

Succession Planning —Readiness Risk

While the vacancy risk focuses on ensuring critical positions in the company remain filled, the *readiness risk* looks at the employees who could step into open positions as they become available. It considers the developmental needs of these employees in relation to the organizational needs.



You may know of a particular position that will be vacant in the near future, perhaps because the person currently filling that position will be retiring. Managing the readiness risk means looking at current employees who have the potential to do the job but aren't quite ready yet.

What steps could you take to ensure your succession plan succeeds?

1. Analyze which critical skills and experience are needed for the position.
2. Evaluate the potential candidate(s) to see which capabilities they already have and which areas need further development.
3. Determine the employees' career goals and if this position will follow the career paths they have set out for themselves.
4. Create strategies for these employees to develop the capabilities necessary. These strategies could include coaching, mentoring, job shadowing, internal and external training, assigning duties to progressively introduce the requirements of the future vacant position, and even support for formal training.
5. Quickly implement these strategies and monitor the results.
6. Better yet, provide these analysis and developmental opportunities to all employees throughout their time with your organization.

With the readiness risk managed, you can then focus on the transition risk, which we'll discuss in January.

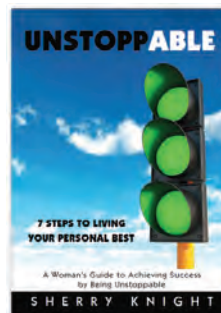
A New Author Emerges!

Dimension 11 is excited to announce Sherry Knight's new book, **UNSTOPPABLE: 7 Steps to Living Your Personal Best**. She has authored an inspiring, common-sense approach to success that's conversational and easy to understand.

Unstoppable provides a simple yet powerful means for us to explore the elements surrounding success and the ways we can bring it into our lives. You'll read intriguing stories of triumph and set-backs experienced by real women in the real world.

As you read through the book, you'll realize YOU CAN DO IT. You have the power to be the best you can be!

Order your copy today and get it hot off the presses! It's as easy as sending an email to information@dimension11.com or calling 800-303-2315. Treat yourself and the wonderful women in your life to the secrets of success!



—Communications Tips—

Non-Violent Communication

NVC is an excellent technique for communicating with compassion and clarity. It can lead to effective dialogues and productive meetings.

It stresses showing empathy and compassion for the other party and for yourself. It also strongly advocates **brevity**.

Rather than going on about what shouldn't be done and what is wrong with the way things are, attempt to focus on what needs to be done, and do that briefly. Try to use no more than 40 words in: 1) stating your case, 2) expressing your need, and 3) making an actionable request.

You may find this technique releases a lot of time that would otherwise be needlessly spent in unproductive meetings and conversations. Written reports can be used for the wordiness. Use NVC for clarity and brevity face-to-face.

Quotes

“Be sincere, be brief, be seated.”—*Franklin D. Roosevelt*

“Clarity affords focus.”—*Thomas Leonard*

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