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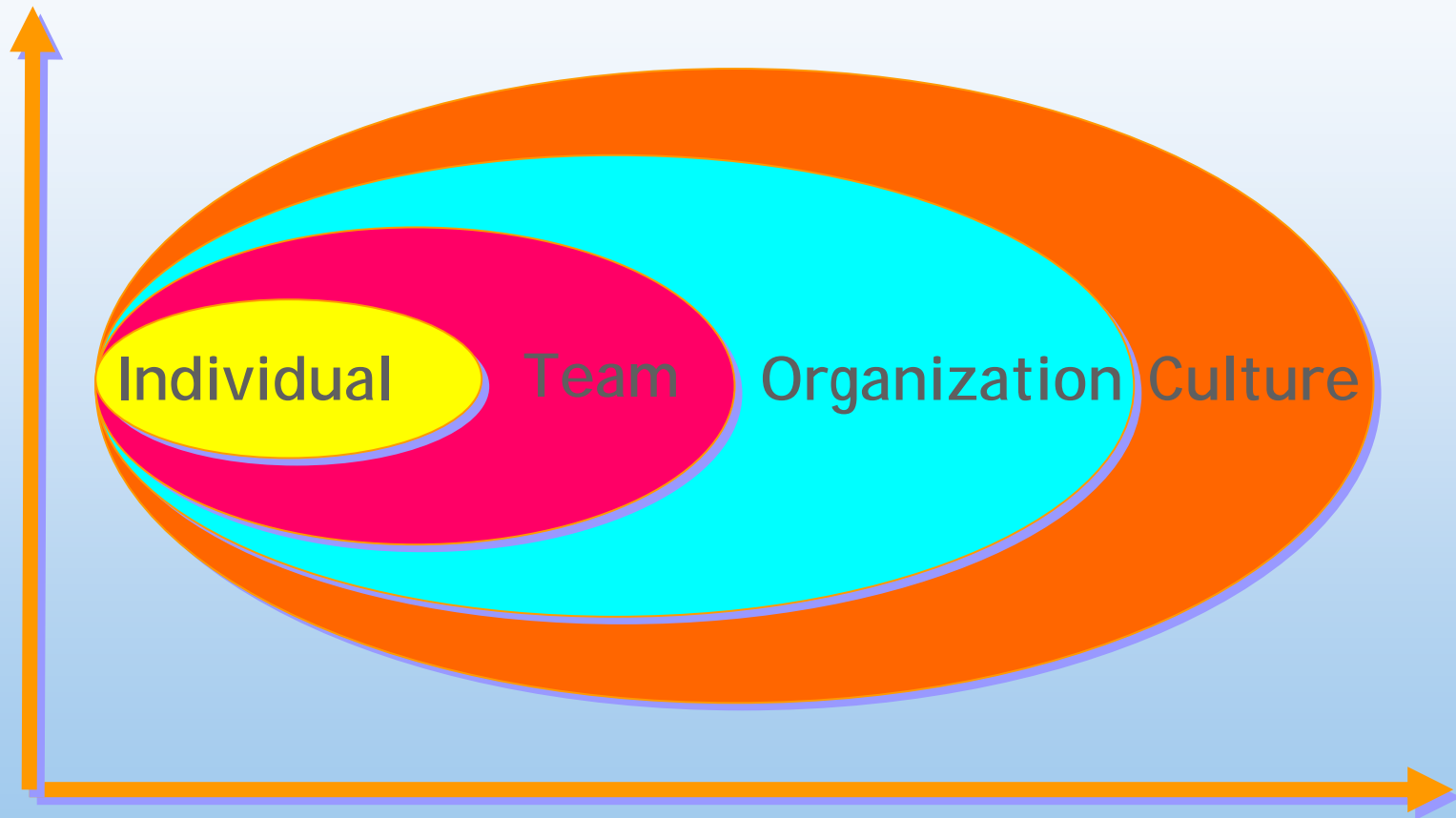


Succession Plan

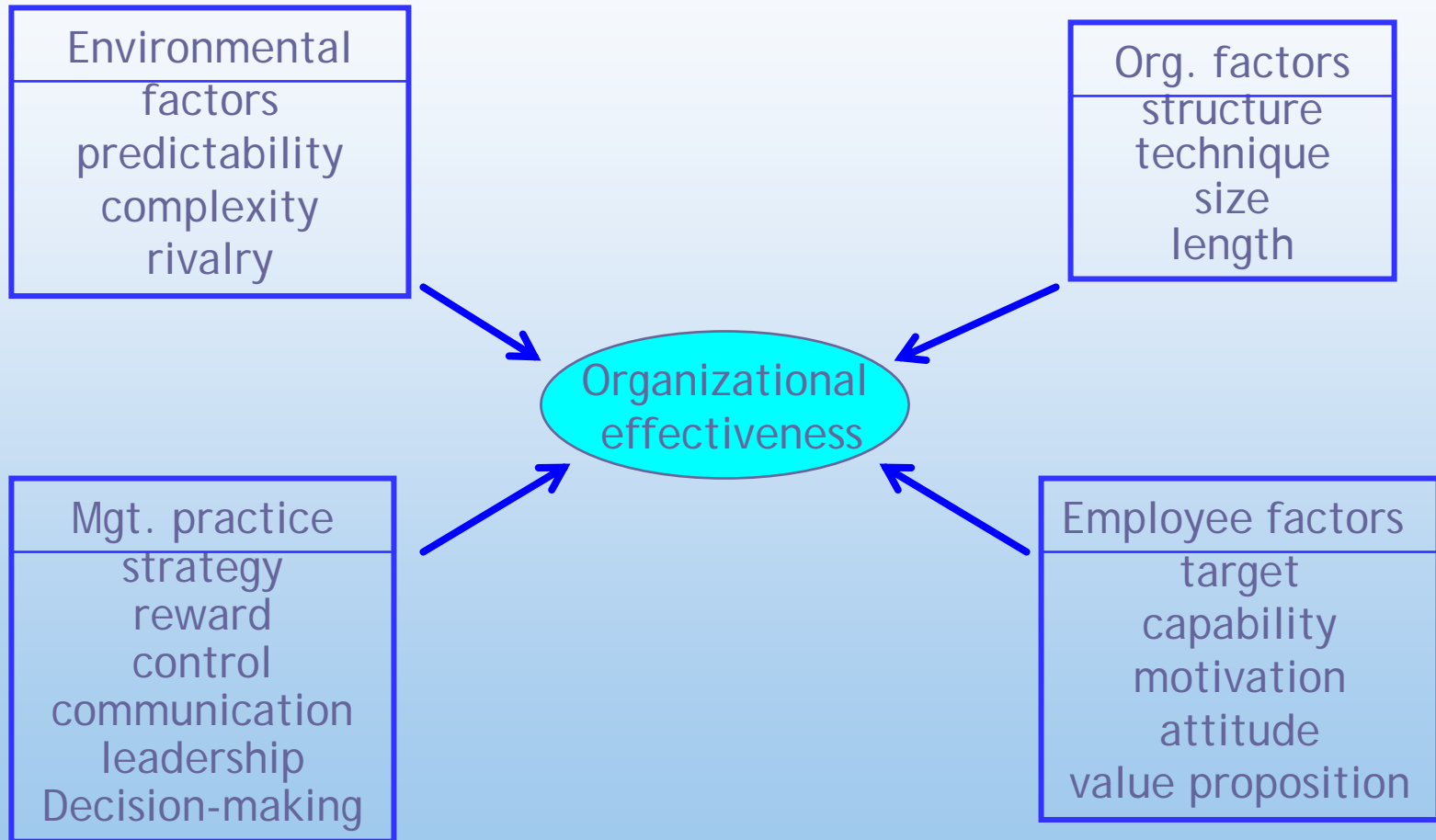


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Individual & Organization



Organizational effectiveness



Organization and people development

Career concept and choice

Factors affecting career development

Career rule advice

Dual career path features

Career development mode

Career plan and org. life cycle adaptability

Organization and people development

Design career plan system

How to build career plan system

Role play of career management

Effective career mgt. system, how?

Organization and people development

Traditional VS. Contemporary career

Traditional concept

Occupational positions such as lecturer , professor, engineer etc.

Contemporary concept

Frequent changing careers, as result of changes in personal interest, knowledge, ability, work environment.

Manager succession plan



Appoint and follow high potential manager

HPM for higher mgt. positions

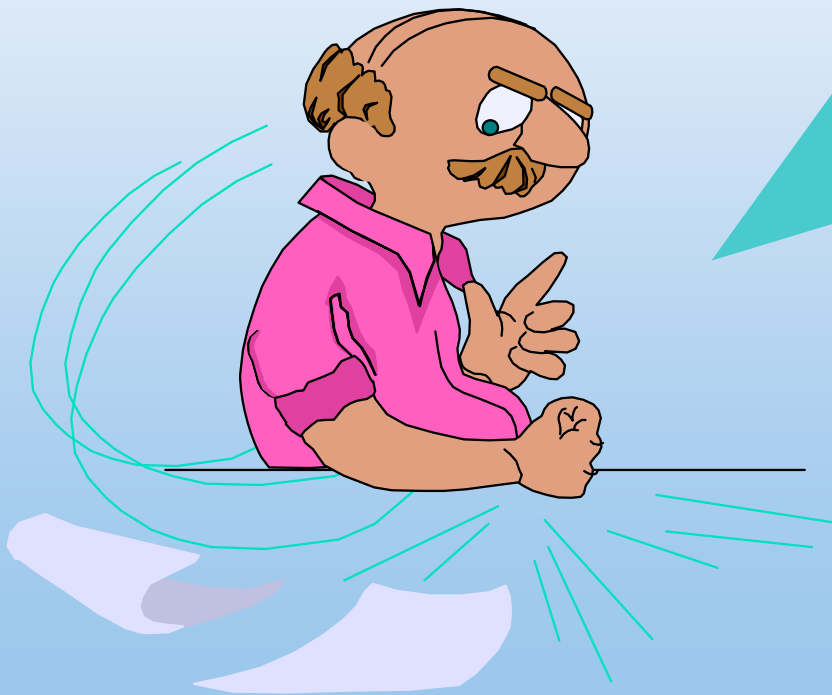
Succession plan: strategic talent pool

The Peter principle

In a hierarchy every employee tends to rise to his/her level of incompetence .

How to deal with benefit issues

Multiple career paths



I am in fact not good at management but it's unfair that technicians are paid lower, the company should find ways to motivate and encourage us, otherwise.....

Solution



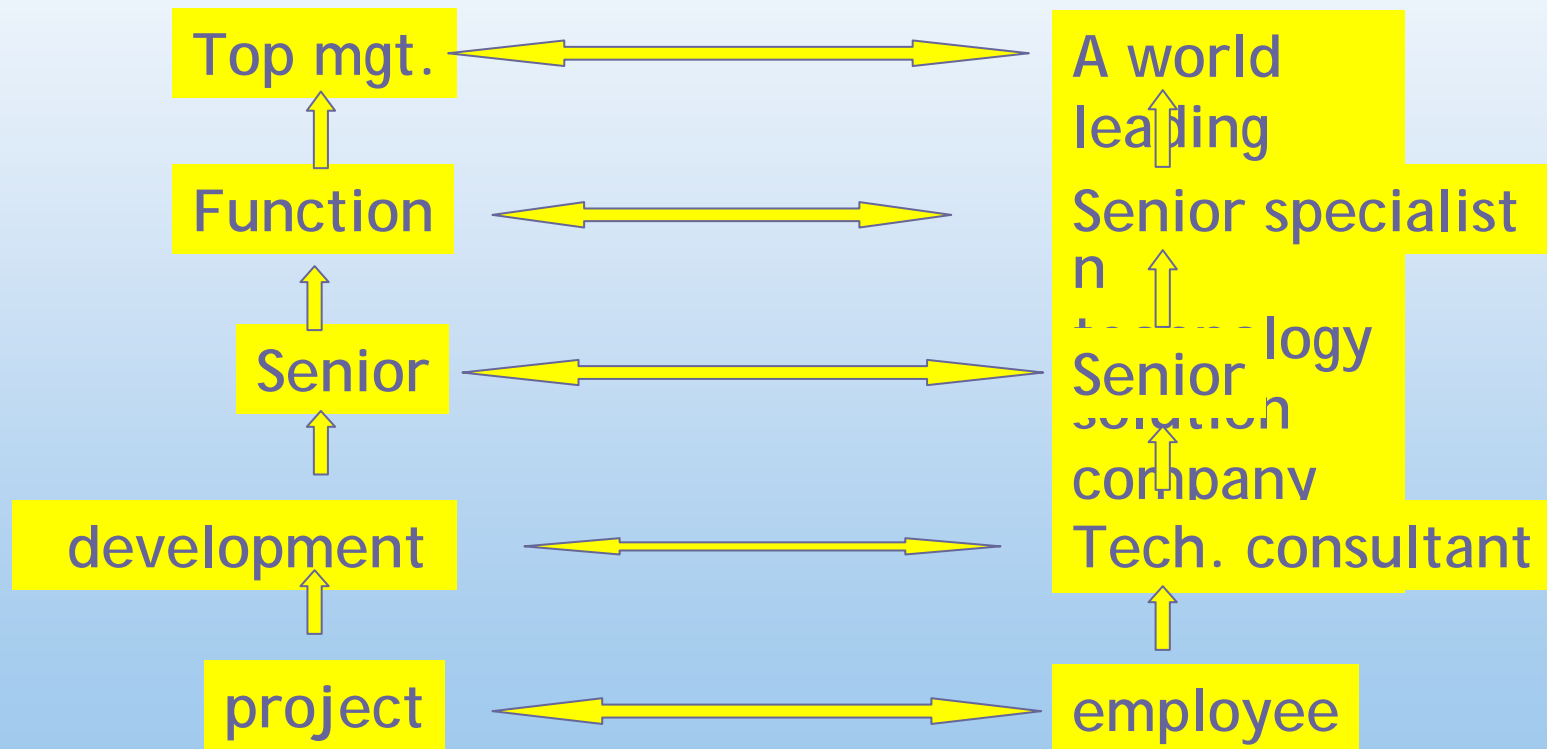
Build multiple career paths; emphasize equality of importance; encourage professional contribution; focus on rewards instead of positions.

Purpose: avoid selecting incapable managers from qualified technicians.

Method: same benefit package as for management employees

A world leading information technology solution company case

'twin pipes' career path



Mgt. succession path

Tech. succession path

Retention of core employees



Target: retain organizational key talents

Pertinence: cultivate qualified candidates;

Build HR competitiveness

Fast development plan, i.e. coaching, job rotation etc.

3 stages in high potential development:

Selection based on performance, interpersonal relationship and psychometric testing

Accept development actions

Coaching by top leaders

5 Steps of Succession Plan

Talent acquisition forecast

Internal talent appraisal

Directional training plan

Talent development support system

Successor appraisal standard

1、Talent acquisition forecast

Precise forecast for 2 years period

Primary forecast for 3 years period

《Talent acquisition forecast form》

2、 Internal talent appraisal

Appraisal content

1. Performance evaluation -- 'very good'
2. Competency appraisal -- 'very good'
3. Personal desire and potential
4. Fits new position standard
5. Management course certificate

Internal recommendation process

《Performance Evaluation Form》

《Leadership Assessment Form》

3、 Directional training plan

Recruitment process and standards
Training plan

《Personal Career Development Evaluation Form》

4、 Talent development support system

Mgt. development course (level 4)

Position probation plan

Other training opportunities

《People Review Form》

5、 Successor plan appraisal

Appraisal system standards

Execution and follow-up of appraisal system

《Employee appraisal document》

The end

Successors merely provide direction for cultivation, rather than a fact of succession.

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