



Executing the Plan

Executing a successful succession plan requires assigning the roles and responsibilities of the plan as well as monitoring the progress of the plan. Doing so will help guide the succession plan in the future. Over time, the way in which the succession plan is approached will change. For any plan to have long-term success, it must be flexible.

Assign Responsibility and Authority

Before a succession plan can be executed, the responsibilities of those involved need to be established. This requires identifying the positions that will be directly affected and requires the support of HR and the senior leadership team. A committee or a small team of employees may be chosen to oversee the process. It is important that the skills of those in charge match the job description and that the ground rules are clearly established.





Identifying Project Leaders:

- Personal values align with company values
- Have a history of following through with projects
- Have the appropriate qualifications
- Communicate well

The goals and objectives of each plan will determine what to look for in project leaders. Once leaders are chosen, it is important to establish a clear chain of command and provide the team with necessary materials, support, and guidance.

Establish a Monitoring System

Once a plan is implemented, it needs to be monitored to determine its effectiveness. The committee or group overseeing the succession planning process is responsible for monitoring and evaluating the system. This should be done continuously. The plan should be judged based on the goals and objectives of the plan. A formal evaluation is typically done every 30 days.





What to evaluate:

- How well were the goals and objectives achieved?
- Were they achieved in the time frame established?
- What is the feedback from employees?
- What is the feedback from the leadership team?
- What are the financial gains or losses from the current plan?

Evaluating the system will provide useful information and show those in leadership positions how and when the system should be altered.

Identifying Paths

The critical paths of a project determine the order of each activity in the succession plan. It also shows the time and resources necessary to complete a project. It is similar to a recipe.

Basic Path Analysis (Baking Cookies):

Identifying Paths		
Basic Path Analysis (Baking Cookies):		
Activity	Preceded by	Time
Measure ingredients	C	3 minutes
Mix ingredients	A	2 minutes
Preheat oven	Nothing	1 minute
Prepare cookie sheet	A, B	5 minutes
Cook time	B, C, E	20 minutes



A path analysis will help determine what changes need to occur in a succession plan in order to make it more effective.

Choosing Your Final Approach

With the background and systems established, it is time to choose the final approach for the succession plan. This means putting it all together. The final approach should include everything from the mission and vision statements to paths and strategies. When all of the information is together, there will be no contradictions and the course will be clear.



What is in the Final Plan?

- Mission Statement
- Vision Statement
- Overview
- SWOT
- Strategy
- Leadership Team
- Recommendations
- Conclusions



Review Questions (Refer to Audio and video Files for correct answers)

- 1) Before the execution of succession plan, we need to establish:
 - a. Means of execution
 - b. Budget for execution
 - c. Schedule
 - d. Responsibilities of the involved workers

- 2) Which of the following IS NOT one of the most important things for choosing the leaders?
 - a. Having the appropriate qualifications
 - b. Communication skills
 - c. The speed of executing the assignments
 - d. Aligning of personal values with company values

- 3) A formal evaluation is typically done every:
 - a. Day
 - b. Week
 - c. Two weeks
 - d. 30 days



- 4) Which of the following IS NOT a part of the evaluation?
- a. Were the goals achieved in the time frame established
 - b. How often was the plan changed
 - c. What is the feedback from the leadership team
 - d. What are the financial gains or losses from the current plan
- 5) The critical paths of a project DO NOT:
- a. Determine the order of each activity in the succession plan
 - b. Show the time necessary to complete a project
 - c. Show the expected outcome
 - d. Show the resources necessary to complete a project
- 6) Critical paths of a project are similar to a:
- a. Short story
 - b. Recipe
 - c. Newspaper article
 - d. Top lists



- 7) Which of the following statements is true?
- a. The final plan should include every previous step
 - b. The final plan should include mission and vision statements, overview, strategy and conclusions
 - c. The final plan should include mission and vision statement, leadership team, recommendations and conclusions
 - d. The final plan should include mission and vision statement, overview, recommendations and conclusions
- 8) Which of these steps should be the last element of a final plan?
- 9) Overview
 - 10) Recommendations
 - 11) Conclusions
 - 12) None of the above