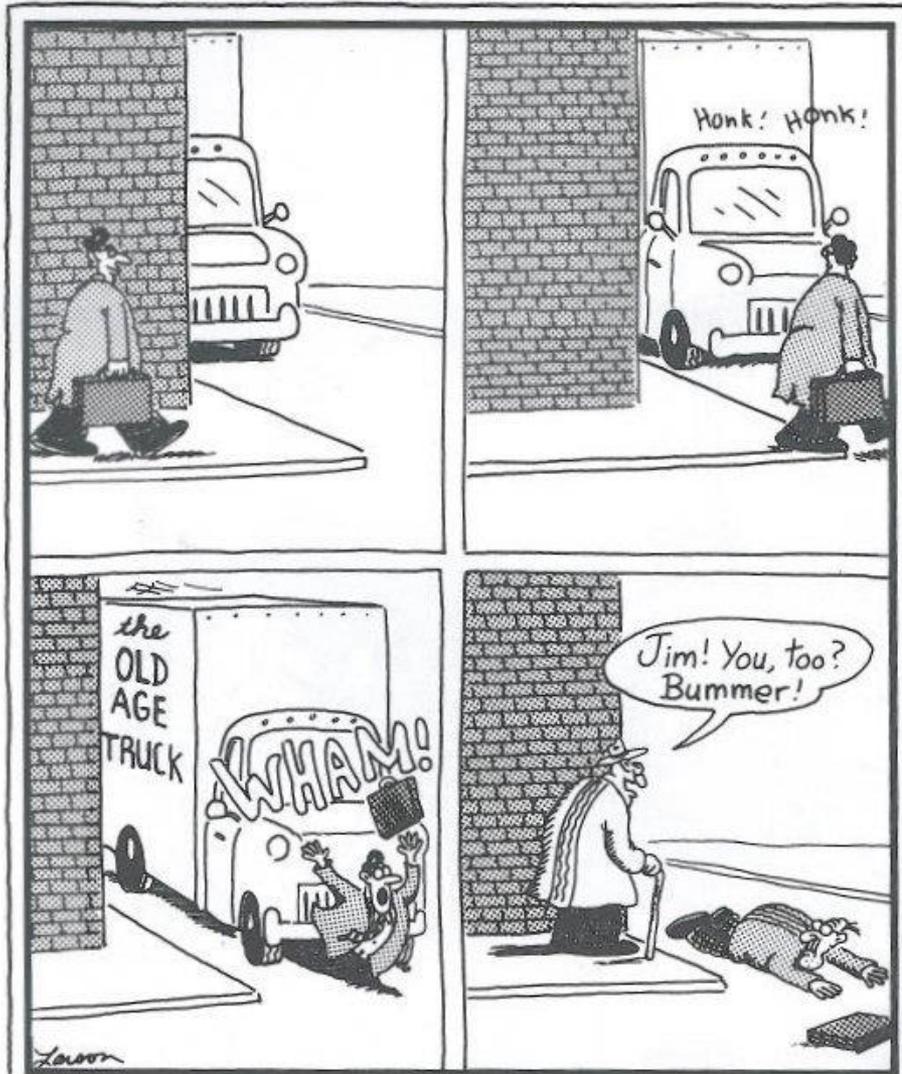
**Overview**

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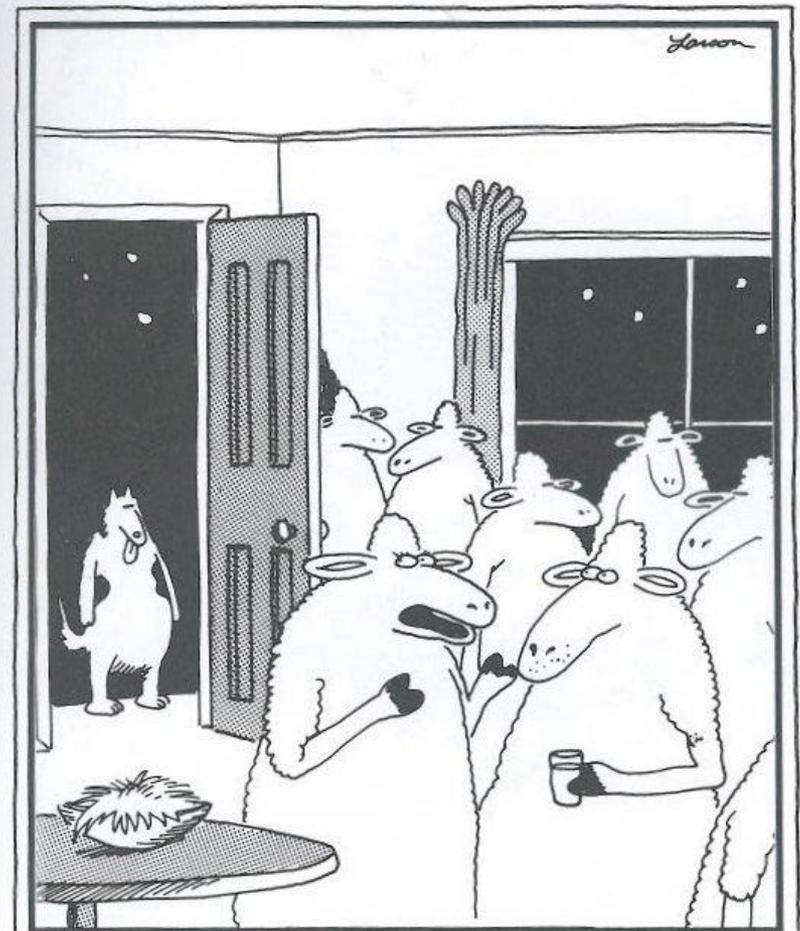
- Large Numbers Leaving the Workforce – “Brain Drain”
- Difficult to Fill High-Profile Executive and Technical Positions
- Avoid Negative Impact on Product Availability and Quality of Services

**Why Succession Plan?**

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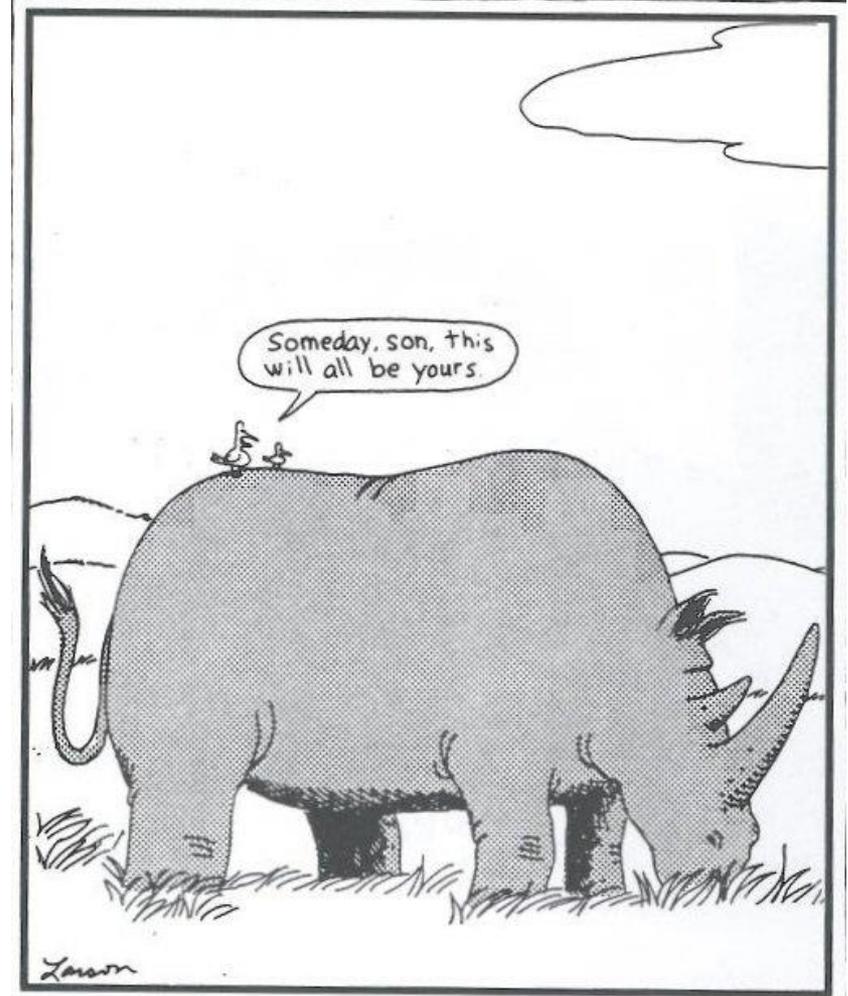
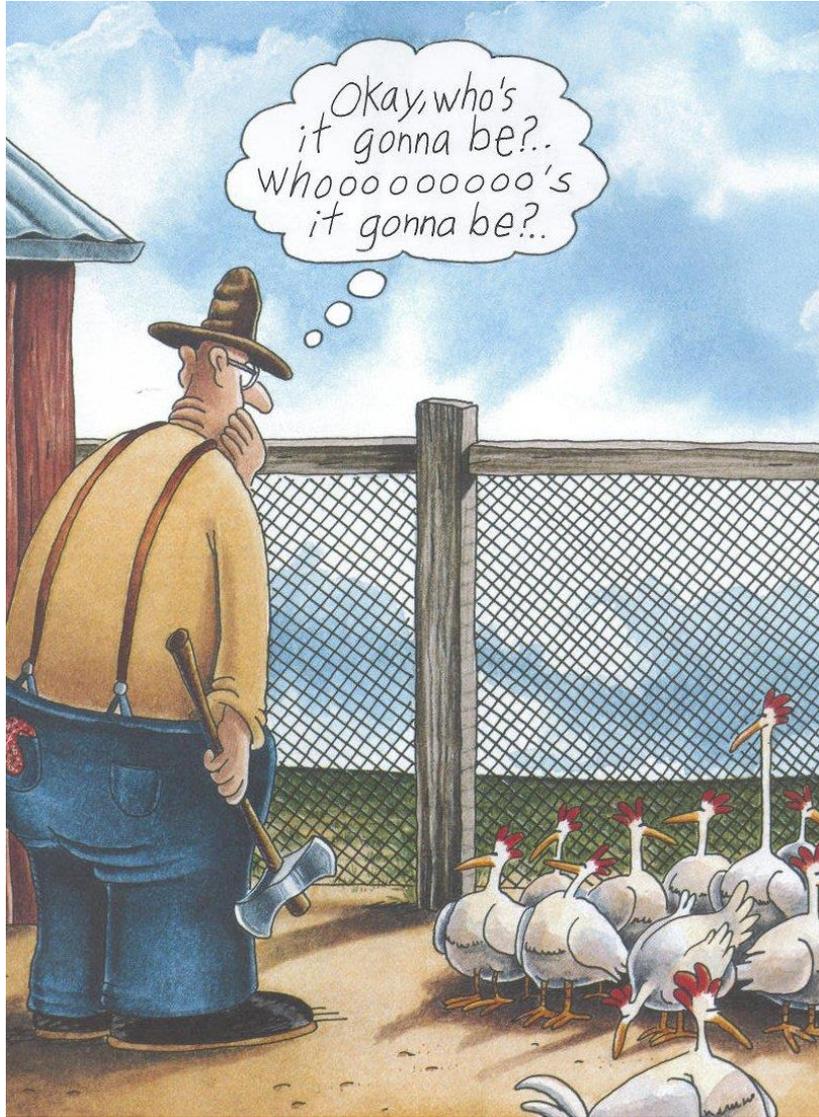


You never see it coming.



"Henry! Our party's total chaos! No one knows when to eat, where to stand, what to. ... Oh, thank God! Here comes a border collie!"

**Barriers?**



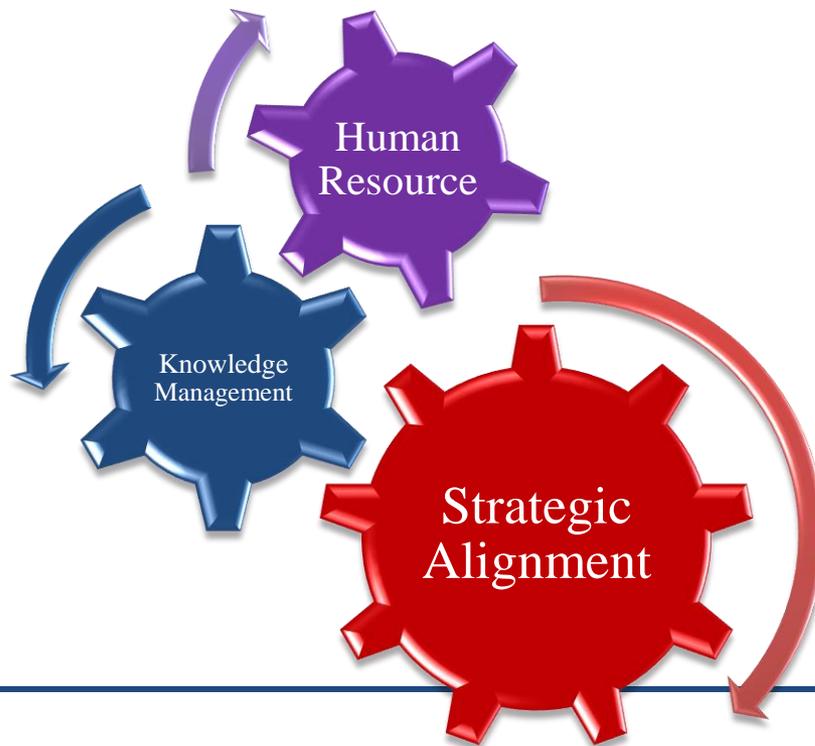
**Barriers Cont.?**

- More than Identifying the “Next in Line” for a High Priority Job
- Linked to Accomplishing Goals and Sustaining Performance
- Encourages Innovation and Continuous Improvement
- Creates and Captures Knowledge
- Includes Internal and External Applicants

**Definition**

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- Strategic Alignment
- Knowledge Management
- Human Resource Management



**Interlinking  
Business  
Systems**

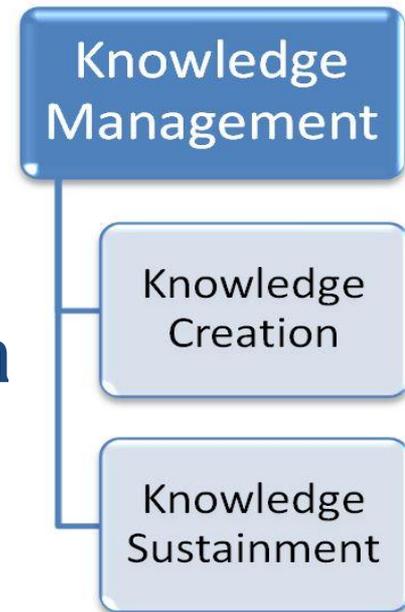
- Strategy
  - Mission
  - Vision
  - Goals
- Culture
  - Values
  - Desired Behaviors



# Strategic Alignment

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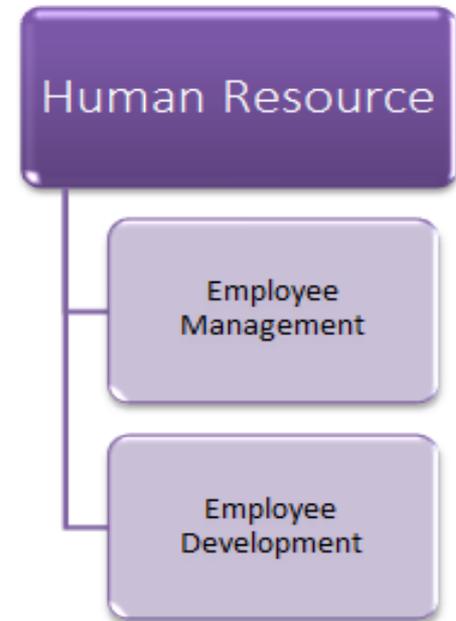
- Knowledge Creation
  - Exposure to New Experiences
  - Innovation
  - Continuous Improvement
- Knowledge Sustainment
  - Automation/Documentation
  - Knowledge Sharing



# Knowledge Management

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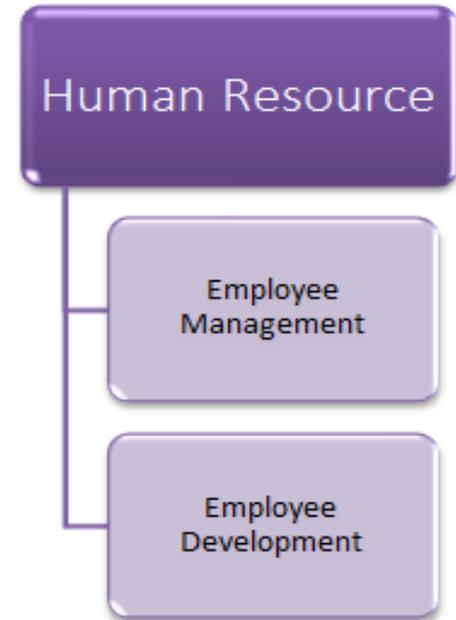
- Employee Management
  - Requirements
  - Limitations
  - Expectations
  - Employee Sources
  - Processes



# Human Resource Management

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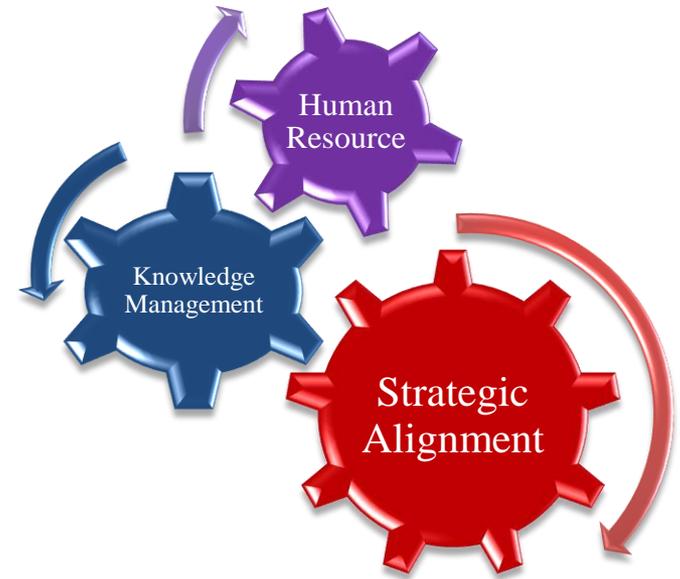
- Employee Development
  - Formal
  - Informal



# Human Resource Management (Continued)

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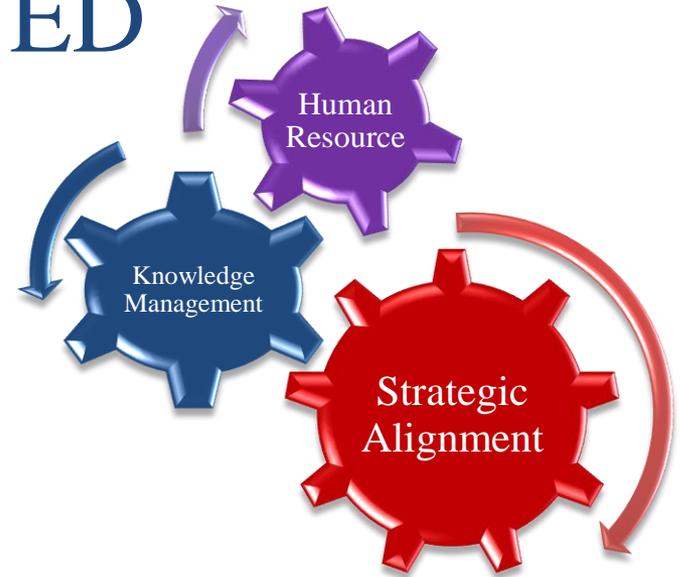
WHAT DO  
SUCCESSION  
PLANNING BEST  
PRACTICES “LOOK”  
LIKE?



**Best Practices**

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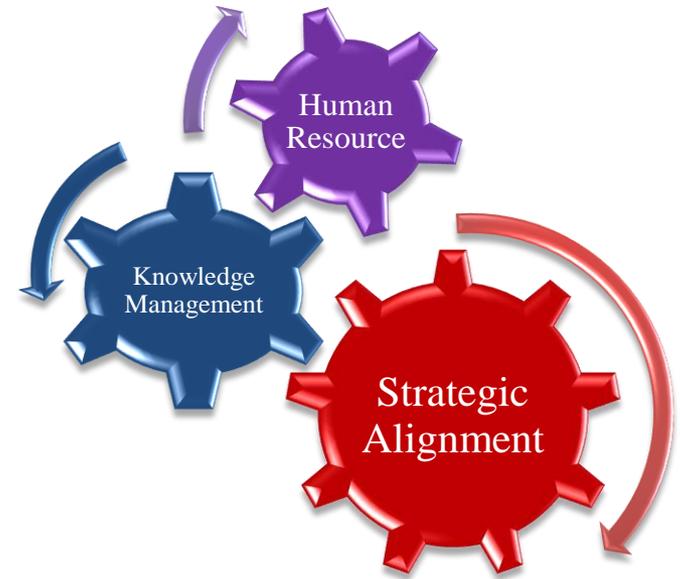
# STRATEGICALLY ALIGNED



## Best Strategic Practices

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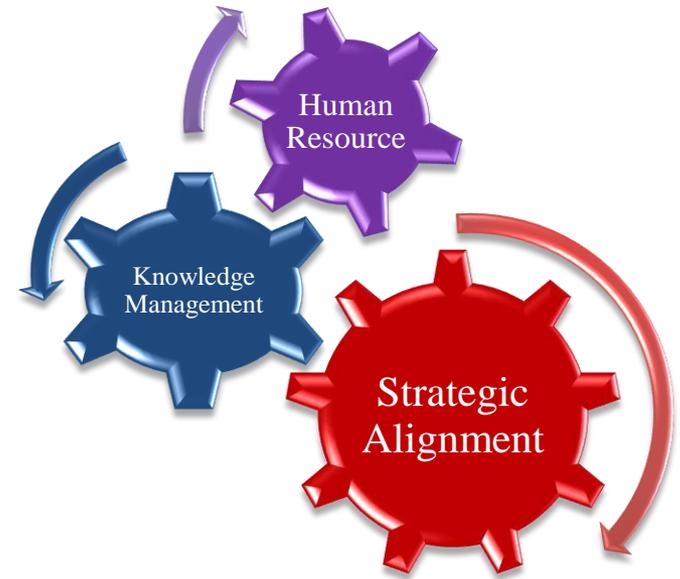
KNOWLEDGE  
SHARED,  
DOCUMENTED, AND  
AUTOMATED



# Best Knowledge Management Practices

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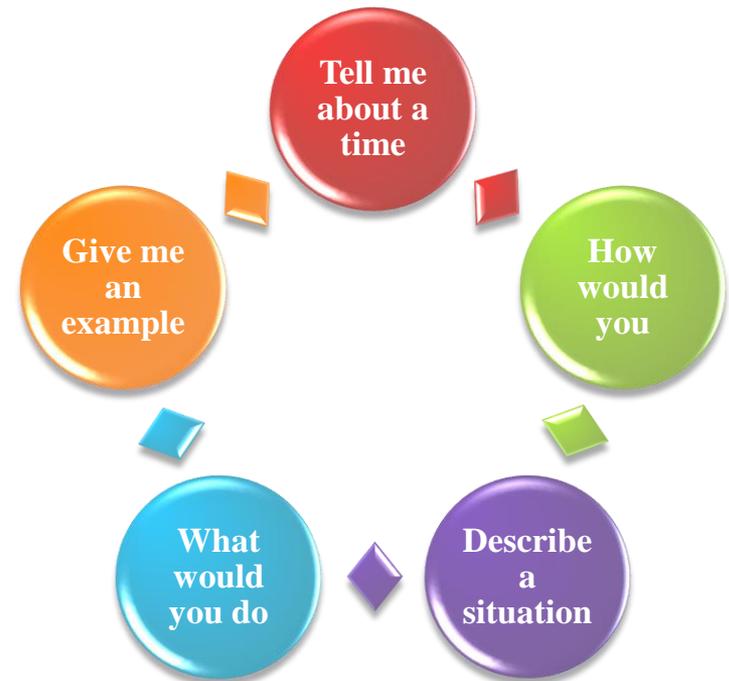
SYSTEMS IN PLACE  
TO IDENTIFY AND  
DEVELOP  
EMPLOYEES AND  
CONSISTENTLY FILL  
PRIORITY JOBS IN A  
TIMELY MANNER



**Best HR Practices**

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- Employee Traits and Characteristics
- Examples of Behavioral Interview Questions
- Example: Succession Planning Assessment



# Tools and Resources

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- Succession Planning is Everyone's Responsibility
- Executive and Technical Experts Require Strategic Hiring and Development
- Proactive Strategies Are Needed When the Workforce is Shrinking



**Good News/Bad News**

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# Quotes

We use external hires when we want a different outcome. We pinpoint what diverse traits and skills are missing at the time and that is who we go after.

**You are looking for such varied skills and traits, and working with a team that represents the culture, you make sure it's the best fit possible. You just want more eyes and ears participating.**

Our jobs are unique. They require a great deal of flexibility. There's no book for what we do.

**Once the plans are developed, it is very important that those plans are communicated to all levels.**

The best talent is a combination of not only knowledge and experience – that just gets you into the game so to speak, but we also want a match to our guiding principles.

I like to hire people with degrees. It demonstrates a capacity to learn. It's actually a proven indicator of stability.

**Talent is harder to find than experience – which is also hard.**

With internal hires, one advantage is they know the operations. They know what it has taken to get to a certain point, but they also know where the weaknesses or the gaps are and things that need to get strengthened.

**A wide net is especially essential for upper level jobs and uniquely skilled jobs like information technology and government finance.**

## Participant Quotes

**No matter who is gone, the business cannot stop. Systems have to be in place so that things go on without missing a step.**

**You've got to have somebody that everybody can embrace and feel ownership in the process – we picked him or her – that should be the conversation.**

**Systems have to be in**

**place so that things go on**

**without missing a step.**

**rather have a talented person than an experienced person.**

**Finding experience is almost impossible, and when you find the experience you don't necessarily find the talent. I'd rather have a talented person than an experienced person.**

**It's going to be tough the next couple of years. We're not raising enough people to replace ourselves. Tomorrow's workforce is not us.**

**If an applicant has a wide range of skills and desired traits that increases chances of survival in a tight knit group.**



# **Questions and Discussion**

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**Linda Angel, Ph.D.**

Director, Strategy and Innovation

Workforce Solutions of Central Texas

[lindaa@workforcelink.com](mailto:lindaa@workforcelink.com)

254-939-3771, ext. 3324

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**Contact Information**