

Strategic Succession Management Planning

When a manufacturing organization with 1,500 employees and multiple locations learned that 22 percent of its management staff could retire by 2019, they asked MRA to help develop an action plan for managing succession.

Challenge

Senior leaders thought planning succession is simply a process of filling open positions as they occur. The HR manager correctly identified that there needed to be a planned approach to managing succession.

Objective

The organization's Leadership Team worked with MRA Organizational Development team members to create a systemic approach to succession planning.



Results

The Leadership Team and MRA worked together to create a four-phase approach to planning and implementing succession, including input from division leaders, support staff, and corporate HR.

- **Phase I**—MRA worked with the Leadership Team to review corporate strategy and business plans, identified critical knowledge and positions, created an overall action plan, and provided a talent management orientation for division leaders.
- **Phase II**—The Organizational Development team worked with each division manager and support staff to gather information and design a specific talent management planning process for each plant. This included assessing current and future talent needs and gaps, developing system-wide competencies, identifying and conducting training and/or mentoring programs, and identifying talent pool resources.
- **Phase III**—Each plant implemented their specific plans while corporate HR managed organization-wide processes, such as career pathing, knowledge transfer, and internal performance development.
- **Phase IV**—The HR manager and plant managers will conduct quarterly progress reviews.

The organization has launched the strategic vision, implemented the five-year plan, and is looking forward to promising market returns.

For more information on how MRA can help your organization with succession planning, contact Member Relations at MemberRelations@mranet.org, or call 800.488.4845.

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