The Necessity of Succession Development with Training Approach in Organizations

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ABSTRACT

Managers have an important role in determining organizations success or failure. This is sensitive enough that nearly all successful institutions and organizations seeking to create serious and sustained programs for training future managers and leaders. The Purpose of this study is the survey of the need to do succession through training in organizations approach. The main problem in this research is that, the Demand for qualified staff is much more than the offer and some organizations in the industry are more in pressure. Today this issue is important, because for the first time in the new world of business, organizations have suffered significant losses due to the loss of experienced people, and This is precisely the lack of manpower and employment which has coincided with the skills required for replacement. The goal of the research and its type is applied and uses descriptive – analytical method. Tools for gathering information are: visiting the library resources including books, magazines, Weekly, Monthly, Quarterly, publications, research centers, academic theses and searching electronic data bases, such as the Internet. In the final analysis, by checking effective parameters, rearing replacement plan as part of a talent management strategy , enables the organizations to identify current and future needs, and hence it will align and develop the talent. Although for reaching success in this plan, organizations should also focus on employees’ career development.

INTRODUCTION

Today, successor staff management is done based on the process called talent management. In fact, merits are specifications which have relations with better and effective operation, and are evidence for superior and effective performance of the person. [16]. Merits are implications for targeted behaviors. Features that are measurable by these activities include: the desire for teamwork, leadership, creativity and innovation, confidence, responsibility, discipline and effectiveness. [14].

As a result of the change in post-modern social sciences during the 1980s, the objective world changed in the mental world of work and changes in the social – economic environment resulted in significant changes in the concept of career and career management, and this has been led to the development of new models of career management. Leadership channel is one the models applied in the process of staff being replaced. About the importance of replacement in the successor organizations, Lavinga says: the successor can be as a major factor that is crucial and completely vital and should be associated with its strategic objectives and the strategy to be taken directly to involve line managers. He also believes Management succession is the second important issue that the organizations are facing today. [10]

The Purpose of this study is the need to train successor staff through the approach of training in organizations. Demand for qualified staff is much more than the offer and this is the research main problem. This problem puts more pressure on some industrial organizations. Today this issue is important, because for the first time in the new world of business, organizations have suffered significant losses due to the loss of experienced people, and This is precisely the lack of manpower and employment which has coincided with the skills required for replacement.

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This article reviews the research literature, articles, theses and reports, and analyzes the effective theoretical principles and parameters approach in explaining the model of replacement through training approach in organizations using descriptive - analytical and by visiting the library resources including books, magazines, Weekly, monthly, Quarterly, publications, research centers, academic theses and electronic databases of information such as Internet search, after all the model will be presented.

Theoretical And Research literature:

Early 1997, Mackenzie and Partners considered the word “War” for talent to describe the challenges facing employers to find candidates with the very high skills [13]. They believed that few managers are prepared to contribute to play a leadership in organization. Thus the companies around the world are struggling to find talents; they find themselves engaged in competition with others. The organizations should be able to recognize talented people, provide them the necessary training and have maintained long-term value for employees [12]. Talent management has economic benefits and these benefits are well proven for companies and individuals.

The talent management process would not complete during the 3 months or a year. And the HR department's has not the only responsibility for it because it will make the talent management difficult and time consuming, but makes it very valuable [6].

Barney (1998) says: organizations can achieve sustainable competitive advantage; only through methods which are (RBV) based on approach and is difficult for other competitors to imitate.

Traditional sources such as natural resources, technology and ... All are available very quickly and lose their value as a competitive advantage. But human resources as a strategic asset can create added value if it upgrades the organization's ability in confrontation with a risky environment. In fact, in today's complex and competitive environment, has transformed the role of human resources [19]. This has been shown in diagram 1.

Fig. 1: The formation process of talent management [19]

Based on my research on 1 October 2006 on almost 33 000 employees from 23 countries, Shows that organizations are dramatically facing with the problem of filling key positions. 40% of managers complain of lack of work force in the market for filling the posts. Mackenzie in 1997 proposed the so-called the “War” on talents. They expressed the challenges of managers in finding key personnel. Talent management will be more important and dramatic each day, because organizations and managers will face more losses and problems by retiring or losing experts [5].
Companies despite massive investment on talent management systems are still struggling to fill key posts and by limited ability walk through development route. According to a 2005 survey of corporate human resource managers throughout the world, they were believed that the people with high potential ability to fill strategic management roles include a very small amount. [15]. For public sector organizations, young power gradually declined and hand labor is old. For example, in some developed countries like the United Kingdom government, 31% of personnel are over 50 and this will lead to loss of essential skills and experiences of the next generation of next decade when they will retire. Since 2000, the number of young people reach working age has declined 60,000 per year. This trend projections conducted by the Department of Labor National Skills of Great Britain in 2010 about the shortage of two million employees [11]. On this basis Managers believe that acting in this way as an island and lack of cooperation between the organizations can create serious problems. Even the managers think that the succession planning rearing and career development path is inadequate and inefficient and talent management processes and systems should be used.

The survey results show that the main obstacles to the realization that talent management programs to achieve business value to prevent are all related to human resource. According to a recent survey, half of the executives expressed that top managers are aligned with their organization's talent management.

By reviewing different replacement staff models, it can be realized that implementation of this process of alternative staff is distinct in different organizations, but organizations often use nature of a similar procedure. Drawing model of capabilities, the Multilateral Evaluation (360 °), performance management systems, improving the talent of talented people and building components are seen in most models of replacement staff.

Since a succession planning focuses on preparing employees for the replacement of vacant posts and the focus is more on the level of senior management and executives [8]. Therefore it is expected for organization to implement alternative replacement staff models, with a different approach. Leadership channel is a term which reviews the paths of leadership in succession processes. Successful and a prospective manager should identify human talents for their organizations in the future, and prepare them through various educational programs.

Since organizations will face increasing competitive challenges in the future and require more competent staff to manage these challenges, they need to have more competent and effective managers than the current ones. Therefore, alternative staff management and talent management have an important role in the prospective organizations. Although the career ladder metaphor (Job Career), has been taken from (of workers in mining). Now all personnel move up the ladder of success [7]. On the other hand, the career path management includes contributions to the formation of career paths Not only by people interested, but through formal and informal ways by the leaders in organizations [2].

Career development can be important for two reasons: Firstly, the career path approach proposed by the organization seems to have an important influence on work outcomes such as commitment and satisfaction. Secondly, in terms of organizational development, career path can be a partnership between the various units and develop functional departments, because the horizontal movement across the organization can destruct the border in. [20]. Meanwhile, understanding the career paths in organization requires two major processes: How people are planning their own career goals (career planning), And how organizations plan to develop programs for career paths.(career management). [18]. In short, traditional career paths can be defined as a horizontal system of bureaucratic landscape improvements in the organizational hierarchy and relationship with lifelong employment and job security. [9]. Post-modern perspective not only introduces a career path without Borders, but also presents various career paths. [18], in brief it can be noted that traditional career paths are defined as in the organizational hierarchy and bureaucratic system of horizontal progression of work associated with lifetime employment and job security [9]. Post-modern perspective on a career path without Borders, also introduced to various career paths. Since the career paths without borders are defined through different levels of physical and mental exercises, varied career paths stresses on self approach - guidance in career paths in which the people are guided by personal values [1]. Ensure that these talented individuals are with innovative thinkers and elite, because the scholars encourage them to move beyond their existing knowledge. [3]

Aquaculture Training And Succession:

Talent managers can identify human talents based on two major bases: first on potential capabilities, second on current readiness. After identifying these talents, they should be registered in the treasury (file) of the human resource potential and they should be trained for the tenure of different key posts of the organization between 2 to 5 years. For the selection of future manager of organizations human talents, various indicators and criteria should be considered as follows:

1 - Personal behavior and reliability in public opinion
2 - Ability to cope with the situation
3- Decision making capabilities and Ability to understand and analyze long-term effects or direct and indirect decisions.
4 - Enthusiasm and idealism
Some companies such as customer-oriented ones take the following issues into account for identifying managerial talent such as: risk - cost management - innovative orientation - an ongoing effort to upgrade the knowledge and expertise - readiness to change and embrace it - appropriate style of leadership and communication ability - Readiness to work in diverse geographic areas and being master in a second language.

1 - What were the results expected from the job or role?
2 - What kind of leadership behavior and style is appropriate to make the jobs and role better?
3 - What are the strategic capabilities necessary for job tenure?
4 - What are the Technical skills and knowledge required for the job tenure?

Organizations should provide the educational needs of employees using a variety of methods and tools like Participation in training courses, seminars, attend workshops, role playing and having an experienced manager as coach are the most important ways to develop managerial talent. But the most important form of education and training of future leaders are through involvement of managing candidates in practical processes of the real work it means the work can be learned only through practice and experience. Confucian says: I hear and I forget, I see his hands, and I do take them.

Fig. 2: Leadership development programs [17].

Finally the most important principle in talent management is that Nurturing talent and providing rearing space and talent will not be possible without the existence of managers with supportive leadership style.

If the Leaders of organizations have this style, the talents of the organization can:

1 - Find their skills
2 - Develop their skills.
3 – Modify and change their behaviors.
4 - Change their attitudes.
Talent and succession management, as Peter Drucker points out, is based on four principles:

1) Leaders are not born but they were bred and reared;
2) The most important matter in training the managers should be skills and capabilities needed in the future of world business organization;
3) Talent and succession management requires systematic planning;
4) These programs should be for the senior management and they should support these programs as the main customer.

The model of alternative staff in leadership development programs and potential matrix is provided below:

![Performance Potential Matrix](image)

Many organizations with a policy of downsizing and eliminating layers of middle managers make lack of staff succession it means The layers of middle managers in organizational re-engineering programs would be neglected. The result of this policy, people in today organizations, as thinker, and innovator responsible for the outcome of important and quick decisions are rare and highly desired by organizations. Yet instead of providing managers from outside the organization which requires high cost include: Costs for finding desired individual, his education and opportunities to justify the cost and the full deployment is more than the costs required for educating the managers from the organization.

Nevertheless loyalty of the outside managers is not very satisfactory due to lack of complete loyalty to the new organization. They change jobs several times during their career growth path and make the most of them. They always try to find better job opportunities.

Human talent is defined based on the objectives of the organization For example, the organization that has adopted innovation as its long-term goals, Human talent for the organization would be the individual with the capability of outstanding creativity, initiation and innovation.

**Conclusion:**

The main goal of talent management of the company is to prepare a list of needs in relation to human abilities and skills -Determination of the status quo in terms of abilities and skills and all deficiencies and needs - The ability to measure and monitor existing abilities And its distance with the desired skills and abilities -Through educational programs. Relevant managers can organize their human potential based on potential and current readiness of individuals to identify And job tenure and post them in a certain time for the key organizations with educational programs that include training like; Expected results from the post or jobs - the leadership style for making the jobs better – determining the required ability to tenure the jobs - And the technical skills and knowledge necessary for employment and post office , And for the future selection of management of human talents, consider the following criteria:
1- How is his personal behavior and reliability of public opinion?
2 - Ability to adapt to different situations and work in diverse geographic areas.
3 - Ability to influence decision making and ability to understand and analyze long-term and short-term decisions
4 - Enthusiasm and utopianism, Adobe risks and ability to work with staff with different cultures

In Organizations planning staff replacement what is important is that the organization must have an appropriate and effective performance evaluation system, Based on which can identify the potential and competent staff.

Also, if an organization has a rational and efficient promotional system, the employees can progress in their job based on this system.

Talent managers should provide Conditions with more accurate planning based on which the outstanding talents can reach to higher key positions out of the ordinary situation.

Educational needs of talented staff can be done through training centers, using a variety of educational tools, seminars, workshops and role playing or having an experienced manager as coach.

But the most important form of training future managers is their involvement in the actual work and this can be learned only through practice and experience. This relationship is known that they say a man hears it and forget - sees and remembers - performs and learns.

Training of talented people and providing rearing space and talent managers in organizations without a supportive leadership style would not be possible

If Managers take supportive style, the staff can then:

Find and develop their skills - amend and alter their behavior – change their attitude - and achieve their wisdom.

In fact, it is coach managers who can provide motivation, give energy and enthusiasm necessary for human flourishing colleagues' talent.

REFERENCES

