

## Succession planning: career development

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### Abstrak

Without well-thought out succession plans, organizations face the real possibility of severe productivity losses and competitive disadvantage in the marketplace. This issue presents a four-phase succession planning program to create a fully prepared frontline and management staff that can take over leadership positions. The plan enables your organization to determine priorities; anticipate gaps; and establish development, recruitment, and retention strategies; and stay on track with their strategic plans.