

# Succession Planning

***MSATA 2008***

***One Hit Wonders***

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Succession Planning is generally considered to be a strategy of Workforce Planning and has been defined as:

*“A process designed to ensure the continued effective performance of an organization by making provisions for the development of and replacement of key people over time.”*

Workforce Planning and Succession Planning are closely related and both very much involve

**CHANGE**

# *Strategic Change*

## Steps for Successful Change

- Increase the Urgency
- Build the Guiding Team
- Get the Vision Right
- Communicate for Buy-in
- Empower Action
- Create Short Term Wins
- Don't Let Up
- Make it Stick

## Increase the Urgency

*Help others see the need for change and the importance of acting immediately*

- Provided statistics for each Division at Management Council
- Identified Opportunities and Barriers
- Continually Assessing the Organization

## Build the Guiding Team

*Make sure there is a powerful group guiding the change*

Identified team with a wide ***variety*** of skills -

- *Leadership*
- *Flexible*
- *Creative*
- *Analytical*
- *Communications*
- *Authority*
- *Credible*
- *Bias for action*
- *Teamwork*
- *Energy*

# Strategic Change

## Get the Vision Right

*Clarify how the future will be different and how it can become reality*

### Guiding Team

Picking up ideas

Reaching out to others

Being a role model

Simplifying our message

Drawing an appealing picture of the future

What we do now

**VISION**

**STRATEGY**

**CHANGE**

What the future looks like



# Strategic Change

## Communicate for Buy-in

*Make sure as many others as possible understand the vision & strategy*

Created a “Change Management and Communication” position in the Learning Center dedicated to.....

Share organizational tools

Internal Consultant



Identify Standards & Best Practices

Liaison

Change Agent

Facilitate Meetings & JAD Sessions

Educate

Bridge Gaps

Communication Databases

Collaborate

**Tells an inspiring story and refuses to be ignored!**



# Strategic Change

## Communication Planning Process

*Clarify how the future will be different, define how it can become reality, create a plan*

### Initiate Communication Network / Team

- A group of people distributed throughout the agency
- They will support the communication process and provide feedback to the project

### Feedback

### Measure Effectiveness

### Implement Plan

### Communication Plan

- Communication Channels
- Which message to whom, when, how and by whom

### Communication Strategy

- Objectives
- Communication Principles
- Key Messages

### Stakeholder Analysis

- Who will be impacted by the project
- Who can influence the outcomes of the project

### Initial Communication

- High-level, generic
- Announces project



## Empower Action

*Remove as many barriers as possible*

- Using temp employees prior to hiring
- Hiring back retirees to train others
- Hiring unclassified for flexibility
- Pushing for self-service opportunities with electronic capabilities
- Supervisors roundtable
- Managers present at management retreats
- Reviewing organizational structures
- Assessing knowledge and arranging for knowledge transfer
- Review policies and rules

## Create Short Term Wins

*Create some unambiguous successes as soon as possible*

- Specific training plans
- Curriculum maps
- Creating job aids
- Procedures database
- Creating web pages
- Continuing education
- Recognition
- Develop standard operating procedures
- New employee follow up
- Generational Differences Training

## Don't Let Up

*Press harder and faster.... Be relentless*

- Raising the bar and identifying the next phase
- Identifying old routines that are irrelevant and can be eliminated to avoid exhausting ourselves
- Keep up the momentum
- Continually reassess the progress and identify lessons learned for the next phase
- Remember- once implemented, the work is ***just beginning ...***

*“Many of life’s failures are people who did not realize how close they were to success when they gave up.”*

- Thomas Edison

## Make it Stick

*Make sure you succeed – Create a new culture*

- Find ways to maintain the new culture **despite** the pull of tradition
- Keep the established channels of communication open and continually look for **new** avenues of communication
- Keep all parties **involved** in the communication and change management loop
- Continue to research other benchmarking companies for new change **approaches**

