SUCCESSION PLANNING AND TALENT MANAGEMENT

SYLLABUS

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Written & Delivered By:

SUCCESSION PLANNING & TALENT MANAGEMENT

Overview

Succession planning is a process for identifying and developing new leaders who can replace other leaders when they are promoted, leave, retire, or otherwise become unable to continue in their current role. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Succession planning enables the organization to plan for changes in personnel for seamless transitions. Talent management helps retain and develop the key talents that the organization needs to be successful.

Succession planning and talent management are future-focused activities that look out many years to identify, develop, prepare, and eventually assist the right talent for the right positions. Talent management is a strategy for identifying and developing future leaders in an organization — not just at the top, but also for major roles and key positions at all organizational levels.

Succession planning helps the organization prepare for all contingencies by preparing high-potential employees for advancement. The purpose of this module is to help the learner understand talent management and use the skills to build an actionable succession plan for their organization.

Learners

This module is designed for leaders who are either revising an existing succession plan for their organization or who desire to create a new succession plan for their organization.

Module Authors

The author for this module is Peregrine Global Services headquartered in Gillette Wyoming and includes materials from a variety of sources. Peregrine Global Services through its Leadership Institute division has been conducting succession plan workshops and consulting for organization since 2005.

Professional Development Credits

Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

Learner Hours: 22-25   **SHRM PDC:**   20

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Define succession planning.

2. Calculate the cost of turnover for their organization.

3. Evaluate the advantages and disadvantages of promoting from within versus hiring externally.

4. Define talent management.

5. Conduct a skills gap analysis.

6. Plan for CEO succession.

7. Conduct succession planning and build a succession plan.

8. Perform succession planning communications.

9. Identify key employee development activities and build developmental plans.

10. Develop organizational coaching and mentoring programs.

11. Perform career development activities.

12. Manage an organizational succession plan.

13. Avoid the pitfalls of succession planning and talent management.

Curriculum

Section	Topics / Subtopics
Section 1: Understanding Succession Planning	- Introduction to Succession Planning - Ted Talk: Why Good Leaders Make You Feel Safe - Ted Talk: 5 Ways to Lead in an Era of Constant Change - The Succession Planning Process - Video: Why Succession Planning is Essential: The Case of the Runaway Talent - Succession Risks - Article: Understanding the Fundamentals of Succession and Transition Planning - Why Succession Planning Matters - The Talent Pool - Article: Critical Succession Planning - Creating an Effective Succession Plan - Recorded Presentation: Creating an Effective Succession Plan - Video: Succession Planning: Webcast Video from TalentGuard
Section 2: The Cost of Turnover	- Turnover Rates - Recorded Presentation: The Cost of Turnover - Article: The Cost of Turnover Can Kill Your Business and Make Things Less Fun - Direct and Indirect Costs - Video: The Real Cost of Employee Turnover from CDK Global - Ted Talk: This is What Makes Employees Happy at Work - Calculating the Cost of Employee Turnover - Video: Should You Care About Employee Turnover Rate? - Article: How Much Does Employee Turnover Cost? - Article: There Are Significant Business Costs to Replacing Employees - Cost Calculations - Article: The Cost of Turnover: Are You Planning for Large and Small Personnel Changes with Succession Planning? - Video: Reducing Employee Turnover Rate – Top 5 Reasons Why Your Employees Leave
Section 3: Promoting from Within Versus Externally	- Recorded Presentation: Internal vs. External Employee Promotions and Hires - The Pros and Cons of Promoting Internally - Video: Internal vs. External Recruiting - Recruiting Tips for HR Admins

	• The Pros and Cons of Hiring Externally • Article: The Pros and Cons of Promoting from Within vs External Hiring • Article: Pros and Cons to Internal Promotion vs. External Hiring • Video: Should You Promote Successors from Within Or Hire Externally? • Best Practices • Article: Hiring Externally or Promoting from Within, Which Is Better? • Video: When Do You Promote from Within Vs. Hire an Outside Person? By Tina Forsyth • Factors to Consider • Productivity Costs of External Hires
Section 4: Talent Management	• Talent Gap • Recorded Presentation: The Talent Gap • Article: How to Clarify Job Responsibilities with Bosses • Article: How to Clarify Your Role at Work • Talent Development • The Talent Management System • Article: Talent Gap Analysis: The Complete Guide for 2020 • Talent Management Software • Choosing A Talent Management System • Ted Talk: How Diversity Makes Teams More Innovative • Clarifying Roles and Objectives for Effective Teams
Section 5: Skills Gap Analysis	• Video: Skills Gap Analysis by Tata Technologies • Recorded Presentation: Identifying and Filling the Skills Gap • Preparing for the Future • Identifying Skill Gaps • Ted Talk: What It Takes to be a Great Leader • Video: HR Basics: Job Analysis by Gregg Learning • How to Identify Skill Gaps in the Workplace • EvaluSkills: Workplace Skills Assessment • Video: What Is Skill Gap Analysis by SimplyInfo • Article: 6 Steps to Identifying the Skills Gaps in Your Organization • Video: Job Analysis and Design by 3G School of Entrepreneurship • Conducing a Skills Gap Analysis • Article: 3 Ways to Identify, and Fill, the Skills Gap at Your Workplace

	• Video: How to Do a GAP Analysis by Martha Begley Schade • Filling the Skills Gap • Article: 8 Ways to Fill the Skills Gap in Field Service • Article 5 Ways to Address the Widening Skills Gap • Article: 5 Steps to Preventing Skill Gaps in The Workplace • Applying the Skills Gap Analysis
Section 6: CEO Succession Planning	• Ted Talk: How to Build a Business that Lasts 100 Years • Preparing for the Future • Prioritizing CEO Succession • Planning and Implementation • Leadership Succession • Article: Best Practices in CEO Succession Communication
Section 7: Building the Succession Plan	• Video: Successful Succession Planning by Gregg Learning • The Process • Recorded Presentation: Key Steps to Effective Succession Planning • Downloadable Templates and Guides • Succession Planning Practices • Principles for Successful Succession Planning • Article: The Comprehensive Guide to Succession Planning • Article: 7 Steps to Successful Succession Planning • Importance of Succession Planning • Article: 5 Reasons You Should Have a Succession Plan (Even If You Don't Want to) • Steps to Succession Planning • Article: The Leader's Guide to Effective Succession Planning • Steps for Effective Succession Planning • Article: Succession Planning: What Managers need to know and its Benefits • Benefits of Succession Planning • A 5-Step Process for Succession Planning • Getting It Right • Article: How to Create A Succession Planning Model • Article: Succession Planning: 7 Steps to Success • The Succession Implementation Plan • Recorded Presentation: Tips for Successful Succession Planning • Identifying Critical Roles for Succession Planning • Article: How to Write a Family Business Succession Plan

Section 8: Succession Planning Communications	• The Importance of Communication in Succession Planning • Article: Communicating a Succession Plan: Why You Need to Do it Early & Often • Video: The Succession Planning Process by Gregg Learning • Communicating a Succession Plan • Article: Succession Planning: Communication Is Essential for Successful Transition • Maintaining the Succession Plan • Article: Best Practices in CEO Succession Communication • Video: Best Practice Succession Planning - Integrating the System with the Process by Jon Naphin from TalentQuestTV
Section 9: Developing Employees	• Understanding Employee Development • Examples of Employee Development Activities • Ted Talk: Career Advice You Probably Didn't Get • Ongoing Employee Development • Employee Development Techniques • The Mentoring Manager • Article: Employee Development • The Business Case for Employee Development • HR's Role with Employee Development • Guidelines for Effective Employee Development • Employee Development Methods • Common Issues and Challenges in Developing Employees • Article: 5 Ways to Improve Employee Development at Your Company • Article: The Missing Piece in Employee Development • Article: 7 Important Ways to Develop Your Employees • Creating Effective Employee Development Plans • Article: 4 Ways to Develop Employees for Success • Article: See the 14 Best Ways for Employers to Develop Their Employees • The Employee Experience • Video: Understanding the Employee Experience • Creating the Employee Experience • Article: The Importance of Training & Development in the Workplace • Article: What is employee experience? • Article: What Makes A Great Employee Experience? • The 70 20 10 Model in Learning and Development
Section 10: Coaching & Mentoring	• Recorded Presentation: Employee Development through Mentoring

	• Creating the Coaching/Mentoring Environment • Ted Talk: How to Be a Great Mentor by Kenneth Ortiz • Developing Employees Through Mentoring • Article: Developing Staff Through Mentoring • Organizational Benefits of Coaching & Mentoring • Ted Talk: What Baby Boomers Can Learn from Millennials at Work, and Vice Versa • Types of Mentoring Programs • Article: How Do Companies Use Mentoring in the Workplace? • Mentoring Requirements • Article: Creating Leaders Through Mentoring Programs • How to Start a Mentoring Program • Article: How to Develop High Potentials with Virtual Mentoring
Section 11: Career Development	• Ted Talk: Profit is Not Always the Point • Employee Development Methods • Article: 5 Steps to Create a Career Development Plan for Yourself
Section 12: Managing the Succession Plan	• Video: The Top Three Reasons why Organisations Struggle with Succession Planning by Tom Cox • Managing Leadership Change Through the Succession Plan • Article: Key Steps in Navigating the Succession Planning Process • Succession Management for Non-profits • Article: Succession Planning: A Risk Management Approach • Video: Succession Planning Next Practices by Lepora Menefee • Succession Planning and Management • Video: What Are the Benefits and Challenges Around Succession Planning? By Rowena Crosbie. Tero Trainers
Section 13: Avoiding Potential Pitfalls	• Recorded Presentation: Avoiding Succession Planning Pitfalls • The Most Common Mistakes • Top Challenges in Succession Planning • Pitfalls to Avoid • Article: Succession Planning Problems: 6 Pitfalls to Avoid • Article: Avoiding the Succession Planning Pitfalls • Succession Pitfalls to Avoid in a Family-owned Business • Article: Avoiding CEO Succession Planning Pitfalls
Section 14: Summary and Assessment	• Summary • Assessment

Delivery

The module is delivered using Peregrine's Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

Downloads

1. A Succession Planning Guide

2. A Succession Plan Template

3. A Succession Plan Question & Answer Guide

4. Critical Role Identification Questionnaire

5. Success Profile

6. Succession Nomination Survey

7. Succession Slate Worksheet

8. Candidate Needs Assessment

9. Development Plan

10. Development Activities Tracker

11. Progress Measurement Scorecard

12. Succession Planning Checklist

13. Succession Planning Assessment & Readiness Survey

14. Example EvaluSkills Participant Report

15. Example EvaluSkills Group Report

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Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

Hours and Articulation

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section	Hours
Section 1: Understanding Succession Planning	2
Section 2: The Cost of Turnover	2
Section 3: Promoting from Within Versus Externally	1
Section 4: Talent Management	3
Section 5: Skills Gap Analysis	3
Section 6: CEO Succession Planning	1
Section 7: Building the Succession Plan	3
Section 8: Succession Planning Communications	1
Section 9: Developing Employees	3
Section 10: Coaching & Mentoring	2
Section 11: Career Development	1
Section 12: Managing the Succession Plan	1
Section 13: Avoiding Potential Pitfalls	1
Section 14: Summary and Assessment	1
Total Hours	25