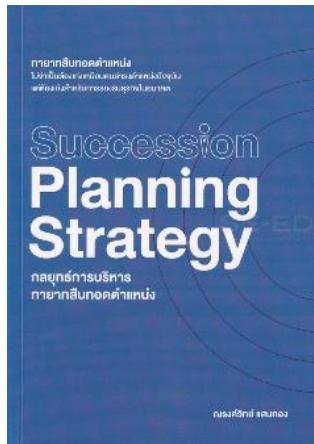


BOOK REVIEW

SUCCESSION PLANNING STRATEGY



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This 168-page book focuses on organizational management planning. The author's experiences while working as a consultant in various companies are presented in this book. In each organization, there are executives with different ideas and management approaches, as well as employees in different positions in order to perform their duties in each department. Thus, there are concepts, guidelines, and practices for personnel management. This book presents succession planning strategy by raising questions and explaining the culture of personnel management so that executives understand the nature and process of employee appointment and business growth preparation, which would help prevent skilled employees to resign and work elsewhere.

This book provides a wide knowledge of the succession concept by using simple language. The content is divided into four parts. The first part presents questions arising during the pre-succession system. The author raises questions about the succession system to look at the ideas of the executives of the organization, and suggests organizations to prepare for the event when a supervisor or an employee resigns. Promotion for potential employees is also recommended in order to retain the best employees for the organization. The author indicates the idea that employees who meet the conditions of the succession system should not be included in the management system. He also gives an explanation of the succession system that focuses on finding people to replace the incumbent, and the star management system that focuses on talent and potential employees. Interestingly, he stresses that the succession system is an essential issue in organizations and the executives need to be aware of it. He further explains why the supervisors of a department support their subordinates who are not skilled

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but have a lot of experience, and why they promote the subordinates from other departments instead of their own subordinates who understand their work better. Promotion is not merely the duty of the human resource department or any specific executive, but the duty of the management as a whole. According to the author, organizations should have a succession system for every position in the organization, especially important positions in the organization that are difficult to find or take a long time to train or develop. These guidelines can help the organization to adopt and develop the organization forward without affecting the performance. In certain organizations, the succession development system is decent, but cannot promptly resolve problems. From his perspective, allowing outsiders to take up positions is a better solution, but it is necessary to consider other issues and possibilities.

The second part of this book focuses on the succession management process. The first step is the process of executive committee appointment, which explains the roles and the benefit of the executive committee. Having a committee is not compulsory if the succession system meets the needs of the organization. The second step is to clearly determine the right and necessary positions that need to be developed in order to conveniently and suitably apply to each organization. The third step is to determine the qualifications. The key factor of the succession system is the "potential" based on knowledge, skills, beliefs, attitude, and personality that need to be assessed and formulated a human competency development plan. The fourth step is recruitment, which involves nominations, selection, and appointment. In the nomination process, a list of people related to the content of the work is considered in order to find the most suitable person. The fifth step involves development and evaluation. Evaluation of succession development needs to be comprehensively assessed in all aspects to ensure that no problem occurs after the promotion. The sixth step involves successor promotion. This step is greatly important since it may lead to a long-term impact due to one wrong decision.

The third part is the star management system. This strategy is used to hide the weakness of the successor system. The concept of this system involves seeking and developing employees with the potential to be with the organization, support the expansion of the organization, and benefit the organization in the future. Since this group of potential people may be young and have little experience, the star system is applied to hide the weaknesses of the succession system. However, it is unable to apply the two systems in an organization at the same time since it would cause confusion among employees whether which system is better and provides more opportunities for their growth and advancement.

The last part of the book discusses strategic ideas for managing the succession system. In the business world today and in the future, organizations have to encounter several crises similar to the COVID-19, which has quickly and severely affected various organizations. Therefore, the development of successors should not only focus on goodness and potential, but also on "strength". The aforementioned strategic concept of a succession management system should appropriately be applied to prevent the issue relevant to lack of workers, and enhance the smoothness of organizations while retaining skilled and capable employees for the growth of the organization.

The author emphasizes the strategic concept of succession management by giving examples from his experience. However, it is not necessary that organizations stick to the methods that have been effectively used in the past. New strategies that suitably meet the needs of the organization can also be adopted to prevent problems caused by the lack of employees, especially in important positions. Moreover, employees must be prepared for organizational growth.