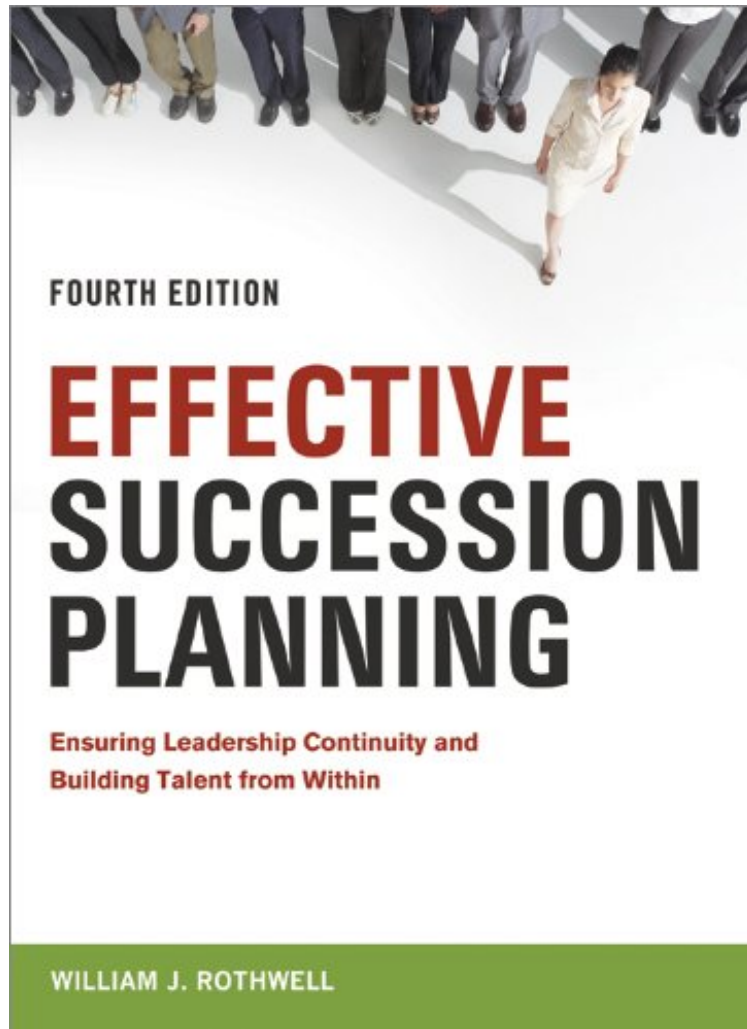


Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within

William J. Rothwell

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William J. Rothwell : Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within before purchasing it in order to gauge whether or not it would be worth my time, and all praised Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within:

1 of 1 people found the following review helpful. Leading Book on Succession Planning. A must read if you are considering a plan of your own. By Jak110sfdA very thorough and finely detailed road-map for those considering succession planning. The author builds upon his past works with specific examples of succession planning in use. At times a bit wordy, however the information is useful. My only suggestion to the author would be to condense the book for those who put succession on the back burner will probably not find the time to read this book cover to cover. 0 of 0 people found the following review helpful. great resource By trinibaby1978I am a nurse in masters leadership and

management program. I found this book, at the time having only read a few pages I have found that it has and will serve as a bible for me. Nurse leadership not only lacks diversity but it also fails to put succession planning in place to ensure that excellence in nurse leadership is maintained. Hopefully with the evidence in this book I will be able to support my theory that in the future planning for leadership positions is imperative. Good reading

5 of 5 people found the following review helpful. Like a lot of other things---it's only as good as you apply it

By Joe Brodnicki

The need for succession planning is reaching crisis proportions, yet few organizations are willing to face the crisis and do something about it. There's nothing magic here---just a realistic, comprehensive, flexible approach to get the job done. The strengths in this book:- Finding the right developmental activity for the right level of management- Design, gain support, and implement, and maintain your succession process.- Lots of extras, including assessments and a plan to develop a mentoring program. A great value.

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 (SPM) 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.

.com If you're looking for a quick, easy, and fun guide to constantly cultivating from within your organization the talent to move up and fill positions left behind by others, don't look here. Written by a human resources expert who teaches at Penn State, *Effective Succession Planning* must surely be one of the driest books ever written on this topic, from its aggressively unsexy title and jacket to its college-textbook format and arsenal of supplementary checklists, flowcharts, and exercises. Having said that, it's also probably one of the most thorough books on the topic (and a fine complement to *The Leadership Pipeline*), incorporating methodical and meticulous guidelines to preparing for and quickly filling crucial vacancies at all levels of the organization, from top management to sales, administrative, technical, and production positions. Not only does it lay out a plan for instituting a long-term succession planning program that includes everything from early action steps to ongoing evaluation and revision, it also shows how to develop, monitor, and evaluate talent and skills in individual employees in order to promote effectively from within (although it acknowledges that sometimes the best choices come from outside, and offers key steps for optimizing the outside-search process as well). Everything is covered here, from the legal implications of hiring and firing and online and high-tech resources to major trends that will affect succession planning in the years ahead. And, thank god, the author has incorporated some case studies--both fictional/composite and those of several large real-life companies--to add some names and faces to a volume that's about as dry as the Sahara, and (for human-resource professionals, at least) potentially as welcome as a fresh supply of water if you happened to be stuck in such a place. --Timothy Murphy "a valuable resource." --HR Professional

"If you're leading the succession planning charge in your company, you can find most anything you need to know in this book" --Training magazine

"Rothwell, through his aggressive research and a systematic approach to succession planning, has developed a guide for today's leaders and HR managers on how to be prepared to deal with changes in key human capital." --Patrick E. Gerity, Ph.D., Executive Director, State System University Center for Southwest Pennsylvania

From the Inside Flap

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Incorporating the results of two extensive new surveys, and including a Quick Start Guide to help begin immediate implementation—as well as a CD-ROM packed with assessments, checklists, customizable guides, and other practical tools—this essential resource reflects the latest trends and best practices in succession management. The book presents enlightening case studies illustrating what your organization can do to ensure seamless transitions when key employees retire, are lured away by competitors, or leave for a host of other reasons. You'll learn how to make the business case for succession planning and management; become acquainted with the characteristics of effective programs and common mistakes to avoid; discover how to set priorities, clarify roles, write policies and procedures, and address legal issues; and much more. In addition, the book features new sections on identifying and assessing competencies and future needs; management vs. technical succession planning; ethics and conduct; and new chapters on integrating recruitment and retention strategies with succession planning programs. This long-trusted guide reveals how your company can defend itself with a succession plan that consists of ongoing evaluation and revision, early action steps in the face of change, and a consistent plan for evaluating and promoting talent from within, while also optimizing the outside-search process for possible new hires. 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.

WILLIAM J. ROTHWELL is Professor of Workplace Learning and Performance in the Workforce Education and Development program on the University Park campus of The Pennsylvania State University, and the President of Rothwell Associates, a business consultancy with more than 35 multinational clients in the private, public, nonprofit, and government sectors. An internationally respected authority on human resources issues, he is a frequent speaker at conferences and seminars around the world, and the author of *The Manager's Guide to Maximizing Employee Potential*, a sister book to accompany this book that focuses on the tactical responsibility of the manager to build talent every day.