



## Gaining Support

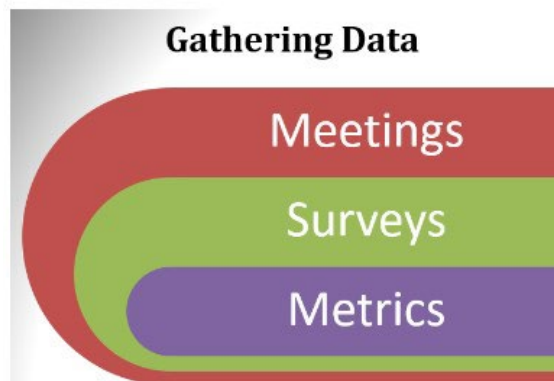
A successful business succession plan requires the support of all the employees involved. People naturally resist change, even beneficial change. It is important to closely monitor any new plans and immediately address any and all employee concerns. This is the only way to develop the support that is necessary for a succession plan to reach its full potential.

### Gathering Data

Gathering data once a succession plan is in place is similar to gathering data before creating or changing a succession plan. In fact, data should be gathered on a regular basis. At this stage, it is important to facilitate open and honest communication so that employees feel free to share their concerns with those in leadership positions.

### Techniques

- **Meetings:** Large meetings are not very effective, but smaller intimate meetings will provide more insight.
- **Surveys:** Employee surveys are useful at every stage of the process. Most people are more comfortable with anonymous surveys.
- **Metrics:** Different key metrics will show the effectiveness of the succession plan.





## Addressing Concerns and Issues

Leaving concerns and issues unaddressed will lead to greater problems over time. Even issues that do not seem important need to be addressed immediately. Communication is the key to addressing employee concerns. Practice active listening to understand what employees are trying to say before choosing the appropriate method to address the issue.

### Active Listening

- **Pay attention:** Give the speaker your undivided attention and make sure that your body language and comments show that you are listening.
- **Repeat:** Paraphrase what is said to avoid any miscommunication.
- **Do not interrupt:** Allow the speaker to finish, and avoid emotional responses.
- **Respond:** Respond honestly and respectfully. Speak to the situation and try to find a mutually equitable solution.





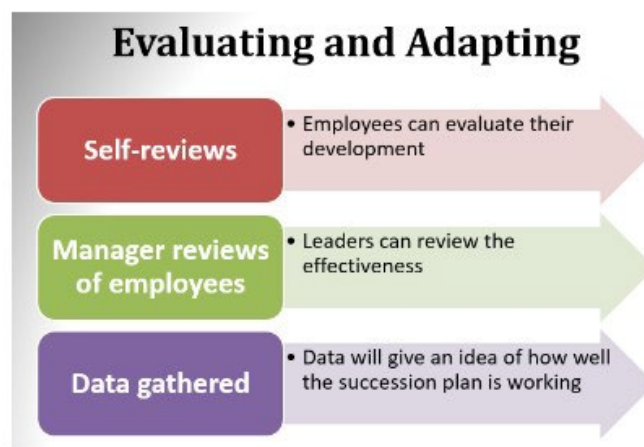
## Evaluating and Adapting

Gaining support for a succession plan means adapting it according to ongoing evaluations of its progress. The ability to remain adaptable is essential to success. Monitoring systems should already be in place to determine the effectiveness of the succession plan. Evaluating the success of the plan and the employee buy in can be done using various techniques.

### Evaluating:

- **Self-reviews:** Employees can evaluate their development and demonstrate the effectiveness of the succession plan.
- **Manager reviews of employees:** Leaders can review the effectiveness of the program and employee buy in.
- **Data gathered:** The data will give an idea of how well the succession plan is working.

Once the evaluations are complete, consider different ways to adapt the strategies to fit the needs. For example, add a personal action plan or provide mentors with leadership training.





## Review Questions (Refer to audio and video files for correct answers)

- 1) Which of the following statements is true?
  - a. Gathering data once a succession plan is in place is completely different from gathering data before creating or changing a succession plan
  - b. Gathering data once a succession plan is in place is significantly different from gathering data before creating or changing a succession plan
  - c. Gathering data once a succession plan is in place is similar to gathering data before creating or changing a succession plan
  - d. Gathering data once a succession plan is in place is completely the same as gathering data before creating or changing a succession plan
  
- 2) Which of the following IS NOT one of the techniques for gathering data?
  - a. Meetings
  - b. Metrics
  - c. Surveys
  - d. Internet
  
- 3) What should you do with the issues that don't seem important?
  - a. Address them immediately
  - b. Address them if you have time
  - c. Leave them aside and address them later
  - d. Leave them aside, since they don't have much of influence



- 4) Which of the following IS NOT an advice for active listening?
- a. Do not interrupt
  - b. Ask questions
  - c. Repeat
  - d. Respond
- 5) Which of the following IS NOT one of the evaluating techniques?
- a. Data gathered
  - b. Self-reviews
  - c. Manager reviews of employees
  - d. Employee reviews of manager
- 6) Which of the following statements IS NOT true?
- a. The ability to remain adaptable is essential to success
  - b. Considering different ways of adapting the strategies is recommended before the evaluations
  - c. Monitoring systems should already be in place to determine the effectiveness of the succession plan
  - d. Gaining support for a succession plan means adapting it according to ongoing evaluations of its progress