

Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within

By William J. Rothwell

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Organizations that don't take steps to plan for future talent needs at all levels, will face certain disruptions, and even disasters, when key employees leave. Still the most comprehensive and authoritative book on the subject, this new edition of *Effective Succession Planning* presents strategies for creating a complete, systematic succession planning program. Updated and expanded to reflect the latest trends and best practices in succession management, the book contains 20 per cent new material, including chapters on recruitment and retention as part of succession planning, as well as updated references and research. The book also includes a CD-Rom filled with worksheets, assessment tools, and training guides...everything readers need to help lead their organizations into the future.

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When an employee leaves, there's more at stake for your organization than just an open position that needs to be filled. Every company's heart and soul—not to mention its bottom line—is dependent on the collective wisdom of its people. If you fail to plan for the sudden absence of those who have either been groomed to continue their ascent up the ladder—or those whose knowledge you simply can't function without—consistent leadership and institutional memory can get lost in the shuffle.

Every serious organization needs a succession plan. And now—as baby-boomers retire en masse and companies of every size and type feel the various effects of globalization, the economy, and other factors—it is more necessary than ever to be prepared for change. In this extensively updated fourth edition, *Effective Succession Planning* provides the tools you need to establish, revitalize, or revise your own succession planning and management (SP&M) program. You'll learn how to:

• Identify competencies and clarify organizational values for both planning and managing a succession program.

• Plan for and quickly fill crucial vacancies at all levels from top management to sales, administrative, technical, and production positions.

• Develop and retain top talent, building and preserving your organization's intellectual capital.

• Assess current needs and future resources for seamless succession planning.

• Use the latest technology to organize and implement succession planning and management programs.

Incorporating the results of two extensive new surveys, and including a Quick Start Guide to help begin immediate implementation—as well as a CD-ROM packed with assessments, checklists, customizable guides, and other practical tools—this essential resource reflects the latest trends and best practices in succession management.

The book presents enlightening case studies illustrating what your organization can do to ensure seamless transitions when key employees retire, are lured away by competitors, or leave for a host of other reasons. You'll learn how to make the business case for succession planning and management; become acquainted with the characteristics of effective programs and common mistakes to avoid; discover how to set priorities, clarify roles, write policies and procedures, and address legal issues; and much more.

In addition, the book features new sections on identifying and assessing competencies and future needs; management vs. technical succession planning; ethics and conduct; and new chapters on integrating recruitment and retention strategies with succession planning programs.

This long-trusted guide reveals how your company can defend itself with a succession plan that consists of ongoing evaluation and revision, early action steps in the face of change, and a consistent plan for evaluating and promoting talent from within, while also optimizing the outside-search process for possible new hires.

Packed with forms, tools, examples, and guidance, this is an essential resource for any organization concerned with retaining the accumulated wisdom built up over time by its most valued employees.

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