



Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within

William J. Rothwell

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When an employee leaves, there's more at stake for your organization than just an open position that needs to be filled. Every company's heart and soul—not to mention its bottom line—is dependent on the collective wisdom of its people. If you fail to plan for the sudden absence of those who have either been groomed to continue their ascent up the ladder—or those whose knowledge you simply can't function without—consistent leadership and institutional memory can get lost in the shuffle.

Every serious organization needs a succession plan. And now—as baby-boomers retire en masse and companies of every size and type feel the various effects of globalization, the economy, and other factors—it is more necessary than ever to be prepared for change. In this extensively updated fourth edition, *Effective Succession Planning* provides the tools you need to establish, revitalize, or revise your own succession planning and management (SP&M) program. You'll learn how to:

- Identify competencies and clarify organizational values for both planning and managing a succession program.
- Plan for and quickly fill crucial vacancies at all levels from top management to sales, administrative, technical, and production positions.
- Develop and retain top talent, building and preserving your organization's intellectual capital.
- Assess current needs and future resources for seamless succession planning.
- Use the latest technology to organize and implement succession planning and management programs.

Incorporating the results of two extensive new surveys, and including a Quick Start Guide to help begin immediate implementation, this essential resource reflects the latest trends and best practices in succession management. Packed with forms, tools, examples, and guidance, this is an essential resource for any organization concerned with retaining the accumulated wisdom built up over time by its most valued employees.

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