

Succession Planning That Works The Critical Path Of Leadership Development

If succession planning works, how do the wrong people so often get to the top? Succession planning was once the key to identifying potential leaders to fill important positions. However, in today's rapidly evolving business world traditional succession planning is no longer a viable strategy with research showing that 70% of succession plans fail within two years, simply from lack of management support. In a climate of growing skills shortages and lack of confidence in leadership potential, David Clutterbuck offers a new a process of dialogue between an organization and its employees. The Talent Wave presents a dynamic, flexible approach to succession planning and talent management. Clutterbuck first demolishes most of accepted practice in these areas, and then presents practical solutions which align employee ambitions and business priorities to ensure that organizations have the right leadership in place for ongoing success.

This timely guide explains how businesses can effectively integrate and coordinate career and succession planning programs to meet the personnel demands of the future. • Examines career development in a much broader manner than is traditionally the case by focusing on both the personal and professional development planning needs of employees • Demonstrates how employees who are given tools and organizational guidance necessary to plan their development will usually be more successful in meeting their career aspirations • Expands on the organization's role in establishing career development programs to answer the question of who is responsible—the organization, the employee, or both • Includes cutting-edge research by leading consulting firms such as BlessingWhite, Manpower Group, and DDI • Offers content that will be equally valuable to students, practitioners, and academicians

Many attempts to establish a succession plan fail. Why? They run up against insurmountable implementation challenges, or weak executive commitment and follow-through. Succession Planning That Works: The Critical Path of Leadership Development is a step-by-step guide to help HR professionals and senior leaders develop a succession plan that delivers a measurable return on investment. Based on in-depth interviews with senior executives from nearly 50 organizations, Succession Planning That Works reveals not only the most important components of effective succession planning, but also the most effective order in which to put them into practice. Packed with real-world examples, Succession Planning That Works shows how real companies have attempted to tackle succession planning issues and examines both their victories and their failures to highlight the most common pitfalls and how to avoid them. Topics include: - 13 reasons to begin succession planning now - How to calculate the ROI of promoting from within - The Succession Planning Critical Path - the most efficient and effective way to implement a succession plan - How to gain or strengthen executive buy-in for succession planning - How to measure your success Also included are 20 downloadable templates and tools to help make succession planning easier to comprehend and implement....

As the baby boomer generation begins to retire, the focus shifts to the next generation of global leaders in diverse industries. Within the field of library science, succession planning has become a topic of interest to ensure the success of future libraries as the workforce shifts and enable up-and-coming leaders. Succession Planning and Implementation in Libraries: Practices and Resources provides valuable insight into the process of implementing succession planning in libraries. This book delves into the challenges and possibilities of a succession plan's effect on the success of library organizations. Human resources officers, library administrators, academicians, and students will find this book beneficial to furthering their understanding of current practice in succession planning.

This book examines current research related to succession planning strategies and tactics. The authors compare and contrast the rationale and processes needed for effective and efficient succession planning. This is a comprehensive endeavor exploring succession planning across today's key disciplines: business, education, and healthcare. Succession planning is examined from the commercial, government, and non-profit lens. The book features active research, broad literature reviews, and examines conceptual frameworks. From this valuable contribution to succession planning research, readers will receive a thorough assessment of the theoretical foundations of succession planning and ethical considerations for sustainable leadership.

This book is designed to be a guide to demystify the journey leading to preserving family legacy. It is based on the fact that a family business is a partnership among its members, and that the most successful family business succession plan is the one devised by the family itself. In this book, the author shares his unique experience working with hundreds of business families and next-generation family business entrepreneurs from across the world. His 7-Step Methodology™ offers an innovative and a systemic approach to family business succession planning and related conflict management. It focuses on the importance of maintaining an open dialogue among family members, and it paves the way to a structured conversation among those interested in achieving an orderly transfer of wealth from one generation to another. The author further discusses the elements that traditionally cause tensions among partners who happen to be family members, and offers solutions that have been tried and tested over two decades and that are based on real-life examples and success stories. This text is designed for families in business who wish to start a succession planning conversation and to family business advisors invited to facilitate such a conversation.

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Presents case studies of how real managers at different levels of government and in different settings addressed the succession challenges. Suitable for government leaders and students interested in government careers, this book examines government succession planning, human capital management, workforce planning and talent management.

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. An authoritative and useful book, Developing Leadership Talent is an essential tool for any leadership program.

Leadership Succession Made Easy Leaders leave. It's inevitable. It might even happen today. Are you prepared? Every organization needs a plan for leadership succession, but few leaders know how to start the process. WHO COMES NEXT? solves that problem and easily guides you through the steps of creating and implementing a viable succession plan. This essential guidebook simplifies the process and gives you the tools you need to build and activate your leadership succession. You'll find a comprehensive action plan, a library of all the tools needed to develop and sustain your plan, and a resource guide. You'll learn how to: Communicate with customers about the change Identify talent gaps in your succession plan Decide which succession planning model to adapt Find your next generation of leadership

within your organization Handle the unique emotional complexities of succession in a family-owned business Whether you are part of a small, family business, a Fortune 500 company or a non-profit, you need to start now by answering the question: WHO COMES NEXT?

Nobody likes to lose good employees. But sometimes the loss of a key employee can be disruptive to the business at best, and completely disastrous at worst. Organizations that don't take steps to address future talent needs at all levels will face some major obstacles or even near collapse when undervalued key employees get burned out and leave you to fend for yourself. The most comprehensive book on the subject, the fifth edition of the bestselling *Effective Succession Planning* covers every base of how to address future talent needs before a crisis hits, including how to:

- Identify competencies and clarify organizational values
- Plan for and quickly fill crucial vacancies at all levels
- Develop and retain top talent
- Assess current needs and future resources for seamless succession planning
- And more

Updated with current best practices, trends, and technology, the latest edition also includes: succession planning for small businesses and nonprofits; replacement planning; transition management; downsizing; international issues; mergers and acquisitions as a talent strategy; and succession planning for technical positions as well as roles built on longstanding social relationships. Don't risk the loss of your most valued employees and their accumulated wisdom and experience that has been key to your company's success for many years. *Effective Succession Planning* is your go-to indispensable guide for avoiding the catastrophe that losing them would bring.

Noel Tichy has been the trusted adviser on management succession to companies including Royal Dutch Shell, Nokia, Intel, Ford, and Mercedes Benz. Succession distills his decades of experience and provides a practical framework for building effective transition pipelines - for multi-billion dollar conglomerates, family businesses or anything in between. Through revealing case studies - like Hewlett Packard, IBM, Yahoo and P&G - Tichy examines why some companies fail and others succeed in training and sustaining the next generation of senior leaders. He highlights the all too common mistakes that can generate embarrassing headlines and threaten survival. And he puts leadership development and succession where they belong: at the top of every leader's agenda.

The insider's guide to selling a law practice, transferring ownership, and designing a great Life After Law, written by two of the top authorities in succession planning.

Offers advice to administrators of libraries of all sizes to dealing with succession planning and other aspects of change, detailing how to spot potential leaders, encourage professional growth, motivate employees, and develop high-quality performers.

EFFECTIVE ESTATE AND BUSINESS SUCCESSION PLANNING UNDER THE NEW TAX LAW A properly designed and implemented estate and/or business succession plan is key to providing for and protecting loved ones in the most tax-efficient manner possible. A team of advisors must be assembled from the disciplines of law, insurance, finance, accounting, and tax in order to create a plan that optimizes planning opportunities incorporating both the current state of law with the current state of one's mind. J.K. Lasser *Pro Estate and Business Succession Planning, Second Edition* provides you with a unique and comprehensive analysis of the Economic Growth and Tax Relief Reconciliation Act of 2001, the new retirement distribution rules, Section 529 education plans, and split dollar insurance guidelines. It can help professionals and experienced individuals alike take advantage of opportunities presented by the new tax law, avoid common mistakes, and understand complex estate and business succession planning techniques. Written by two attorneys who specialize in estate planning matters, this easy-to-read book provides you with complete information and strategies for a variety of issues including: How to plan in light of the phased-in provisions of the Economic Growth and Tax Relief Reconciliation Act of 2001 Top twenty factors to consider when creating one's Will, as well as creating a Power of Attorney and Health Care Proxy Annual Exclusion and Exemption Equivalent Planning Irrevocable Life Insurance Trusts and Crummey Notices Charitable Remainder Trusts and Foundations Family Limited Partnerships Business Succession Planning Techniques Split Dollar Plans Section 529 education plans Retirement distribution rules Self-Canceling Installment Notes Intentionally Defective Grantor Trusts GRITs, GRATs, and GRUTs And this is just a sampling of the expertise that the authors provide in a truly unique and understandable text. J.K. Lasser *Pro Estate and Business Succession Planning, Second Edition* contains all you need to make the most of the new tax law while navigating this complex area, and shows you how to protect and provide for loved ones for generations to come. Please visit our Web site at www.jklasser.com

Leadership development consultant Michael Timms has discovered three powerful habits that not only make one a better leader, but also encourage those they lead to take greater accountability themselves. Using a compelling combination of teaching principles and illustrations backed by loads of scientific studies, Timms reveals three habits of personal accountability that are easy to implement and which can instantly begin transforming positional leaders into true leaders who inspire everyone to take more accountability for results.

The *Oxford Handbook of Talent Management* offers academic researchers, advanced postgraduate students, and reflective practitioners a state-of-the-art overview of the key themes, topics, and debates in talent management. The Handbook is designed with a multi-disciplinary perspective in mind and draws upon perspectives from, inter alia, human resource management, psychology, and strategy to chart the topography of the area of talent management and to establish the base of knowledge in the field. Furthermore, each chapter concludes by identifying key gaps in our understanding of the area of focus. The Handbook is ambitious in its scope, with 28 chapters structured around five sections. These include the context of talent management, talent and performance, talent teams and networks, managing talent flows, and contemporary issues in talent management. Each chapter is written by a leading international scholar in the area and thus the volume represents the authoritative reference for anyone working in the area of talent management.

Written by two attorneys who specialize in estate planning, this book clarifies all the issues involved in planning an estate and transferring wealth. It offers comprehensive estate planning guidelines, including creating a will, designating power of attorney, trusts, and life insurance, and includes up-to-date estate and inheritance tax information.

A radical approach to growing high-quality talent--fast You know that winning in today's marketplace requires top-quality talent. You also know what it takes to build that talent--and you spend significant financial and human resources to make it happen. Yet somehow, your company's beautifully designed and well-benchmarked processes don't translate into the bottom-line talent depth you need. Why? Talent management experts Marc Efron and Miriam Ort argue that companies unwittingly add layers of complexity to their talent-building models--without evaluating whether those components add any value to the overall process. Consequently, simple activities like setting employee performance goals become multipage, headache-inducing time wasters that turn managers off and fail to improve results. Efron and Ort introduce a simple, powerful, scientifically proven approach to increase your ability to develop better leaders faster: One Page Talent Management (OPTM). Using the straightforward, easy-to-follow process described in this book, you will eliminate frustrating complexity, focus only on those components that add real value, and build transparency and accountability into every practice. Based on extensive research and experience in companies such as Avon Products, Bank of America, and Philips, One Page Talent Management shows you how to: Quickly identify high-potential talent without complex assessments Increase the number of "ready now" successors for key roles Generate 360-degree feedback that accelerates change in the most critical behaviors Significantly reduce the time required for managers to implement talent-building processes Do away with complexity and bureaucracy--and develop the high-quality talent you need, right now.

James and Lori Spina illustrate how a strategic system aligns workplace transitions with the organizational vision, mission, and top level strategies to meet the needs of all stakeholders. Providing a road map

for how to carry this out, they propose a cutting edge leadership style to complement this strategic approach.

CAN YOU BE A BEST BOSS? Distilled from accounts of individual best boss stories, research and author experience, this book unlocks the powerful secrets of best boss leadership by providing a systemic approach for leading the best boss way. The authors also suggest strategies for reducing organizational barriers to successful leadership development. This book is offered for those who are looking to make a meaningful leadership difference in this challenging and chaotic world. It will inspire you to become the best possible boss you can be!

This book is going to challenge you and everything you think you know about succession planning. For independent advisors, succession planning is quickly becoming the cornerstone to a strategic growth strategy designed to perpetuate their business and their income streams beyond their own lifetime, while providing a multi-generational service platform that attracts and rewards younger advisors. This makes succession planning one of the most, if not the most, important practice management tools in this industry today. As an independent financial advisor, now is the time to address the question of what will happen to your practice and your clients after you “exit the building.” In most cases, the answers are right in front of you. Thankfully, *Succession Planning for Financial Advisors: Building an Enduring Business* has arrived to transform today’s practices into businesses designed to endure and prosper and serve generations of clients. Learn how to create a “Lifestyle Succession Plan” that can provide a lifetime of income and benefits to the founder even as he/she gradually retires on the job. Unlock the power of equity management – the best planning and building tool an independent advisor owns. Learn how to attract and retain the best of the next generation to help you build a great business and to support your succession plans and care for your clients and their families. Determine precisely when to start a formal succession plan and related continuity plan so that your business can work for you when you need it most. Understand why succession planning and selling your business are completely different strategies, but how they can complement each other when used correctly. 95% of independent financial service professionals are one owner practices. To the positive, these practices are among the most valuable professional service models in America. But almost all advisors are assembling their practices using the wrong tools – tools borrowed from historically successful, but vastly different models including wirehouses, broker-dealers, and even OSJ’s and branch managers. Revenue sharing, commission splitting and other eat-what-you-kill compensation methods dominate the independent sector and virtually ensure that today’s independent practices, if left unchanged, will not survive the end of their founder’s career. It is time to change course and this book provides the map and the details to help you do just that. For independent practice owners and staff members, advisors who want to transition to independence, as well as accountants, attorneys, coaches and others involved in the financial services space, there are invaluable lessons to be learned from *Succession Planning for Financial Advisors*. Written by the leading succession planning expert in the financial services industry, former securities regulator, M&A specialist, and founder of the nationally recognized consulting and equity management firm, FP Transitions, David Grau Sr., JD, has created an unmatched resource that will have an enduring and resounding impact on an entire industry.

In the midst of climate change, responsible business practices and ecological modernization become essential tools for the promotion of sustainability. Due to the current level of demand for eco-friendly products and services, there is a need for green training and green human resource development to support green creativity and eco-innovation for sustainability. By incorporating green initiatives into human resource practices, organizations can maintain a positive impact on the environment. With a full understanding of sustainable business practices, positive impacts on the environmental management field become easier to produce. *Human Resource Management Practices for Promoting Sustainability* is a pivotal reference source that explores the incorporation of green initiatives into all aspects of human resource management practices in a variety of industries. The book delivers a discussion on green human capital, collective green intelligence, and competencies that are essential to cope with the challenges in Industry 4.0. It also provides a basis for green recruitment and selection processes as a way of promoting pro-environmental behavior in the labor markets. While highlighting a broad range of topics including employee relations, knowledge management, and recruitment, this book is ideally designed for executives, entrepreneurs, human resource managers, academicians, researchers, and students. The book is also suitable for conventional and corporate universities looking to meet sustainable development goals as well as policymakers as it provides a guideline in designing and implementing green creativity and eco-innovation based on a wide range of global issues confronting sustainability in the Fourth Industrial Revolution.

Succession Planning That Works The Critical Path of Leadership Development Friesen Press

Packed with new research, new interviews, and practical solutions, this updated and expanded edition of *Next* will equip pastors, ministry teams, and Christian organizations to navigate leadership changes with wisdom and grace. While there is no simple, one-size-fits-all solution to the puzzle of planning for a seamless pastoral succession, *Next* offers church leaders and pastors a guide to asking the right questions in order to plan for the future. Vanderbloemen, founder of a leading pastoral search firm, and Bird, an award-winning writer and researcher, share insider stories of succession failures and successes in dozens of churches, including some of the nation's most influential. The authors demystify successful pastoral succession and help you prepare for an even brighter future for your ministry. Includes a foreword by John Ortberg and an introduction by Eric Geiger and Kenton Beshore.

If you are a business owner, or you are working with one, then this book is for you. The *Succession Solution* provides both an explanation of the importance of succession planning, as well as a practical, straight-forward, and proven system that can be used to continue your business to the next generation, whether your successor is a family member(s), an employee, or a third party. This book will show you how to achieve a successful transition of your business to the next generation of leaders. In fact, if you read and follow the steps outlined in this book, you will dramatically improve the survival and prosperity of your company's future.

The first ever comprehensive guide to family business succession planning. This book covers everything from what family business ownership is and how to structure ownership bylaws to business structure, leadership transition, and how a founder exits the business. Drawing on original research, case studies, and white papers, *Family Business Succession* is a thorough, complete, and "required reading" for every family member working in a family business.

Helps to prepare for passing the family business on to the next generation. Leaders will learn how to create a succession plan; how to develop opportunities for succession candidates; how to build consensus with the family and leaders on succession plans and finally leaders will learn when and how to let go of their own role in the business.

The purpose of succession-related practices is to ensure that there are ready replacements for key positions in an organization so that turnover will not negatively affect the organization's performance. CCL first published an annotated bibliography on succession planning in 1995. That bibliography focused primarily on the link between succession and management development. This bibliography has a broader scope; it is an update and expansion, commensurate with the maturation of this area of practice. In addition to linkages between succession and development, we also consider representative literature on CEO succession, high potentials, and succession systems and architecture. It is hoped that those who use this bibliography will find resources that help them in conceptualizing, planning, and implementing effective succession systems in their organizations.

You've heard it before: 50% of all CEO succession attempts fail. Which means 50% must succeed! Learn from leaders who beat the odds in *Your CEO Succession Playbook*. For Boards and transitioning

CEOs, consider this book your strategic companion from the start of the process right through to the hand-off, and discover how to address common concerns along the way. Learn why a CEO should start a conversation about succession planning early, even if they have no intention of leaving their role anytime soon. Stay above the fray by mitigating and managing power plays. And understand how to build a practical framework to help the departing CEO start a new life chapter that moves from success to significance. Your CEO Succession Playbook is a 6-phase game plan for each step in the CEO succession process, one that doesn't require you to work harder and faster, but rather more intentionally. With these strategies, you will build trust, avoid politics, and gain confidence in your leadership pipeline. Among dozens of tactics and a suite of tools, you will get: A practical strategy for introducing the topic of CEO succession to your Board without prematurely accelerating succession; A CEO success profile that you can use to benchmark candidates; A model for determining who has the potential to be the next CEO; Strategies for how to best develop future CEOs; Advice on how to minimize ego-plays and power struggles and avoid "survival of the fittest" politics; Communication samples and tips for each of the 6 key phases; Leadership insights that distinguish who you need to be as a leader to build trust; Self-coaching questions to help you do what's right for your business. Natalie Michael has worked in private practice developing executives for the last fifteen years. Whether as an executive coach, CEO forum chair or succession management consultant, her main goal is to help companies identify and develop executive potential. She has coached hundreds of executives, from Canada to Africa to New Zealand, with clients ranging from Fortune 100 companies to entrepreneurial start-ups. Before turning to coaching and consulting, Natalie led organizations that won accolades such as best-managed company, fastest-growing company and top employer. In her personal time, she loves quiet mornings on her mat and hitting the trails with her family. Brian Conlin is an executive coach, mentor, board member and business advisor who worked in employee-owned organizations for over thirty years. He personally went through a successful transition as the former CEO of Golder Associates, a professional services firm that grew during his leadership from a modest regional business to a global powerhouse with over nine thousand employees and \$1.5 billion in annual revenue. During his career, Brian has coached and supported the development of dozens of leaders. Today he coaches executives from small start-ups through to large, complex firms. He enjoys engaging with executives who dream big, want to succeed and care for others. A family man with two grown boys and a granddaughter, he enjoys volunteering for worthy causes, cycling and playing golf. Advance praise for Your CEO Succession Playbook: "The decision to name a new CEO is one of the most important a company can make. With this book in hand, though, you'll be ready. Every CEO and board member should read it, heed its lessons, and put its tools into action."

Daniel H. Pink, author of *Drive* and *To Sell Is Human*

Succession Planning in Canadian Academic Libraries explores the current Canadian academic library environment, and the need for succession planning in that environment. The literature review demonstrates the lack of reported succession planning activities in Canadian academic libraries. Site visits and in-depth interviews with professional librarians at six libraries across Canada highlight best practices and barriers to succession planning. These best practices and barriers are addressed in individual chapters, with tips and strategies for library leaders. Focuses on the Canadian academic library. Includes a comprehensive literature review on succession planning in academic libraries. Provides evidence-based approach to why succession planning is or is not happening in Canadian academic libraries. A guide for managers and human resources staff advises on how to develop a succession plan tailored to the needs of an organization, offering guidance on planning for departures, training internal talent, and ensuring a smooth transition.

The purpose of this guide is to provide foundational education for farm and ranch families on how to create a basic business succession and estate plan. In working with farm families, we have identified four fundamental goals for the farm succession planning process: (1) preserving family relationships, (2) strengthening the farm business, (3) protecting the owners and operators from business disruptions, and (4) minimizing the complexity and expense of succession and estate plans. With some basic knowledge, you will be educated consumers of legal and financial services, which may save you time and money as you consult with the attorneys, accountants, and other professionals who are key to creating a successful plan. This guide also gives you a starting point as you consider your alternatives and begin family discussions about the roles that each family member or nonfamily member may play in the future of the farm as a business.

From the creator of the popular website *Ask a Manager* and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for *Ask a Manager* "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's *Ask a Manager* column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor."—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* "Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way."—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

Without well-thought out succession plans, organizations face the real possibility of severe productivity losses and competitive disadvantage in the marketplace. This issue presents a four-phase succession planning program to create a fully prepared frontline and management staff that can take over leadership positions. The plan enables your organization to determine priorities; anticipate gaps; establish development, recruitment, and retention strategies; and stay on track with their strategic plans.

Succession planning saves the cost and time of external personnel searches. It improves employee morale, lessens the effects of reengineering and downsizing, but most important, it creates a diverse talent pool within your organization. This book was written to guide you through the evaluation process of succession planning. It describes the guidelines for setting up a program, along with benchmarking procedures for ensuring the ongoing success of your plan.

Business succession planning is an ongoing process that identifies necessary competencies, then works to assess, develop, and retain a talent pool of employees, in order to ensure a continuity of leadership for all critical positions. Succession planning is a specific strategy, which spells out the particular steps to be followed to achieve the mission, goals, and initiatives identified in workforce planning. It is a plan that managers can follow, implement, and customize to meet the needs of their organization.

William Rothwell honored with the ASTD Distinguished Contribution Award in Workplace Learning and Performance. The definitive guide to a timely and timeless topic-- now fully

revised and updated. As baby boomers continue to retire en masse from executive suites, managerial offices, and specialized or technical jobs, the question is—who will take their places? This loss of valuable institutional memory has made it apparent that no organization can afford to be without a strong succession program. Now in its fourth edition, *Effective Succession Planning* provides the tools organizations need to establish, revitalize, or revise their own succession planning and management (SP&M) programs. The book has been fully updated to address challenges brought on by sea changes such as globalization, recession, technology, and the aftereffects of the terror attacks. It features new sections on identifying and assessing competencies and future needs; management vs. technical succession planning; and ethics and conduct; and new chapters on integrating recruitment and retention strategies with succession planning programs. This edition incorporates the results of two extensive new surveys, and includes 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.

Plan For Your Organization's Success Linkage's Best Practices for Succession Planning provides the ultimate guide for planning, developing, implementing, and sustaining succession planning in any organization. This must-have book provides step-by-step instructions, practical advice, templates, and tools from some of the world's best companies and Linkage, a global organization development company that specializes in leadership development. Linkage Inc.'s *Best Practices for Succession Planning* is the comprehensive resource that includes information needed to

- * Ensure that succession management is owned by business leaders rather than just HR
- * Assess potential for future roles, not just track record of performance
- * Manage succession data on individuals and talent pools
- * Balance talent development and acquisition in achieving future objectives
- * Develop the processes, tools, and organizational capabilities necessary to effectively implement and sustain the system
- * Integrate succession planning systems with other businesses and HR systems in the organization to achieve efficiency, consistency, and impact

Design your succession planning strategy. Succession Planning Basics will equip you with the background and implementation tools you need to devise and execute a forward-thinking succession planning program for your organization. It offers theory, processes, and best practices for organizations embarking on a succession-planning project, addressing the basic concepts and steps for success. This book is for management professionals considering succession planning for their organizations, organizational development professionals at the beginning of their careers, human resources professionals wanting to move away from replacement hiring, and trainers needing a basic understanding of succession planning for employee development plans. This second edition looks closer at tools and new developments in software that can streamline planning efforts as well as updated best practices and considerations for addressing the needs of every generation when creating succession plans. Chapters include assessment tools, exercises, and job aids. *Succession Planning Basics* is part of ATD's Training Basics series.

The 30-Minute Guide to Talent and Succession Management is a quick-reference guide with full-color diagrams and analogies that explain the business purpose of a strong internal talent benchstrength strategy. Concepts such as succession management, high potential talent, critical positions, key experts, talent pools and talent review meetings are discussed in a quick-to-read format for busy managers. -Back cover.

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