

Succession Planning Common Mistakes

- Having an unclear or undocumented succession plan, which may result in critical knowledge lost when employees separate. This in turn could result in vacancies lasting for extended periods of time, services not being provided to customers, work not being completed, hiring unqualified external hires, or promoting internal employees who may not have the necessary knowledge, skills, or abilities to successfully perform the duties of the position.
- Keeping the plan a secret or not communicating the plan to employees.
- Excluding employees or management in the process.
- Creating a plan and not deploying it, which may result in employees not gaining the necessary knowledge, skills, and abilities to be successful in their next role.
- Creating a plan once and not updating it when there is incumbent or potential successor movement.
- Identifying potential successors because they are similar to the incumbent or believing that the successor should not be like the incumbent.
- Having an unfair process where there is or appears to be favoritism.
- Believing that all employees in the potential successor pool want the incumbent position.
- Thinking that employees who are strong performers in their current position will be strong performers in another position.
- Ignoring the importance of communicating with candidates who are not selected, leaving them with no information on the selection process or suggestions on how to develop in the future.
- Focusing too heavily on the processes without producing results.