SUCCESSFUL SUCCESSION



EAE Learning objectives for this lesson

Practice using phrasal verbs and future tenses to talk about succession planning. Improve your knowledge of vocabulary related to this subject. Practice expressing your opinion on the subject.

Plan Ahead

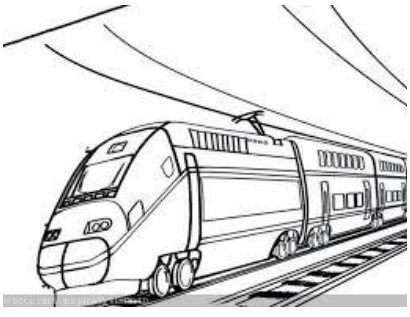
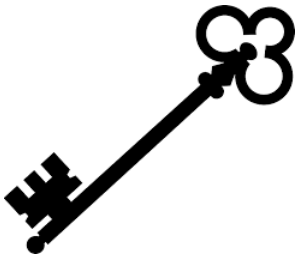
"Simplicity and common sense should characterize planning and strategic direction". Ingvar Kamprad.

Activity 1 **Read the paragraph below and answer the questions which follow:**
The words SUCCESS and SUCCESSION both have the same root. In fact to be successful organisations all have to plan for the future. Succession planning has to be part of any company strategy, on all levels. However it's a complex issue and to be successful in this area, a company has to adopt the right mind set and put the right tools in place.

- ☑ Do you agree with the statements made in this paragraph?
- ☑ How would you describe the 'right' mind set for successful succession planning?
- ☑ Which tools do you use in your work to help plan for the future in this way?

Activity 2 - **Metaphors**. Look at the images below and explain how you think each image could be a useful metaphor linked to succession planning.



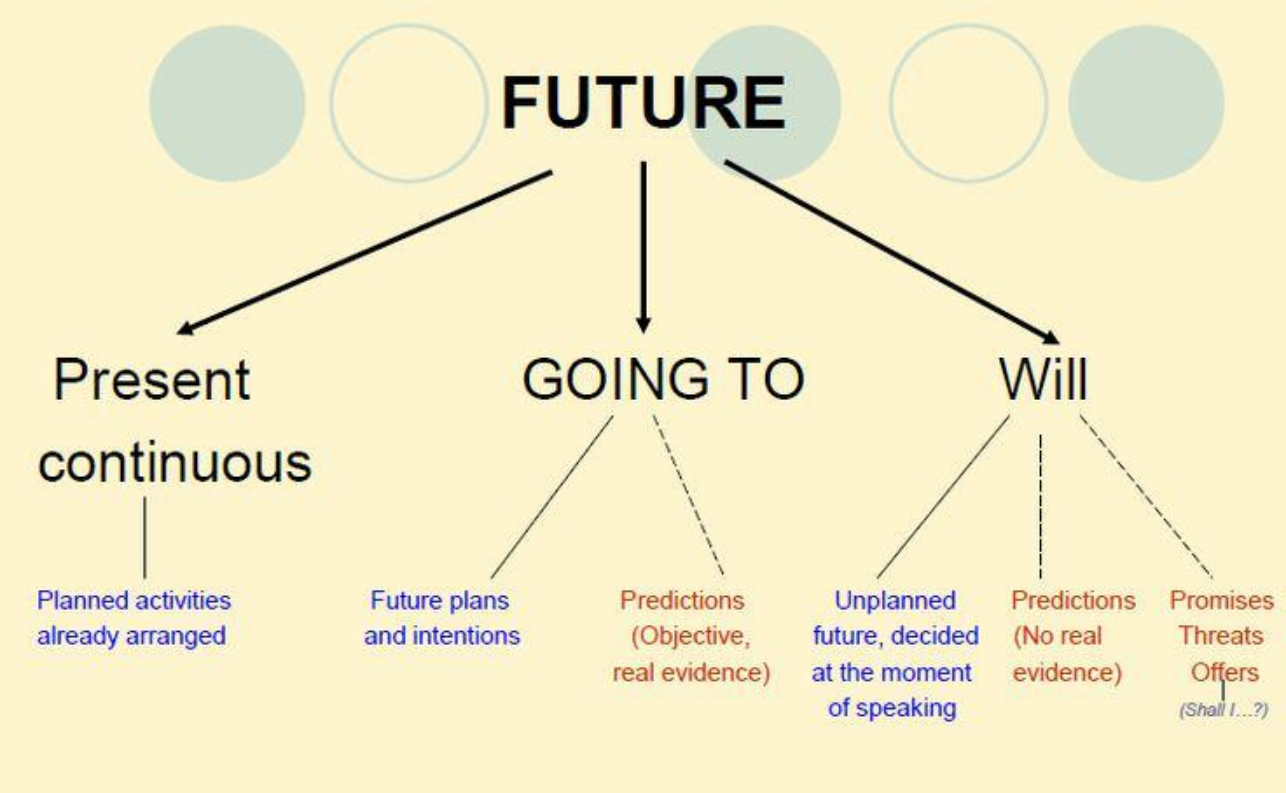

Activity 3 - **Forward thinking.**

1. Would you describe yourself as a ***forward thinking*** person?
2. What are you ***looking forward to*** right now?
3. Do you ever try to ***visualise*** your future?
4. How far ahead do you ***project yourself*** in your career?
5. Do you ***think ahead*** usually? Give some examples?

Activity 4 - **Futuristic.**

Use the following **expressions** with the ***future tense*** to talk about your career or the career of the people you manage in your team:

- ☑ In three months time..
- ☑ In five years time..
- ☑ Ten years from now..
- ☑ Next week..
- ☑ In the future..
- ☑ On Monday morning..
- ☑ On Friday afternoon..
- ☑ In the near future..
- ☑ In the not too distant future..
- ☑ When pigs fly..



Activity 5 - **Taking over.**

Succession planning is about finding the right person to take over the job of the person currently in that position.

- To take over means to take responsibility or assume control of something.
- The root verb take + the preposition over has a new meaning. It's a phrasal verb.

Phrasal verbs with 'take' linked to succession planning are:

- ☑ **Take on** - take on a new responsibility.
- ☑ **Take up** - take up where you left off
- ☑ **Take off** - his career really took off when he joined IKEA!
- ☑ **Take in** - he has a lot of new information to take in.
- ☑ **Take over** - he has taken over as manager because Franck has retired.

As you can see, the verb 'take' can take on a whole new meaning with a different preposition attached to it!

Invent some more sentences about succession planning using a variety of phrasal verbs.

Activity 6 - **Potential**.

Answer the following questions, giving your opinion:

- ☑ Is there a link between talent management and succession planning? If so what is it?
- ☑ Do all employees have potential?
- ☑ Do all employees want to take on more responsibility and move up the career ladder?
- ☑ Is it important for everyone to have a clear career path? If so, why?
- ☑ Do you always have a succession plan for people in your team?
- ☑ Is there a link between succession planning and staff evaluations? Should there be?
- ☑ Is it important to train people as part of your succession plan?
- ☑ Do you recruit with your succession plan in mind?

Activity 7 - **Five Step Succession Planning**.

Here's a five step plan for succession planning proposed by a Canadian Company GMB. Read the text and then explain which IKEA process represents each step of this plan:

Succession Planning - A 5 Step Process

Step 1: Identify critical positions

Critical positions are the focus of succession planning efforts. Without these roles, the department or agency would be unable to effectively meet its business objectives. Workforce projection data or demographic analysis is essential in identifying risk areas. A risk assessment may also be conducted and compared to current and future vacancies to identify critical positions within your organization.

Step 2: Identify competencies

A clear understanding of capabilities needed for successful performance in key areas and critical positions is essential for guiding learning and development plans, setting clear performance expectations, and for assessing performance. By completing the process of competency or position profiling within your organization, current and future employees gain an understanding of the key responsibilities of the position including the qualifications and behavioral and technical competencies required to perform them successfully.

Step 3: Identify succession management strategies

Now that critical positions have been identified and have been profiled for competencies, the next step is to choose from a menu of several human resource strategies, including developing internal talent pools, on-boarding and recruitment to address succession planning.

Step 4: Document and implement succession plans

Once strategies have been identified, the next step is to document the strategies in an action plan. The Succession Planning: Action Plan provides a mechanism for clearly defining timelines and roles and responsibilities.

Step 5: Evaluate Effectiveness

To ensure that the department or agency's succession planning efforts are successful, it is important to systematically monitor workforce data, evaluate activities and make necessary adjustments.

