

TWELVE WAYS TO MEASURE SUCCESSION PLANNING & MANAGEMENT

By Carol Bergeron



Earlier this month I had the pleasure to be one of three panelists at Mass Bio Tech Council's Human Resources Committee Meeting speaking on the topic of succession planning and management. The panelists had fun pulling the program together and hosting a lively conversation with HR executives.

While a lot of territory was covered we ran out of time to discuss ways to measure how well succession management is working. Here are a few ideas. Pick the ones that make the most sense for your organization. These measures can easily be compared to the same metrics for jobs filled outside of the succession management process (SM).

Sample Lag Indicators

- Percent of jobs filled through SM
- Time to fill those jobs
- ROI on time to fill – Determine the number of days saved by filling a job through SM rather than other means. Select a quantifiable success indicator such as revenue or profit per employee per day. Multiply it by the number of days saved. Conversely calculate the lost opportunity to substantiate SM investments.
- Cost per hire
- Participant success in the new job
- Participant diversity percents
- Participant turnover

Sample Lead Indicators

- Percent of people ready and qualified to do a new job
- Percent enrolled in learning and development plans
- Percent who achieved development goals
- Percent who achieved performance goals
- Job satisfaction or engagement ratings

Since this is a hot topic, tune into our June 14th Talent Talks™ (see below).

TALENT TALKS™ (less than 30 minutes each)

Talent Talks™ are audio recordings to transfer know-how between people.

Next Live Session: Thursday, June 14, 2007, 12:15 – 12:45 ET

Get Started on Succession Planning and Management

We will cover: typical goals, important decisions the executive team makes, basic processes needed, alignment of interdependent people practices, tools for automation. The live session is limited to 12 participants so register early:

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Talent Talks™

“Get Started on Succession Planning & Management”
Register early for 6/14th

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Why Implement Leadership Coaching?

Access our library <http://www.bergeronassociates.com/talenttalks.HTM> which includes:

Assessments Galore, How to Weigh the Options - Assessments are used for applications including recruiting, development, coaching and succession management. How do you know what type to use? What does the Dept. of Labor have to say about it? Where do you get started? What benefits can you expect?

Behavior Based Interviewing to Reduce the Risk of Costly Hiring Mistakes - Get familiar with the 3 Ring Hiring Model (a framework for defining hiring requirements). Understand the principles behind behavior based interviewing, compose questions and learn what to listen for in candidate responses. Couple these two approaches to reduce the risk of costly and painful hiring mistakes.

TALENT TOOL BOX

Do you expect some employees to go through **key leadership transitions**? Perhaps someone just joined the organization, an engineer or individual contributor is moving into a team leadership role for the first time or a manager just got promoted to director and needs more robust leadership skills. One-on-one coaching helps make these transitions successful. Further, neuroscience supports **coaching as a pathway to positive development**. Learn more:

<http://www.bergeronassociates.com/publications/Why%20leadership%20coaching.pdf>

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