



CHRONIQUE

Le leadership de la relève



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Succession planning won't kill you!

Succession and transfer of business: that again! Leaders have certainly heard talk on several occasions about the fact that: you must plan the transfer of knowledge and decision-making to your successor, and ideally, a few years before stepping down. Despite the fairly negative statistics on the subject, experience confirms that managers want to plan their succession, but often, don't know where to start and can't find the management tools to help them start thinking about it. Experience shows us that managers often start thinking about succession in a way that is completely backwards! They think and worry about the possible options: who could I transfer to? Where can I find the ideal candidate - internally or externally? How can I determine if the successor has all the technical and behavioural competencies essential to fulfilling my position? As a predecessor, you have to first answer your own questions about you leaving your current position. This it is not at all selfish. How do you start thinking about yourself as the subject of interest? By answering these fundamental questions honestly. Some of these questions will be difficult to answer and that is completely normal. It could be useful to seek outside help to shed light on these concerns. The answers obtained for these questions are a very good start in preparing a succession plan. After you have cleared up this issue for yourself, you will be better able to continue this discussion with your spouse, children, the board of directors and potential successors.

Here are some examples:

- For how many years do I still want to work?
- What is my fiscal ability while in retirement (my personal debt, my financial security cushion)?
- What is my view of the transfer of knowledge and management: is it a quick or progressive transfer?
- How can I transfer my knowledge and when?
- What are my personal and professional goals?
- Do I have plans for my retirement?
- What talents and skills do I want to continue to use during my retirement?
- Do I want to continue to be available to the organization after my retirement?

Succession planning won't kill you! Rather, it is a celebration of the success of these female and male managers who put their heart and knowledge into the success of their CFDC, and an opportunity to think about how they will prepare those who will need direction in the future. Succession planning is managing the future, now! Good luck!

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