

## **Succession Planning: The Art and Science of “Just-in-Time Talent”**

There are two debates going on with regard to having all your necessary positions filled at all times with capable people, said Dave Hoff, the chief operating officer and executive vice president of leadership development at E·A·S·I·Consult®.

The first debate is whether organizations should have succession plans that are so deep that they have one or more people ready to fill every open position. Many companies have a succession planning system, at least on paper and even in practice. Of course, what organizations really need to know is whether their plans are effective, Hoff said.

The second debate is whether organizations are better off using a search firm and filling positions from the outside - bringing in a newcomer instead of someone who is already known. The big question in that case becomes, “Can this person do in our organization what he or she did successfully somewhere else?”

A recent article by Amy Whyte in Talent Management magazine provides recent statistics on organizations’ efforts to fill leadership gaps. Whyte offers compelling information about why companies go outside for talent, Hoff said. She also writes about the specific skills and competencies that companies are looking for in their succession candidates and describes statistically how successful companies are doing with their efforts to identify “just-in-time talent.”

### **About the Author**

*E·A·S·I·Consult® works with Fortune 500 companies, government agencies, and mid-sized corporations to provide customized Talent Management solutions. E·A·S·I·Consult specialties include individual assessment, online employment testing, survey research, competency modeling, leadership development, executive coaching, 360-degree feedback, online structured interviews, and EEO hiring compliance. The company is a leader in the field of providing accurate information about people through professional assessment. To learn more about E·A·S·I·Consult, visit <https://easiconsult.com> or email [ContactUs@easiconsult.com](mailto:ContactUs@easiconsult.com) or call 800.922.EASI.*