

Assessment

Systematic Succession Planning

First Edition

The objectives of this book are:

- To explain the benefits of a systematic succession plan and help you develop a program
- To show how to identify leaders and leadership positions
- To explain the operation and evaluation of a systematic succession plan



Assessment Questions for Systematic Succession Planning, First Edition

Select the best response.

1. Succession planning is used only for replacing employees after they have retired.
 - A. True
 - B. False

2. Many companies make the mistake of focusing only on management positions when developing their succession plan.
 - A. True
 - B. False

3. A true succession plan will provide:
 - A. Development programs
 - B. Defined goals and objectives
 - C. A direction for corporate long-range planning
 - D. All of the above

4. A valuable reason to have a succession plan is to:
 - A. Cut back on paperwork
 - B. Establish a pool of gifted employees to fill key positions
 - C. Keep the work to a minimum

5. Restructuring a company should never interfere with the employees and their work.
 - A. True
 - B. False

6. Problems with succession planning can occur when:
 - A. There is too much support from top management
 - B. There are too many meetings
 - C. There is too much documentation
 - D. There is too much focus on too few of the company work areas

7. In order to have a solid succession plan, you must first:
 - A. Have a defined mission statement and clear purpose for the plan
 - B. Get a cup of coffee
 - C. Hire someone to eventually do your job
8. If your company decides to take the corporate-directed approach to the succession planning process, it would consider which of the following?
 - A. Using another plan of action to maintain a corporate edge
 - B. Using the visions and values of the executives
 - C. Asking the customers for their opinions
9. Succession planning and replacement planning are different.
 - A. True
 - B. False
10. You should not use a generic plan for your organization because every company will have different requirements and objectives.
 - A. True
 - B. False
11. Benchmarking companies that have exemplary succession plans in place can help you guide your program in order to meet your succession needs.
 - A. True
 - B. False
12. A succession plan policy statement is valuable only if it is:
 - A. Long and detailed
 - B. Clear and concise
 - C. In writing
 - D. B and C
13. Key leadership positions are always the top five executives in the company.
 - A. True
 - B. False

14. A highly competitive company often recruits for future needs before present duties are considered, but first they must:
 - A. Identify future projects
 - B. Identify the experts in the company
 - C. Hire a recruiter
15. When conducting a position analysis, you should:
 - A. Outline position activities, individual responsibilities, and team responsibilities
 - B. Have a clear understanding of all job duties, functions, and activities
 - C. Both of the above
16. Position descriptions need to be revised and updated periodically to meet the changing activities of the organization.
 - A. True
 - B. False
17. Exemplary performance can often be determined not only by the work accomplishments, but also by having:
 - A. Additional leadership qualities
 - B. A good sick leave record
 - C. An excellent assistant
18. Performance appraisal differs from ordinary feedback and coaching because the appraisal:
 - A. Requires advanced preparation
 - B. Is more detailed
 - C. Follows an organized format
 - D. All of the above
19. Both environmental and external conditions can affect your organization's forecasting plan for job positioning.
 - A. True
 - B. False

20. When creating a climate for leaders, you must prepare for change with a vision of the future.
- A. True
 - B. False
21. The only alternative to the traditional approach to filling positions is to distribute the work.
- A. True
 - B. False
22. In order to provide proof that your succession plan is working, you must:
- A. Evaluate all dimensions of the plan
 - B. Assess the cause and effect of any problems
 - C. Communicate results
 - D. All of the above
23. One efficient means for tracking your succession program's progress is to:
- A. Use a computer program to track the program from the beginning
 - B. Meet with all decision makers on a daily basis
 - C. Hire people to help you
24. Brainstorming sessions are a good way to make revisions that your program needs.
- A. True
 - B. False
25. To help keep your succession assessment on track, you should use a:
- A. Satisfaction assessment
 - B. Progress data instrument
 - C. Quantitative-based instrument
 - D. All of the above

Answer Key for Systematic Succession Planning, First Edition

Recommended response (Corresponding workbook page)

1. B (5)	6. D (10)	11. A (28)	16. A (59)	21. B (105)
2. A (4)	7. A (14)	12. D (44)	17. A (60-61)	22. D (117)
3. D (7)	8. B (15)	13. B (55)	18. D (62)	23. A (114)
4. B (8)	9. A (16)	14. A (56)	19. A (69)	24. A (121)
5. B (9)	10. A (24)	15. C (58)	20. A (75)	25. D (124)