

## **American Management Association's Succession Planning: Developing Talent from Within**

### ***Learning Objectives***

- Define Succession Management and Why Leaders Must Focus on It
- Identify Where Succession Management Fits Within Managing Talent
- Recognize Where Your Organization Is on the Succession Journey and What Your Role Is In Continuing the Journey
- Identify What to Assess to Have Leaders Ready for Change
- Write Individual Development Plans (IDPs) That Help Leaders Grow Faster
- Develop Succession Strategies That Are Aligned with the Organization's Business Strategies, as Well as Millennial Values and Goals
- Develop Metrics for Measuring and Evaluating the Organization's Succession Process
- Implement Succession Management Programs That Meet the Needs of Your Employees and Your Organization

### ***Building Competitive Advantage with Talent—It's a Journey***

- Recognize How Traditional Succession Planning Fits into an Organization's Overall Talent Management Strategy
- Identify the Six Levels of Succession Management Programs and Recognize Where Your Organization Is on the Journey
- Describe the Five Steps of Succession Management in Today's Organizational Environment

### ***Using Business Strategy to Determine Talent Needs***

- Identify Trends Impacting Your Business Strategy
- Explain Your Organization's Business Strategy and How That Impacts Succession Planning
- Describe the Attributes, Traits, and Competencies That Align to Specific Business Strategies
- Recognize Your Own Personal Strengths and Weaknesses Related to Learning Ability

### ***Assessing Leadership Potential***

- Define Leadership Potential and High Potential
- Describe Criteria for Identifying High Potentials
- Utilize Tools for Identifying and Assessing Potential
- Support the Use of Assessments as *the* Best Practice for Assessing Talent
- Recognize the Impact of Transparency or the Lack of Transparency on Employees
- Facilitate Talent Review Meetings

### ***Identifying Readiness and Thinking Creatively About Development***

- Create a Process for Reviewing and Developing Employees Throughout the Year
- Select Tools and Forms That Support Your Process
- Recognize What Makes Leaders Grow Faster
- Apply the 70-20-10 Framework to Individual Development Plans
- Conduct Interim Review Meetings Initiated By the Employee
- Identify the Impact of Millennials on Talent Management

### ***Measuring and Evaluating Succession Management***

- Recognize the Importance of Using Metrics to Evaluate Succession Planning in an Organization
- Identify Areas That Should Be Measured
- Describe How Predictive Analytics Can Be Used in Succession Planning
- Determine Which Metrics Will Be Most Useful to Your Organization
- Recognize the Role Intuition May Have in Succession Planning

### ***Action Planning to Advance Overall Succession Planning for the Organization, Yourself, and Your Team***

- Apply Some of What You've Learned to the Three Major Areas of Your Organization