Succession Planning Training

Succession planning is among the most important strategic processes an organization will undertake. To help make succession planning more approachable, SIGMA has developed an online, self-guided succession planning training program. Throughout the five modules listed below, participants will learn how to leverage SIGMA's six-step succession planning process. Each module includes all of the tools and templates required to begin drafting a customized succession plan immediately.

Methodology

This training was designed by SIGMA's succession planning experts and is based on a wealth of industry experience. Our consultants have worked with public and private sector organizations of all sizes, all around the world. The modules and materials in this training were crafted to address frequently asked questions and common challenges our team has encountered among succession planning clients, as well as to teach best practices for talent development and the succession planning process.

Instructors

This training was developed by SIGMA's succession planning consultants. If you have questions while you are working through the material or would like to discuss what succession planning looks like at your organization, please don't hesitate to contact us. Our consultants would be happy to speak with you.

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Purpose

The purpose of SIGMA's succession planning training is to deliver the knowledge, structure, and resources needed to successfully create and implement a robust succession planning process. By the end of the training, participants will know how to:

- Explain what succession planning is and why it matters.
- Generate momentum and gain executive support for succession planning.
- Systemically identify critical roles in an organization.
- Build success profiles that consider both current positional requirements and future organizational needs.
- Learn how to build objectivity and inclusivity into the process of nominating successors.
- Focus organizational talent development initiatives with validated assessments.
- Create targeted talent development plans that prepare succession candidates to step into critical roles.
- Measure, monitor, and communicate progress on the implementation of a succession plan.
- Communicate the succession planning process to all levels of the organization.
- Develop the breadth and depth of an internal talent pool.

Assignments and Evaluation

This training is self-guided; therefore, the completion of all modules, additional resources, and the quiz is optional. No designation, certification, or other recognition for completing the training material will be granted.

Training Material

In this training program, each module consists of a set of core content and additional resources. We encourage participants to take the time needed to review all of the material. In Modules 1 and 2, the core content consists of PowerPoint slide decks with clickable links to related articles and resources.. Learning objectives for each module (below) have been determined with an understanding that participants will review both the core content, additional resources, as well as the articles linked in the PowerPoint slides.

Comprehension Quiz

At the conclusion of the five modules, participants have the option of completing a quiz. This quiz was designed to assess comprehension and ensure that the material has been understood and retained. As there is no certification or designation for completing the training, a passing grade is not a requirement of training completion.

Agenda

This training has been arranged into five modules. The first module introduces the concept of succession planning, what it is, and why it matters. In Module 2, participants are guided through SIGMA's six-step succession planning process. In Module 3, participants are provided with the tools required to begin creating their own succession plan. Module 4 details how to communicate and implement a succession plan across different levels of an organization. Finally, in Module 5, participants learn how to facilitate smooth transitions between incumbent and successor once the time for succession arrives.

Module	Topic	Approx. Time to Complete
Module 1	Introduction to Succession Planning	15 minutes
Module 2	SIGMA's Six-Step Succession Planning Process	15 minutes
Module 3	Creating Your Own Succession Plan	10 minutes
Module 4	Implementing Your Succession Plan	15 minutes
Module 5	Managing Succession Transitions	5 minutes
	Optional Comprehension Quiz	*10 minutes*
	TOTAL	1 hour, *10 minutes*

Learning Objectives

Module 1: Introduction to Succession Planning

By the end of this module, participants will be able to:

- Define a leadership pipeline and list five signs of a strong leadership pipeline.
- Explain what a succession bench is, and how it is used during the succession planning process.
- Describe six qualities of effective succession planning.
- Explain the difference between succession planning and replacement hiring.
- Describe three distinct challenges that external hires face.
- List five common myths about succession planning and explain why each is not true.
- Make a business case for succession planning, including the direct and indirect costs of not having a plan.
- Explain the most prevalent mindset that business leaders currently have towards succession planning.
- Explain the cultural, operational, and financial benefits of succession planning.
- Describe how a proper succession planning process can be used to incorporate principles of diversity, equity, and inclusion (DEI) in an organization.

Module 2: SIGMA's Six-Step Succession Planning Process

By the end of this module, participants will be able to explain SIGMA's six-step succession planning process, including:

- What a critical role is and how to identify critical roles in an organization.
- What a success profile is and how to build and use success profiles to support the talent development process.
- How to nominate succession candidates for each critical role in an objective and inclusive manner.
- How to assess talent using scientifically validated assessments.
- How to create individual talent development plans targeted toward each succession candidate.
- How to measure, monitor, and communicate progress on the implementation of a succession plan.

Module 3: Creating Your Own Succession Plan

By the end of this module, participants will be able to:

- Use the Critical Role Identification Questionnaire to identify critical roles in an organization.
- Use SIGMA's Success Profile™ Template to draft success profiles for each critical role in an organization.
- Use the Succession Candidate Nomination Survey to nominate potential successors for each critical role.
- Build and maintain Succession Benches for each critical role in an organization.
- Complete a Candidate Profile Template using the information from talent assessments and success profiles.
- Use the Development Actions Form to create a talent development plan for each succession candidate.
- Measure and communicate the progress of your succession plan using the Talent Progress Scorecard.

Module 4: Implementing Your Succession Plan

By the end of this module, participants will be able to:

- Explain the nature and role of a Succession Advisory Team (SAT).
- List three main audiences to which an organization's succession plan must be communicated, and the order in which those communications should occur.
- Know where to find resources for communicating a succession plan to the organization, including meeting agendas, content, and materials, such as PowerPoint slides.
- Describe the three levels of progress in talent development and explain how and when each can be measured.
- Understand how to align your succession plan with your strategic plan.
- Understand how a proper succession planning process can be used to support diversity in the workplace.

Module 5: Managing Succession Transitions

By the end of this module, participants will be able to:

- Explain what knowledge transfer is and why it matters.
- Describe how to build an effective knowledge transfer process.
- Know where to access tools and templates for structuring the knowledge transfer process.
- Explain what a 30-60-90 Day Plan is, and use SIGMA's template to prepare succession candidates for their first three months in the critical role.

Instructor's Note

The purpose of this training is to deliver the knowledge, structure, and resources needed to successfully implement and manage a robust succession planning process. We hope that by the end of this training, participants will feel well-equipped for the task.

If you would like more tools to guide your succession planning process, take a look at SIGMA's Succession Planning Template Library. For answers to frequently asked questions, watch our Succession Planning Webinar: Q&A with the Consultants. If you would like to speak with a consultant about anything you learned in this training, or about what succession planning looks like at your organization, send us an email or call us at 1-800-265-1285. We would be delighted to speak with you.

All the best on your succession planning journey,

Your team at SIGMA