SUCCESSION PLANNER

User Guide

Version 2.0

A BUSINESS Performance Pty Ltd product

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1. About Succession Planner

Overview

The *Succession Planner* helps an organization to manage its pipeline of internal future leaders by identifying and managing their most likely succession paths. It provides a variety of views and analyses to ensure that key positions have ready successors identified and high potential talent is being groomed for specific future roles. The *Succession Planner* helps ensure that talent is available and ready to “step up” when the opportunity presents itself.

System Requirements

The *Succession Planner* template and sample planner are not standalone programs. They use a simple format, with the application and data all together in one file. They require Microsoft Excel installed on your computer to display and use this tool. Versions of Microsoft Excel that will operate the template and sample files are Excel 2002(XP), 2003, 2007and 2010. Operating system requirements are Windows Me, Windows NT, Windows 2000, Windows XP, Windows Vista or Windows 7.

Hardware requirements are any IBM PC or IBM PC compatible computer capable of running at least one of the above versions of Microsoft Windows and Microsoft Excel for Windows. This template and sample succession planning file are not compatible with Microsoft Excel for Macintosh. If you received the *Succession Planner* files on a portable medium, such as CDROM or flash drive, you will need hardware that is able to read from the portable medium. You will also need at least 20 megabytes of free hard disc space. The template and sample planner file are best displayed with a screen resolution of 800 by 600 or above.

Succession Planner *Demo* Sample

In order to help jumpstart your use of the *Succession Planner*, a copy of the template preloaded with sample data is available as a free download from the Business Performance Pty Ltd website at www.businessperform.com. While you cannot add data to this “demonstration” copy, all of the functions and features are fully enabled. It is recommended that you use the demonstration copy to familiarize yourself with the tool and to educate leaders and other key players who will later need to collaborate with you to administer the process. Pay particular attention to the **All Data** sheet, where you can see the various features that are available to help you accurately enter and maintain the data accessed by the tool’s other operations.

2. Getting Started

Succession Planner Files

To use *Succession Planner* effectively, you will need at least a basic understanding of Microsoft Excel. If you are currently a beginner in Excel or have had no previous experience, there are a number of helpful books and Excel courses available to suit the beginner all the way through to advanced users. This *User Guide* assumes that you are at least familiar with the basics of working with Excel and spreadsheets.

Similarly, this *Guide* assumes that you have at least a basic understanding of what is required in succession planning. To find out more about succession planning principles and processes, consult the *Succession Planner Process Guide* included with this tool.

The full version of *Succession Planner* consists of the following seven files:

`SuccessionPlannerTemplate.xls`	*Succession Planner* Workbook Template
`QuickStartGuide.txt`	*Succession Planner* Quick Start Guide
`SuccessionPlannerUserGuide.pdf`	*Succession Planner* User Guide (this manual)
`SuccessionPlannerProcessGuide.pdf`	*Succession Planner* Process Guide
`SuccessionPlanningAssessmentForm.doc`	Succession Planning Assessment Form
`QuickReferenceGuide.doc`	*Success Planner* Quick Reference Guide
`License.txt`	End User License Agreement

The free sample version of *Succession Planner* consists of the following four files:

`SuccessionPlannerSample.xls`	*Succession Planner* Workbook Sample
`QuickStartGuide.txt`	*Succession Planner* Quick Start Guide
`SuccessionPlannerUserGuide.pdf`	*Succession Planner* User Guide (this manual)
`License.txt`	End User License Agreement

These files are compressed into a single file named `successplantemplate.zip` or `successplansample.zip`, depending on whether you acquired the full version or the sample only. The *User Guide* is also available for download from the Business Performance Pty Ltd website in Portable Document Format (PDF) at no charge.

Installing and Starting Succession Planner

You may have downloaded the *Succession Planner* compressed file from our internet site, received it on a flash drive or CDROM or via email. However you received it, to get started, follow the steps below:

1. Create a new directory on your computer (e.g., `C:\BP-SuccessionPlanner`) so that the extracted *Succession Planner* files do not get mixed up with your other computer files.
2. Go to the location that contains the *Succession Planner* compressed file (e.g., A: or D:).
3. Right-click on the compressed `successplantemplate.zip` or `successplansample.zip` file and select Extract All or Extract To from the list of options. Alternatively, double-click on the zip file to open it.
4. Follow your extraction program's prompts or instructions to decompress the files to the new directory you created in *Step 1* above.
5. If your computer does not recognize zip files, visit www.winzip.com or www.7-zip.org to download the zip file extraction program.
6. Set Microsoft Excel to accept macros.
   a) In Microsoft Excel 2007 and 2010, set the trust setting to the default setting. To do this, click the Microsoft Office Button or File tab, and then click Excel Options. Then in the Trust Center category click Trust Center Settings. Then click Macro Settings, and then click Disable all macros with notification.
   b) In Microsoft Excel 2003 and earlier, on the main menu bar under Tools > Macro > Security, set the security level to Medium.
7. To start using the *Succession Planner*, either:
   a) go to the location in which you extracted the files and double click on `SuccessionPlannerTemplate.xls` (full version) or `SuccessionPlannerSample.xls` (free sample)

   OR

   b) start up Microsoft Excel, click the Microsoft Office Button and select Open (Excel 2003 and earlier: select File > Open from the main menu bar), navigate to the location in which you extracted the files, select `SuccessionPlannerTemplate.xls` (full version) or `SuccessionPlannerSample.xls` (free sample) and click the Open button.
8. If a dialog box appears asking you if you want to enable macros, select the Enable Macros or the Enable this content button.

If you inadvertently open *Succession Planner* without enabling macros, simply click the Microsoft Office Button and select Close to close the file (Excel 2003 and earlier: select File > Close).

Congratulations, you are now ready to begin learning more about *Succession Planner* and managing your organization's succession planning activities. For an overview of using *Succession Planner*, you can start by reading the *Quick Start Guide* included with the installation pack. If you encounter any problems during the installation process, please consult the items under *Installation Problems* in the **FAQ** section on page 28 of this guide.

What is a Zip file? A computer file that stores many kinds of files, such as documents, graphics and sound files, in a compressed format to save disk space and download time.

Saving Succession Planner Files

The template and demo sample planning file are supplied in the Excel 97-2003 Workbook (Compatibility Mode) format to ensure maximum compatibility with all versions of Microsoft Excel. You can continue to save and use the file in this format. Save your file in the Excel Macro-Enabled Workbook (*.xlsm) format if you are sure that everyone opening your workbook will be using Excel 2007 or 2010. Note that the Excel Workbook (*.xlsx) format does not support *Succession Planner*'s inbuilt macros and programming, so do not use that format.

Succession Planner takes advantage of Excel 2007 and 2010's expanded color palette. Some of the colors used are not available in earlier versions of Excel, and thus are converted. Excel's Compatibility Checker identifies such instances of color conversion as well as more serious differences. Note that in *Succession Planner*, Excel's Compatibility Checker has been turned off so that you are not presented with the warning each time you save the file. To restore the Compatibility Checker, click on the > Microsoft Office button > Prepare > Run Compatibility Checker and check the box labeled Check compatibility when saving this workbook.

Data Sensitivity

The data maintained and generated by *Succession Planner* is generally considered of the highest level of sensitivity. Because some organizations do not show associates their own succession ratings and nominations, the level of sensitivity is often higher than even performance ratings data. And what would be more damaging than to provide your business or talent competitors with a neat summary of all your strongest performers and future leaders?

For these reasons, you should consider the following precautions:

- Password protect the workbook file, and provide the password only to those who are cleared to access the system. (Not to be confused with the worksheet protection that is described below. Protection applied to the entire workbook would mean that a password is required to even open the file. To set a password, click the Microsoft Office Button > Save As > Excel Workbook > Tools > General Options > Password to open (Excel 2003 and earlier: File > Save As > Tools > General Options > Password to open).
- Maintain the file on a secure shared drive, or possibly on one person’s computer.
- Do not send the file around by e-mail.
- Collect data through another instrument besides the source file itself, such as a separate spreadsheet or paper form.
- Submit data to a central administrator in a secure manner, such as through sealed envelopes marked “Confidential” or on a hand-delivered disk.
- Shred printouts from the tool when no longer needed.
- Deliver printouts from the tool in sealed envelopes marked “Confidential”.
- Number/code and track any sets of printouts (e.g., binders) that are created, and request that recipients keep them in a locked compartment.

You should work with your human resources, legal, and/or compliance functions to identify your data protection protocols.

Upgrading Succession Planner

If you have a previous version of *Succession Planner*, you can easily import your existing data to the new version. Although your existing data is concentrated in just a few areas, you will need to take care to always copy and paste your data using the Paste Values command. Pasting data using the default method will overwrite *Succession Planner*'s special formulae and formats, rendering the template inoperative.

To import your existing data to the new version of *Succession Planner*, follow the steps below.

1. Open a new version *Succession Planner* workbook empty of data.
2. Open the original *Succession Planner* workbook from which you wish to import your data.
3. With your original workbook, select the **Parameters** sheet.
4. Copy your rating scale values (turquoise colored Cells C3 to E6) to the clipboard (Ctrl + C).
5. Select the **Parameters** sheet in the new, empty workbook.
6. Select the first turquoise colored cell (Cell C3).
7. Click the Home tab > Clipboard > Paste > Paste Values (Excel 2003 and earlier: Edit > Paste Special > Paste – Values).
8. Repeat Steps 3 to 7 above for your Business Unit codes (turquoise colored Cells G4 to H23).
9. Repeat Steps 3 to 7 above for the “blank” value (originally set to “Total Organization”) (turquoise colored Cell H3).
10. Save your new workbook with an appropriate filename.
11. With your original workbook, select the **All Data** sheet.
12. Starting in Row 4, copy all your data in the turquoise colored cells in Columns A to E to the clipboard (Ctrl + C).
13. Select the **All Data** sheet in the new workbook.
14. Select the first turquoise colored cell (Cell A4).
15. Click the Home tab > Clipboard > Paste > Paste Values (Excel 2003 and earlier: Edit > Paste Special > Paste – Values).
16. With your original workbook, select the **All Data** sheet.
17. Starting in Row 4, copy all your data in the turquoise colored cells in Columns G to L to the clipboard (Ctrl + C).
18. Select the **All Data** sheet in the new workbook.
19. Select the first turquoise colored cell in the *Successors by Rank* area (Cell G4).
20. Click the Home tab > Clipboard > Paste > Paste Values (Excel 2003 and earlier: Edit > Paste Special > Paste – Values).
21. With your original workbook, select the **All Data** sheet.
22. Starting in Row 4, copy all your data in the turquoise colored cells in Columns S to W to the clipboard (Ctrl + C).
23. Select the **All Data** sheet in the new workbook.

24. Select the first turquoise colored cell in the ratings area (Cell S4).
25. Click the Home tab > Clipboard > Paste > Paste Values (Excel 2003 and earlier: Edit > Paste Special > Paste – Values).
26. Check that your data has imported correctly on both the **Parameters** and the **All Data** sheets.
27. Save your new workbook.
28. Rename your original workbook to indicate that it is an archive copy.

Note that if you inadvertently use the default paste method, immediately Undo your change and then paste again using the Paste Values command. If Undo has become unavailable, start again with a clean copy of *Succession Planner*. Also ensure that you never use the Cut command to remove data from the **All Data** sheet.

3. Succession Planner Template Structure

Workbook Structure and Limits

Succession Planner's various worksheets are protected to prevent you from overriding key formulas and are not to be unprotected by users or even a designated "administrator." Populating and using the *Succession Planner* requires only basic data entry and selection of items from dropdown lists. Cells that require data entry or data selection – always colored turquoise for consistent identification – are unlocked. However, most other worksheet functions, such as deleting and sorting rows, are prevented. This guide describes the operations that are allowed under the tool's protection scheme.

Please note the following limits built into the tool:

- Maximum number of employees is 1,501 (remember, though, that you enter only your leadership succession population into the tool – not every employee).
- Maximum number of direct reports that can be displayed on a manager's organization chart is ten (although there is an alternative strategy you can use if more are needed).
- Maximum number of business units is 20 (the simple structure you end up using will probably contain fewer).

Worksheet Functions

The *Succession Planner* includes a variety of functions commonly associated with succession planning. These functions are described below, preceded by the name of each sheet:

Org Chart Sheet

A color coded organization chart, which can visually display:

- a leader and his/her direct reports (up to ten)
- the current contribution, leadership competency, and potential ratings for each incumbent (color coded by contribution)
- the top four nominated successors to each position, along with their own potential ratings
- up to five current succession nominations of each of the organization chart incumbents

C-P Matrix Sheet

The sheet displaying C-P Matrix data both visually and in report format:

- a visual three-by-three matrix showing the contribution and potential distribution of staff for the whole organization or any business unit
- a report listing the names in any selected three-cell "zone" (green, yellow, or red)

Individual ("Ind.") Risk

A report listing individual associates with one or more of the following risks:

- a high potential individual not nominated as a "top three" successor to any other position
- an individual with no succession nominations
- a individual with low contribution rating in a succession position

Individual ("Ind.") Profile Sheet

A report that shows ratings and succession data for any selected associate.

Position Risk

A report listing positions with one or more of the following risks:

- a succession position with no #1 successor identified
- a succession position with no highest potential successors among the top three nominations
- a succession position whose incumbent is rated lowest for contribution

Position Profile Sheet

A report that shows incumbent and successor data for any selected position.

Overall Stats Sheet

A simple "scorecard" displaying some key metrics derived from the succession data.

All Data Sheet

The sheet where most of the tool's data is entered and maintained.

Parameters Sheet

The sheet where you set up some variables used throughout the tool.

UserSheet1, UserSheet2 and UserSheet3 Sheets

Three blank worksheets you can use to create additional charts or tools to support your succession planning process.

The next section of this *User Guide* details the use of each of these functions, preceded by sections explaining how to enter and maintain all types of required data. You may find it beneficial to read these instructions whilst reviewing the sample planner file.

4. Setting Up Succession Planner

Succession Planner allows you to customize the rating scales used in its reports and calculations. Go to the **Parameters** sheet first to set up your ratings parameters. The following table details each of the four rating fields on the **Parameters** sheet.

Table 1: Parameters Sheet Rating Fields

ITEM	RATING SCALE	EXPLANATION
1.	**Contribution**	A long-term indicator of an associate's job *performance*.
2.	**Leadership**	An overall rating against a leadership competency model for your organization. You may change the "Leadership" label and use this parameter for any other rating. *This data is optional and does not affect system functionality beyond being reflected in the Individual Profile report.*
3.	**Potential**	An indicator of the associate's ability to move up to a higher level in the organization.
4.	**Business Unit**	Used to establish up to 20 business unit codes (numeric or simply abbreviations) and descriptions, which are used to drill down in the **C-P Matrix.** Please include both the code and the description, leaving no blank cells in between your entries.

The above four fields are mandatory. You may, however, omit entering a description for one or more business units. Selecting a business unit from the dropdown list on the **C-P Matrix** sheet causes the description to appear, so that users of the **C-P Matrix** know it is a subset of the total population. However, technically it is not required. If you do omit entering a description on the **Parameters** sheet, then on the **C-P Matrix** you will see only the short code and may not know exactly which business unit it is.

With the exception of the **Business Unit** codes, all you are doing on this sheet is customizing the rating scale you would like to use in each case. If you do not have a preference, you may use the scales provided. Note that the rating codes are limited to one or two characters, in order to fit in the space provided on the organization chart.

Note: If you change any of the ratings parameters after you have populated the file, you must go back and "fix" all ratings affected by the change. For example, if you change the top contribution rating code from "C3" to "3", you must manually go in and change everyone's rating to conform to your new scale.

5. Working with Succession Planner

Data Restrictions and Conventions

Succession Planner uses a simple data structure rather than a more complex set of interrelated tables. This approach provides plenty of functionality, but also some restrictions and situations that you will need to resolve on occasion. Please note the following data restrictions and conventions employed in the tool:

- The tool is limited to 1,501 total names, including both possible successors and incumbents in succession positions today. This restriction is mainly imposed to keep Excel from becoming too slow when recalculating.
- Associate names must be unique. There is no other “unique identifier” to distinguish among multiple John Smiths, for example, so please use middle initials or title abbreviations as part of the name (e.g., “John Smith EVP” vs. “John Smith SVP”, or “John H. Smith” vs. “John M. Smith”) when needed.
- Titles are not required to be unique, but when a title is duplicated, *only one list of successors is maintained*. For instance, if you have more than one “Director of Regional Sales”, only the first one in the list is used to house and manage successors. The others are blacked out, with a message indicating that only the first instance of that position is used to record succession nominations. On an Organization Chart, the single list of successors is repeated under each of them. If you want separate lists of successors, simply make each title unique (e.g., “Director of Sales-South” vs. “Director of Sales-West”).

Additional data tips are presented in the **FAQ** section at the end of this guide.

Quick Reference Guide

The *Quick Reference Guide* packaged with *Succession Planner* is intended for *Succession Planner* users who are not entering and maintaining data, but instead are operating the tool in order to conduct analyses and make business decisions. The *Quick Reference Guide* explains the purpose and basic functionality of all of the tool's features. It is three pages in length, and you can print it onto cardstock to provide a handy source of assistance.

All Data Sheet Functions

Most of the *Succession Planner*'s associate data is maintained on a single sheet, called **All Data**. The key data fields needed by the tool are focused on associates who are in a succession position or who themselves are possible successors to these positions (or both). This sheet supports three main functions:

1. maintain associate name/position data
2. maintain succession nominations
3. maintain associate ratings

These functions are described in the next sections.

Maintain Associate Name/Position Data

The following table lists the required data fields located on the **All Data** sheet.

Table 2: Required All Data Sheet Fields

ITEM	DATA FIELD	EXPLANATION
1.	**Business Unit (BU)**	A short code for the incumbent's Business Unit (set up on the **Parameters** sheet), which is selected from a dropdown list.
2.	**Name**	The name of the associate (**Note:** *Name* must be unique).
3.	**Position**	The position currently occupied by the incumbent.
4.	**Reports to**	The name of the primary person the incumbent currently reports to. (**Note:** This is a dropdown field, so you must set up those managers as associates on this sheet before you can complete this field.)
5.	**Succession Position (SP?)**	A Yes/No code to indicate whether the incumbent's position is deemed a "succession position", for which you can identify successors.

If you need to import a large number of employee names from another source, such as a Human Resource Information System (HRIS), see the section on **Copying and Importing Data** on page 15 below.

The screenshot below illustrates how these data fields are displayed on the sheet. These data entry fields are shaded in turquoise. As is the norm in *Succession Planner*, data is entered in turquoise fields only. Of the fields described above, the *BU*, *Reports to* and *SP?* fields are controlled by dropdown lists, which limit your selection. The *Reports to* dropdown list includes all associates who have been entered, sorted alphabetically (by first name if that is how you have listed them).

FINDER: Fred Derf — to ratings

BU	Name	Position	Reports to	SP?
10001	Cyndi Lou Wu	Region A Sales	Sam Spade	Y
10001	Dan Danger	Region B Sales	Sam Spade	Y
10002	Dieu Luva	VP Acquisition	Lou Duvel	Y
10010	Hal Brook	VP Finance	Mai Tai	N
10002	Helen Back	VP Quality Cntrl	Lou Duvel	N

Maintain Succession Nominations

In addition to the associate data, as shown in the screenshot below, this sheet is also used to document and maintain succession nominations.

FINDER: Dieu Luva — to ratings — MOVE UP — *Click on a successor before pressing button!!* — MOVE DOWN

Successors by Rank

BU	Name	Position	Reports to	SP?	1	2	3	4	5	6
10001	Cyndi Lou Wu	Region A Sales	Sam Spade	Y		Bob Warry				
10001	Dan Danger	Region B Sales	Sam Spade	Y	Fred Derf	Sue Wonka				
10002	Dieu Luva	VP Acquisition	Lou Duvel	Y	Bob Warry					
10010	Hal Brook	VP Finance	Mai Tai	Y						

Six succession nominations are maintained for each unique succession position. The higher in the list, the higher ranked the successor is considered. Follow these steps to populate the succession nomination fields:

- Successors must already exist as an associate in the *Name* column as described above.
- Select from the dropdown list to enter the name of a successor in Columns 1 through 6 for each succession position (i.e., positions you marked with a "Y"). Column 1 is considered the highest ranking successor.
- To move a current successor up (to the left) by one column, first highlight that successor, then press the green **MOVE UP** button. If another associate occupies the target space, the two are exchanged. This function works only if you first select a cell in succession nomination Columns 2 through 6. **Note that this step is *not* reversible through Excel's normal Undo function. Note also that the Move Up macro may take a number of seconds, so you may want to perform this function manually, by using the dropdown lists.**
- To move a current successor down (to the right) by one column, first highlight that successor, then press the red **MOVE DOWN** button. If another associate occupies the target space, the two are exchanged. This function works only if you first select a cell in succession nomination Columns 1 through 5. **Note that this step is *not* reversible through Excel's normal Undo function. Note also that the Move Down macro may take a number of seconds, so you may want to perform this function manually, by using the dropdown lists.**

- For any positions marked "Y" in the *SP?* column as succession positions, the "Y" itself and the first succession position appear in red until a number 1 successor is selected. This function helps alert you and management to a key need that should be filled.

- Do not nominate anyone as a successor to his/her own position, and do not place anyone into more than one succession slot for the same position. If you add a successor who is already listed for that position, or is the incumbent in that position, or is the manager over that position, all instances of that associate's name appear shaded in red. If a successor is an associate who has been subsequently deleted from the database, their name in the succession columns appears in red.

  Listing a successor more than once for the same position also causes that successor's name to appear shaded in red on the Organization Chart.

- For any positions that are marked "N" as not a succession position, the six slots for successors are blacked out. There is no need to identify successors for these positions, and leaving them in place can cause an error in that associate's Individual Profile. Successors inadvertently identified against these positions are shaded in red. When these positions appear on the Organization Chart, a message, "Not a Succession Position", appears below the box to indicate that the tool will not display any successors.

- For any position whose exact same title appears earlier in the list of succession positions, the six slots for successors are blacked out and the following message appears: "This position is listed above; successors listed there are used for this position." This is known as a "succession pool." There is no need to identify successors for these positions because the successors listed for the first instance of this position higher up in the list are used for every instance of that position. Any succession nominees placed in such a row are shaded in red and can produce an error in that associate's Individual Profile.

You should follow a sound business process for nominating associates as successors to succession positions, reviewing all the nominations for consensus by your leadership, and ranking those who remain. Please refer to the *Succession Planner Process Guide*, included with this tool, for more details.

To find all instances of an associate anywhere among the turquoise shaded data entry cells, select that associate from the **Finder:** cell (B1). That associate's name is then highlighted in bold with a yellow background, as illustrated in the screenshot below.

FINDER:	Joe Mana		to ratings		MOVE UP		*Click on a successor b*
							Successor
BU	**Name**	**Position**	**Reports to**	**SP?**	**1**	**2**	**3**
10001	Cyndi Lou Wu	Region A Sales	Sam Spade	Y		Hal Brook	Bob Warry
10001	Dan Danger	Region B Sales	Sam Spade	Y	Fred Derf	Sue Wonka	**Joe Mana**
10002	Dieu Luva	VP Acquisition	Lou Duvel	Y	Bob Warry		
10010	Hal Brook	VP Finance	Mai Tai	N			
10002	Helen Back	VP Quality Cntrl	Lou Duvel	N			
10010	**Joe Mana**	VP HR	Mai Tai	Y			
10002	Lou Duvel	SVP Operations	Obi Wan	Y	Helen Back	Dieu Luva	Hal Brook
10010	Mai Tai	SVP Admin	Obi Wan	Y	Helen Back	**Joe Mana**	
10001	Roberta Flock	Region D Sales	Sam Spade	Y	Bob Warry	Dieu Luva	Will Not

This function makes it easy to see where a person has already been nominated as a successor, and thus helps you avoid overusing a small set of nominees.

Maintain Associate Ratings

The section of the **All Data** sheet used for maintaining associate ranking is located to the right of the *Successors by Rank* section. It is accessed through the **to ratings** link located at the top of the sheet. The screenshot below shows the location of this link.

FINDER: to ratings back

BU	Name	Position	Reports to	SP?	OrgOrd	Rel	Contributi	Leadershi	Potential	C-P Cell
10001	Cyndi Lou Wu	Region A Sales	Sam Spade	Y	1	Y	C3	L3	P1	6
10001	Dan Danger	Region B Sales	Sam Spade	Y	2	N	C3	L2	P1	6
10002	Dieu Luva	VP Acquisition	Lou Duvel	Y	1	?	C3	L2	P3	9
10010	Hal Brook	VP Finance	Mai Tai	N	2	N	C2	L2	P2	5
10002	Helen Back	VP Quality Cntrl	Lou Duvel	N	3	Y	C2	L2	P1	3

The following table lists the six types of data about each associate that are maintained in this section.

Table 3: All Data Sheet Associate Ratings Fields

ITEM	DATA TYPE	EXPLANATION
1.	**Organization Chart Order (OrgOrder)**	Simply an integer from 1 to 10 showing where that associate should appear on his/her boss' organization chart, with "1" being the first box on the left. Remember that the *Succession Planner* accommodates only ten direct reports per boss. To ensure you don't assign the same number twice, click on the dropdown arrow *in the header* of the *Reports to* column, and select a boss from the list. This filters the data and shows only the direct reports to that manager. Check the numbers for duplicates and for the desired order. When done, click the header dropdown again and select Clear Filter from the dropdown list (Excel 2003 and earlier: (All)).
2.	**Relocation Preference (Relo?)**	A simple Yes/No/? indicator to show whether the employee is willing to relocate, unwilling to relocate, or is unsure or has not indicated a preference.
3.	**Contribution**	A simple rating which reflects the associate's performance over the past two to three years. After you set up the possible *Contribution* ratings on the **Parameters** sheet, those options become available in each cell's dropdown list.
4.	**Leadership**	A simple rating that reflects how well the associate scores when rated against the organization's set of leadership competencies, or possibly the leadership model for that associate's level in the organization. Set up the possible *Leadership* ratings on the **Parameters** sheet.
5.	**Potential**	A simple rating of the associate's perceived ability to move up in the organization. Again, set up the *Potential* ratings on the **Parameters** sheet.
6.	**C-P Cell**	The *C-P Matrix* cell to which the associate is allocated, resulting from the associate's *Contribution* and *Potential* ratings. Note that this data is calculated, not entered by the user, and thus the column is not shaded turquoise.

In order to navigate back to the succession nominations section, click on the **back** link at the top of the sheet. This simply brings those columns back into view.

Copying and Importing Data

Many of the data entry fields on the **All Data** sheet are governed by dropdown lists. This feature makes data entry easier and helps to standardize your data entry values, such as business unit codes. These dropdown lists may be overridden inadvertently with some copy and paste, drag and drop and auto fill operations.

To prevent the dropdown lists from disappearing, you will need to exercise caution in the way you copy and paste data from another data source. To copy data safely from another source, follow these steps:

1. Copy the data to the clipboard (Ctrl + C).
2. Select the destination cell.
3. Enter cell edit mode (double-click cell or select cell and press F2).
4. Paste data into cell (Ctrl + V).

Alternatively, you can use the Paste Values command in Excel to paste data from another source. After you have copied your data to the clipboard and selected the cell to which you wish to copy, click the Home tab > Clipboard > Paste > Paste Values (Excel 2003 and earlier: Edit > Paste Special > Paste – Values). Always ensure that you restrict your copying and pasting to the data entry cells marked with turquoise shading. Other cells contain necessary *Succession Planner* formulae and copying and pasting to these cells will overwrite these formulae, rendering *Succession Planner* inoperative.

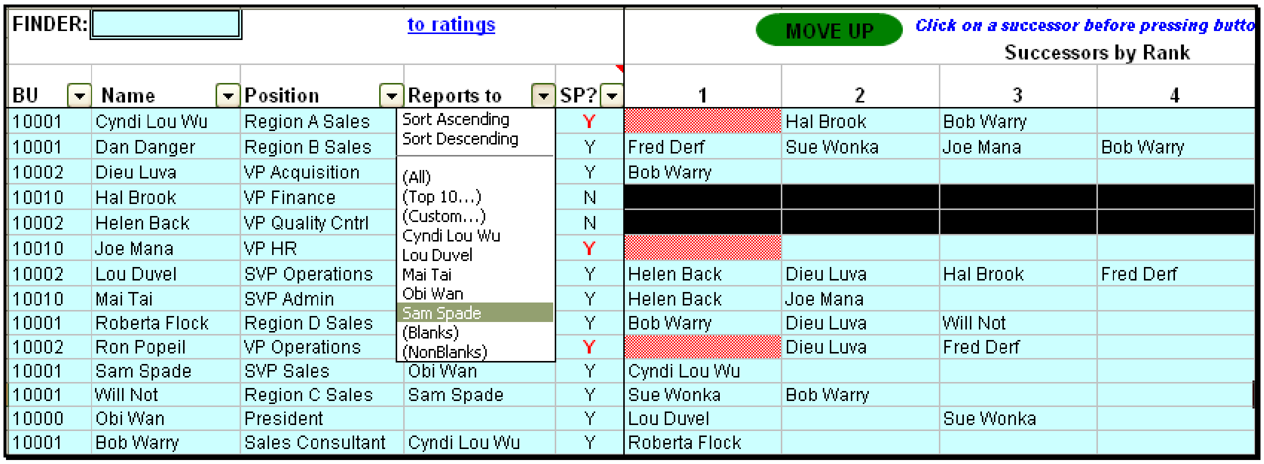
You can use the Paste Values command to perform a bulk import of your employee names from another database, such as your Human Resource Information System (HRIS). Using this command, it is easy to set up *Succession Planner* for the first time in your organization. Simply save your workbook (in case the import operation fails), copy your employee names to the clipboard, select the first empty cell in the *Name* column on the **All Data** sheet and select Paste Values. Check to see that the names have imported correctly before saving the workbook again.

Note: To prevent corrupting the tool, never use the Cut command to move or remove data. If pasting, always use the Paste Values command to avoid overwriting formatting and formulae.

All Data Sheet Operations

Review Data

You can filter the **All Data** sheet to show only data meeting selected criteria. This can be useful if you need to look at all the information for one business unit, or for one manager, or only succession positions. Filtering is a built-in function, which is available from the dropdown arrows that appear in many of the column headers. In the example shown below, the filter for the *Reports to* column is being invoked.



BU	Name	Position	Reports to	SP?	1	2	3	4
10001	Cyndi Lou Wu	Region A Sales	Sort Ascending	Y		Hal Brook	Bob Warry	
10001	Dan Danger	Region B Sales	Sort Descending	Y	Fred Derf	Sue Wonka	Joe Mana	Bob Warry
10002	Dieu Luva	VP Acquisition	(All)	Y	Bob Warry			
10010	Hal Brook	VP Finance	(Top 10...)	N				
10002	Helen Back	VP Quality Cntrl	(Custom...)	N				
10010	Joe Mana	VP HR	Cyndi Lou Wu Lou Duvel	Y				
10002	Lou Duvel	SVP Operations	Mai Tai	Y	Helen Back	Dieu Luva	Hal Brook	Fred Derf
10010	Mai Tai	SVP Admin	Obi Wan	Y	Helen Back	Joe Mana		
10001	Roberta Flock	Region D Sales	Sam Spade	Y	Bob Warry	Dieu Luva	Will Not	
10002	Ron Popeil	VP Operations	(Blanks) (NonBlanks)	Y		Dieu Luva	Fred Derf	
10001	Sam Spade	SVP Sales	Obi Wan	Y	Cyndi Lou Wu			
10001	Will Not	Region C Sales	Sam Spade	Y	Sue Wonka	Bob Warry		
10000	Obi Wan	President		Y	Lou Duvel		Sue Wonka	
10001	Bob Warry	Sales Consultant	Cyndi Lou Wu	Y	Roberta Flock			

Once an option is selected, rows not containing that data in that column are hidden. When a dropdown arrow is used to filter the list, a funnel icon will appear next to the filter arrow for that field to show that a filter is in use (Excel 2003 and earlier: arrow turns blue). At this point, you can invoke another filter from another column, thus further limiting the visible data. Use this approach when you need to look at a subset of the data, such as in a business unit review or ratings review.

A slightly more advanced filtering function that you might find of value is the Text Filters/Custom Filter option. It brings up a menu that allows you to specify a combination of filters and to filter on partial data. Experiment with this function and learn more about it in Excel's help feature.

To restore all the rows, find each filter with a funnel icon (Excel 2003 and earlier: blue arrow), click the dropdown arrow and select Clear Filter (Excel 2003 and earlier: (All)). You must repeat this separately for each active filter.

Print Data

You can print the **All Data** sheet if needed. Other reports in the tool provide a more attractive printout, but there may be times when you need "all the data" or a larger subset than would be available through a report. For large data sets, you may want to filter the data to have each printout focused on a particular topic.

The **All Data** sheet is set to print onto "legal sized" (8.5" X 14") paper. The first page includes all the data *except* the ratings data. The second page repeats the five leftmost columns of data (for reference) plus the ratings data, omitting the succession nominations. As delivered, the sheet is set to print only the first

35 rows or so of data. In order to print data beyond this limit, you must reset the Print Area to include additional rows. First select the area you want to print by clicking on the rightmost cell in the last row of your data and drag your mouse up to Cell A1 (labeled “FINDER:”). Then select the Page Layout tab > Page Setup > Print Area > Set Print Area (Excel 2003 and earlier: File > Print Area > Set Print Area).

Recalculate Data

The **All Data** sheet uses a customized recalculation scheme to minimize long delays when working on your data:

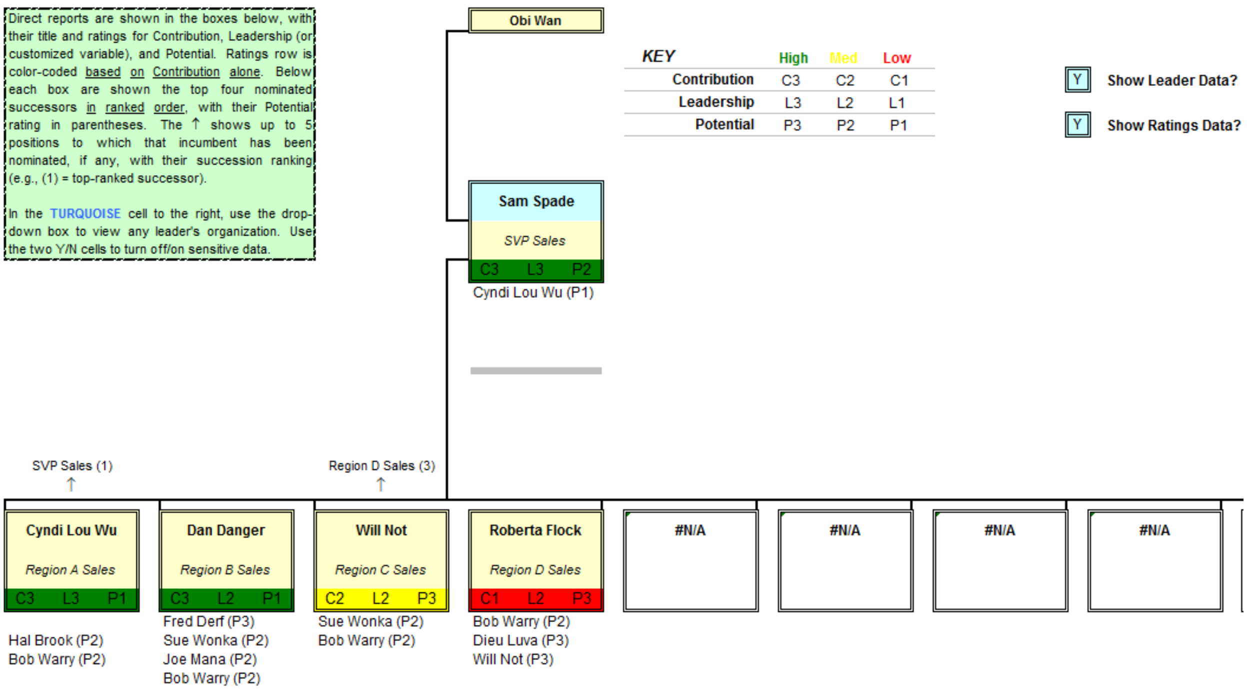
- When the sheet is selected, Excel’s calculation scheme is automatically set to “Manual Calculation.”
- When data in a particular row is changed, Excel performs a fast calculation to refresh results within that row only. (You will see a “Calculate” message in the status bar at the bottom of the Excel window.)
- Upon exiting the **All Data** sheet after having made any data changes, Excel’s calculation scheme is reset to “Automatic” – and the entire file is immediately recalculated.

Under the **All Data** sheet's fast recalculation scheme, the “black out” feature for pooled positions is only updated during a full recalculation of the page. Note that when you change a person's title to the same title as that of another person higher up in the list, the six succession nomination slots will ***not*** black out immediately. To perform a complete update of the sheet, press the F9 key or exit the **All Data** sheet.

The recalculation upon exiting the **All Data** sheet may take several seconds, depending on how much data you have entered. However, this delay will not occur when moving among the other worksheets. When working with a live audience, including executives, it is wise to minimize the number of times you access and exit the **All Data** sheet.

Organization Charts

The color coded organization chart on the **Org Chart** sheet is a key feature of *Succession Planner*. As shown below, it allows you to see, all in one view, the entire impact on one organization of leadership role incumbents and nominated successors.



To use this function, follow these guidelines:

- In the single turquoise colored cell in the center of the sheet, select one associate from the dropdown box provided. The organization chart is automatically populated with up to ten incumbents in the direct reporting relationship and nominated successors.
- Direct reports to the selected incumbent are shown in bold in the boxes below, along with their title and current ratings for *Contribution*, *Leadership*, and *Potential*. That row of ratings is color coded based on contribution alone:
  - green signifies a high level of performance, and
  - yellow signifies a middle level of performance, and
  - red signifies subpar performance.
- Below each box are shown the top four nominated successors in order of succession ranking, with their *Potential* rating in parentheses.
- Above each box, the ↑ points to positions for which that incumbent has been nominated, if any, with their succession ranking. Up to five nominations are shown in this view.

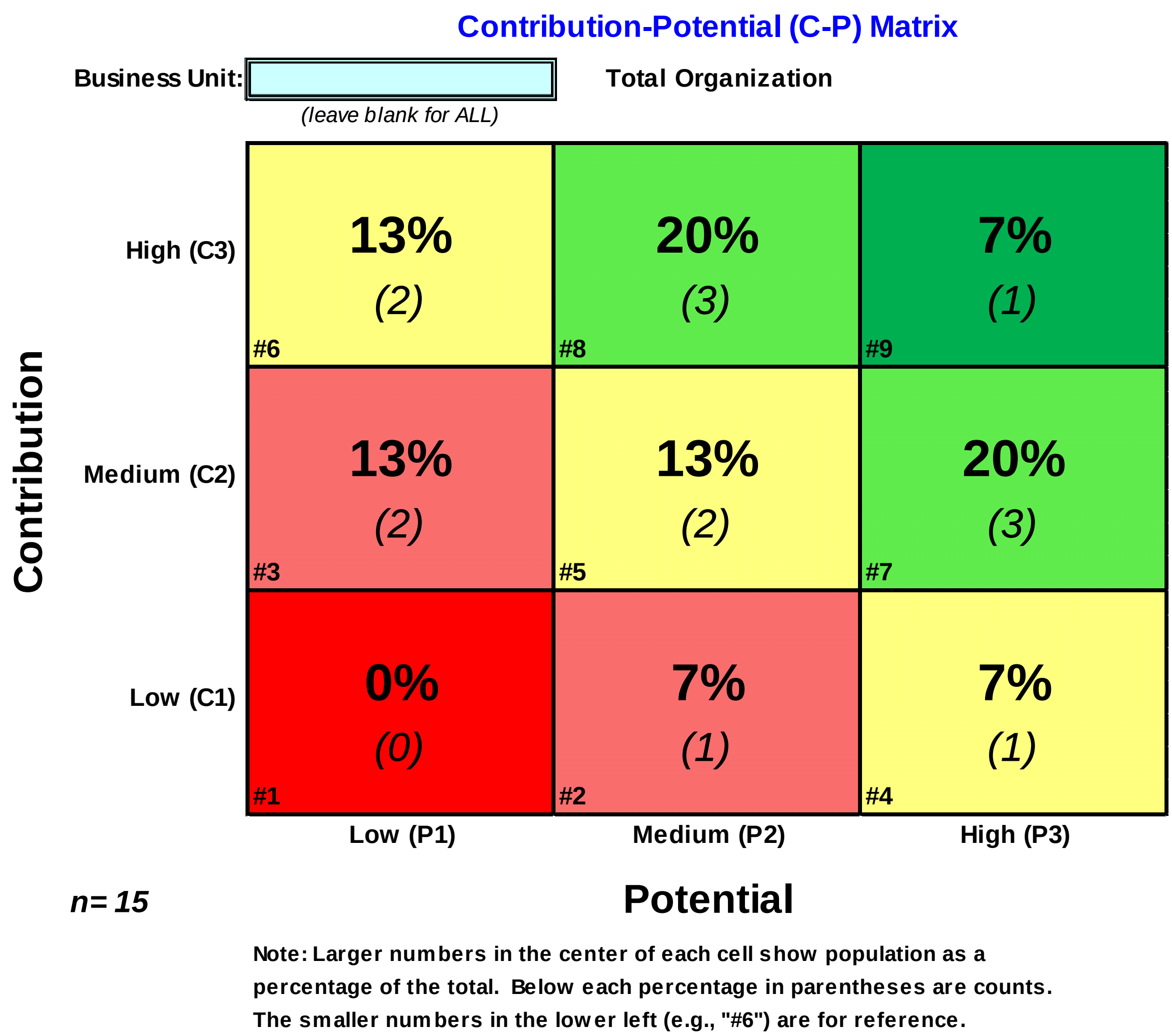
- The **Show Leader Data?** setting has a "Yes/No" dropdown list, which you can use to hide all the leader data: ratings, nominees to his/her position, his/her own nominations. Some organizations prefer to mask this data from the leader in printouts or sit-down discussions.
- The **Show Ratings Data?** setting has a "Yes/No" dropdown list, which you can use to hide the ratings data for all incumbents in the chart. Some organizations prefer to mask this data in printouts or sit-down discussions.
- When either or both of the "Yes/No" options are invoked, a message appears in red indicating that some of the data is hidden.

C-P Matrix

C-P stands for “Contribution-Potential.” Mapping these two performance variables together is a common form of leadership succession analysis. The **CP-Matrix** sheet provides a matrix with statistics (population percentages) as well as a report showing names of those in each cell.

C-P Matrix Summary Statistics

As shown below, *Succession Planner*’s **C-P Matrix** shows the number of associates falling into each cell of the matrix (the italicized number in parentheses) as well as that count expressed as a percentage of the total associates included in the analysis. That grand total number of associates is shown at the bottom left of the sheet, as “***n***=”. For reference, the nine boxes are numbered #1 through #9 in smaller font in the lower left of each cell.



Ideally, an organization will have a high percentage of individuals in or near the top right corner (box #9) of the matrix. Green colored cells are the most desirable combination of contribution and potential variables, with the darkest green being the best. The yellow band shows combinations that are cautionary due to one of the variables indicating low contribution or potential, or both variables scoring only medium. In the red cells, associates have a major issue impacting their ability to assume future leadership roles – or even retaining the ones they are in.

A turquoise colored selection box allows you to include in the **C-P Matrix** the entire organization or just one business unit. Select a business unit from the dropdown box, or press the Delete key to clear the box and reset the **C-P Matrix** to show everyone.

C-P Matrix Cell Occupants

This utility provides the names of associates falling into each **C-P Matrix** cell. For reasons of data sensitivity and report sizing, three **C-P Matrix** cells are reported at a time, by color zone:

- green (cells 7, 8, and 9), or
- yellow (cells 4, 5, and 6), or
- red (cells 1, 2, and 3).

A turquoise-shaded selection box is provided (although its shade changes once a color zone is selected). The business unit selected at the top of the sheet, above the **C-P Matrix**, is reflected here, and the names in the report are from only that business unit. Thus the <u>business unit is not selected here</u>, and therefore the cell is not shaded turquoise.

C-P Matrix Cell Occupants (for a selected color zone)

Green Zone	**Business Unit:**		**Total Organization**
C-P Matrix cell:	**7**	**8**	**9**
Contribution:	Medium (C2)	High (C3)	High (C3)
Potential:	High (P3)	Medium (P2)	High (P3)
1	Mai Tai	Lou Duvel	Dieu Luva
2	Will Not	Sam Spade	
3	Fred Derf	Bob Warry	

To populate the report, select one of the three color zones from the dropdown list in the turquoise cell. Another option, “none”, is also provided so that you may leave the report blank and thus prevent sensitive data from being viewed or printed.

Note that this report is limited to 500 rows. It is unlikely that among 1501 associates there would be more than 500 in any single cell of the nine possible cells. However, if any list does reach 500, a red message appears as an alert. In this case, you may use Column X in the **All Data** sheet as an alternative way to select and list the desired names.

To print this report, update the Print Area to include only the range required. Because the report includes 500 rows of formulae, clearing out and not reselecting a Print Area will cause the printout to include all 500 rows, even though most might be blank.

Individual Risk Report

The sheet called **Ind. Risk** lists all individuals who meet one or more of the following conditions:

- a high potential individual not nominated as a “top three” successor to any other position
- an individual with no succession nominations
- a individual with a low contribution rating in a succession position

Individual Risk Report

 # in report: 7 out of 16

	Individual	Risks: Hi-P w/ no Top 3 (2)	No Nominations (6)	Low Cont. in SP (2)
1	Dan Danger		X	
2	Mai Tai	X	X	
3	Roberta Flock	X	X	X
4	Ron Popeil		X	
5	Sam Spade		X	
6	Obi Wan		X	
7	Sue Wonka			X

You can use this report to identify situations where an individual might be frustrated with their career development and the options being presented to him/her. In the case of the third risk listed, the career risk is slightly different: an individual not performing adequately in a key position might need to be moved.

Interactivity with the *Individual Risk Report* is offered through the use of four dropdown arrows (not shown in the diagram above). These arrows each list the data in the column and can be used to filter the report to reflect only one risk or only one associate. To filter on a particular risk, select the “X” from that risk’s dropdown arrow. All the associates in the report who do not have that risk are then hidden.

When a dropdown arrow is used to filter the report, a funnel icon will appear next to the filter arrow for that field to show that a filter is in use (Excel 2003 and earlier: arrow turns blue). To restore the report to its full contents, select Clear Filter from the dropdown list on the filter arrow (Excel 2003 and earlier: (All)).

Although offered in the dropdown menus, you cannot sort the contents of the *Individual Risk Report*.

Individual Profile

The sheet called **Ind. Profile** displays all available data for a single associate. The turquoise colored box at the top of the sheet provides a dropdown list for selecting an associate, after which all the following fields are populated:

- Associate
- Title
- Manager
- Business Unit
- Contribution Rating
- Leadership Rating
- Potential Rating
- C-P Matrix Box
- # of Top 3 (Succession) Nominations
- # of (Succession) Nominations
- Willing to Relocate? (Yes/No/Unknown or Unsure)
- In a Succession Position? (Yes/No)
- Nominations 1-10

The last field, *Nominations 1-10*, lists up to ten succession nominations for the selected employee. Each nomination is accompanied by a number in parentheses showing where that employee's nomination is ranked, ranging from 1 (top ranked successor) to 6.

A key provided on this sheet shows the ratings scales and the **C-P Matrix** cell numbers.

Position Risk Report

The sheet called **Position Risk** lists all positions that meet one or more of the following conditions:

- a succession position with no #1 successor identified
- a succession position with no highest potential successors among the top three nominations
- a succession position whose incumbent is rated lowest for contribution

Position Risk Report

(Succession Positions only)

 # in report: 10 out of 16

Risks:

	Position	No #1 Successor (3)	No Hi Pot. in Top 3 (7)	Incumbent w/ low Cont. (2)
1	Region A Sales	X	X	
2	VP Acquisition		X	
3	VP HR	X	X	
4	SVP Admin		X	
5	Region D Sales			X
6	VP Operations	X		
7	SVP Sales		X	
8	Region C Sales		X	
9	President		X	
10	Sales Consultant			X

You can use this report to identify situations where a key succession position individual might be at risk due to a lack of valid successors preparing to step in or, in the case of the third risk listed, due to having an underperforming individual blocking the upward movement of future leaders.

Interactivity with the *Position Risk Report* is offered through the use of four dropdown arrows (not shown in the diagram above). These arrows each provide lists of the data in the column and can be used to filter the report to reflect only one risk or only one position. To filter on a particular risk, select the “X” from that risk’s dropdown arrow. All the positions in the report that do not have that risk are then hidden.

When a dropdown arrow is used to filter the report, a funnel icon will appear next to the filter arrow for that field to show that a filter is in use (Excel 2003 and earlier: arrow turns blue). To restore the report to its full contents, select Clear Filter from the dropdown list on the filter arrow (Excel 2003 and earlier: (All)).

Although offered in the dropdown menus, you cannot sort the contents of the *Position Risk Report*.

Position Profile

The sheet called **Position Profile** displays all available data for a single position. The turquoise colored box at the top of the sheet provides a dropdown list for selecting a position, after which all the following fields are populated:

- Position
- Incumbent
- Manager
- Business Unit
- A Succession Position? (Yes/No)
- Succession Nominees 1-6
- Additional Incumbents (up to 8)

Some positions may have more than one incumbent. In that case, the first one appearing on the **All Data** sheet is listed as the main incumbent, and up to eight more are listed at the bottom of the report. However, only the main incumbent's manager and business unit are shown in this report. To get a more complete picture of positions with multiple incumbents, go to the **All Data** sheet and filter the *Position* column (using the dropdown arrow *in the column header*) for the position of interest. All other positions are then hidden. To restore all of the rows, select Clear Filter from the dropdown list on the filter arrow (Excel 2003 and earlier: (All)).

Overall Statistics

The sheet called **Overall Stats** provides a few key statistics measuring the overall strength of the organization's succession talent pool and succession management efforts. The organization can report these statistics alone or use them as part of the human resources section of its scorecard. The measurements include the following:

- # of unique succession positions with no #1 successor
- # of succession position incumbents with "red" performance
- # of highest potential associates with no top 3 nominations
- % of associates in C-P Matrix "green" cells
- % of associates in C-P Matrix "red" cells

A key is provided on this sheet that shows the reference numbers and colors of the **C-P Matrix**.

Preview and Print Profiles and Reports

With the exception of the *C-P Matrix*, *Individual Risk* and *Position Risk Reports*, all other sheets are set up to print onto a single page in *landscape* orientation. Before printing these three reports, set the appropriate Print Range so that you do not mistakenly print pages that are blank.

To preview the profiles and reports prior to printing, click the Microsoft Office Button > Print > Print Preview (Excel 2003 and earlier: File > Print Preview). Once in the Print Preview screen, simply set the print options for your particular printer and print media and click on the Print button. Page headers and footers are preset ready for printing; however, you may customize them with your organization's name or other information (see below).

Customizing Succession Planner

User Customization

You may want to add your organization's name to each page you print out. For each page on which you want to add your organization's name, select the Insert tab > Text > Header & Footer and click on the Custom Header button (Excel 2003 and earlier: select View > Header and Footer). Then add your text in the desired location (center, or right). Note that this approach places the company name on printed pages, but not on the screen. For assistance changing the screens in the tool, see the next section. To comply with copyright requirements, do not alter the footer containing the *Business Performance Pty Ltd* name and copyright symbol.

If you wish to add supplementary information to the workbook, you may use one of the blank "UserSheets" that are provided. There is no restriction on what items you place on the sheet, and you may create formulas that reference the data on the **All Data** sheet. However, due to the protection placed on the entire workbook, you may not rename those sheets.

Customization and Implementation Services

We would be pleased to assist with the implementation of *Succession Planner* into your organization or to customize the tool for your specific purpose. The author has had many years' experience designing and implementing succession planning systems in a variety of organizations. To discuss your needs with the author, simply contact us using the contact details at the end of this guide.

6. Managing and Backing Up Files

There is more than one way to back up your planning file. Here we describe but one method that has worked well for us. As a professional, we do not need to emphasize to you the importance of backing up your files. The experts and hard experience repeatedly tell us: "It is not a question of *if* my files will become lost or corrupted, but *when*". The method described here not only serves the purpose of creating backups. In addition, it provides a measure of data and report archiving.

Firstly, create a planning directory with the name `SuccessionPlanning` or similar. Create two new directories under this directory named `Reports` and `Backup`. These will serve as the repositories for your finished reports and backups.

In 2008 with one company, we named the initial planning file `SuccessionPlan.xls`. At the culmination of the annual succession planning process (typically marked by review meetings with the top leader), we saved a copy of the planning file in the `Reports` subdirectory as `SuccessionPlan2008.xls`. This left the original file in the `SuccessionPlanning` directory, ready to accept new data from the new succession planning cycle. At the end of the next planning cycle in 2009, we simply repeated the procedure, saving a copy of the file to the `Reports` subdirectory as `SuccessionPlan2009.xls`.

If your succession planning cycle is more or less frequent, then simply create the report file more or less often. For example, if your planning cycle is biannual, then name the report files `SuccessionPlan2009-1.xls` and `SuccessionPlan2009-2.xls`.

If you have made substantial changes to your planning file since your last report and it will be a while before you finalize and save the next report, you may want to create an intermediate backup of your file. To do this, copy your planning file to the directory named `Backup`, which you created previously under your main `SuccessionPlanning` directory. Be careful not to *move* your file inadvertently. Rename the file in the `Backup` directory by placing the characters `Bkup1` at the end of the file name. For example, the file `SuccessionPlan.xls` is renamed to `SuccessionPlanBkup1.xls`. The next time you want to create an intermediate backup, repeat the above process. However, this time place `Bkup2` at the end of the filename, and so on for succeeding backups.

When you have finished, your directory structure should look something like the structure shown below.

```
\SuccessionPlanning
      \Reports
      \Backup
```

You now have a history of your planning data and reports and a handy set of backup files. **This process is not meant to replace your Information Systems department's backup processes.** To begin with, the backups you create are neither stored off-site nor on a separate backup medium. They do, however, provide a readily retrievable set of files in case something goes wrong.

7. Frequently Asked Questions (FAQ)

We have compiled a list of the most commonly asked questions. If you cannot find your question here, try looking up the index to this guide and searching the FAQ section of our web site. If you still cannot find the answer to your question, drop us a line. Our contact details are in the **How to Contact Us** section of this guide.

Installation Problems

Q. ***I'm having trouble downloading your software.***

A. First, check that when you received the prompt to either open or save the file to your computer, you chose the Save option and not the Open option. Also check your browser's security settings. A high security setting may be blocking some types of downloads. Next, some company firewalls and anti-virus programs block some types of downloads. Contact your network administrator for assistance. You can also try downloading from another PC.

Q. ***I double click on the zip file and I get a message saying that Windows cannot open this file.***

A. Download WinZip from www.winzip.com or 7-Zip from www.7-zip.org, follow the instructions to install the software to your computer and then double click the zip file again.

Q. ***I accidentally selected the* Disable Macros *button and now I can't do anything.***

A. Simply close the *Succession Planner* workbook by clicking the Microsoft Office Button and selecting Close (Excel 2003 and earlier: select File > Close). Then reopen *Succession Planner* with macros enabled.

Q. ***I installed* Succession Planner *and now I can't find the files.***

A. Use your operating system's search facility to search for `SuccessionPlannerTemplate.xls`. You may need to search your local drives, network drives and removable media, such as USB drives. Wherever you find that file, you will find the other *Succession Planner* files.

How Do I

Q. ***I need to put a new incumbent into an existing position.***

A. Let's use the example where Lou Duvel, SVP of Operations, is replaced by Dede Winters. Because direct reports and nominated successors are tied to the position, SVP Operations, the easiest approach is to simply overwrite "Lou Duvel" with "Dede Winters" on the **All Data** sheet. If Lou Duvel has left the organization, you may want to remove him from any succession nominations. Finally, remember to change Lou's contribution, leadership, and potential ratings!

Q. ***I need to delete a terminated associate and not retain that position in the data.***

A. Let's use the example where Roberta Flock has left the organization and needs to be removed. First, select Roberta Flock in the FINDER: function, and locate all her succession nominations. Delete her from those nominations, moving up any other associates to her vacated slots as appropriate. Because the position is being eliminated, you may now delete all the data in Roberta Flock's row. This leaves a blank row in the **All Data** table, however, this does not cause any problems. When you next add a new associate, you may fill in that blank row.

Q. ***I need to delete a terminated associate and leave the position "Vacant" for now.***

A. Let's use the example where Helen Back, VP Quality Control, has retired and not yet been replaced. First, remove Helen from any succession nominations. (You may want to take this opportunity to "move up" other nominees who were in line behind Helen.) Second, in the associate *Name* column replace "Helen Back" with a *unique* term such as "Vacant1" or "Vacant VP QC". Third, in the *Reports to* column use the dropdown list to have all of Helen's direct reports now report to the "Vacant1" or "Vacant VP QC" position.

Q. ***Over time, the data on the* All Data *sheet has become spread out and hard to find. I want to "sort" the data on the* All Data *sheet to make it more organized.***

A. You cannot sort the rows on the **All Data** sheet, as this would negatively affect many of the formulas that access the data. The headers of the first five columns on the **All Data** sheet have dropdown arrows, which you can use to filter the database, and only show rows meeting selected criteria. See the answer to the following question for ways to "filter" the data to show only a particular group.

Q. ***It's hard to find all of the direct reports to a position in order to help that manager confirm all his/her data.***

A. Let's use the example where Joe Mana, VP of Human Resources, has eight direct reports that are scattered throughout the **All Data** sheet. On the **All Data** sheet, use the dropdown arrow *in the column header* of the *Reports to* column to filter the list and show only rows that report to Joe. You can apply this same approach to the first column, *BU*, to show only associates in a selected Business Unit.

Q. ***Some positions have more than ten direct reports.***

A. Let's use the example where Joe Mana, VP of Human Resources, has eleven direct reports. If some of Joe's direct reports are not in succession positions, consider not showing them on his **Org Chart**. You may include them on the **All Data** sheet (so they can be nominated as successors to other positions), but not code them under **OrgOrder** with any of the 1 to 10 positions.

Another solution is to create a "Joe Mana2" on the **All Data** sheet, who can then serve as the Manager for any additional direct reports beyond the first ten. Use his actual title (in this case, VP of Human Resources) so that successors appear on both **Org Charts**. However, Joe Mana's own succession nominations will not appear on the **Org Chart** above the "Joe Mana2" because those nominations are tied to a person by name (i.e., Joe Mana, not Joe Mana2).

It's Not Working

Q. ***Some of the ratings colors disappeared from the* Org Chart*. For example, Sam Spade used to show with a green band in the* Org Chart*, but now the color is gone.***

A. On the **Org Chart**, the colored band is triggered by the current *Contribution* parameter. Check to see that Sam has a contribution rating. Another cause of this problem is changing the rating scales on the **Parameters** sheet, but neglecting to go back and manually change each person's ratings to utilize the new scale. When you change any of the ratings parameters, you must go back and manually change every person who was rated under the prior scale.

Q. ***An associate is not showing up on his/her boss'* Org Chart*.***

A. On the **All Data** sheet, check to make sure that under *OrgOrder* (part of the ratings section) all directs are assigned a position between 1 and 10 – and that no other person is assigned the same position for the same boss. If this cell is left blank, or if a direct is assigned the same position as someone else, he/she will not appear on the **Org Chart**.

Q. ***Although successors are needed for Helen Back, VP of Quality Control, under her box on the* Org Chart *it says, "Not a Succession Position".***

A. On the **All Data** sheet, Helen Back's position may have been set to "N" to indicate that it is not a succession position, which blacks out the six succession nomination slots and triggers that message on the **Org Chart**. To remove the message and show succession nominees, change the "N" to a "Y" under the *SP?* column on the **All Data** sheet.

Q. ***Some of the rows on the* All Data *sheet seem to be missing or hidden. For example, although there are 250 associates loaded into the database, only six are showing on the* All Data *sheet.***

A. You can use the columns on the **All Data** sheet to filter the database and only show rows meeting specified criteria. To show all rows, look at the five column headers (*BU*, *Name*, *Position*, *Reports to*, etc.) and find the one(s) where the dropdown arrow has a funnel icon next to it (Excel 2003 and earlier: arrow is blue). Press that arrow and select Clear Filter (Excel 2003 and earlier: (All)) to restore all rows into view.

Error Messages

Q. ***Some strange messages or error codes are showing on the* Org Chart*. For example, above Will Parcell's box on the* Org Chart *are the error codes* #REF! *and* #ΡΕΦ!**

A. If you nominate a person to the same succession position more than once, error codes appear above that position on the **Org Chart**. To highlight this, the redundant nominations appear in a red background on the **All Data** sheet, warning that there is an issue. Go into the row for that position and delete one of the redundant nominations.

Q. ***My* Position Risk *report is filled with* #N/A *error codes.***

A. This is likely the result of an issue with one or more of the names among the succession nominations on the **All Data** sheet. Specifically, you may have changed or deleted a name in Column B –which serves as the "master list" of names– but left that name somewhere in the succession nominations (Columns G to L). Any errant succession nominations should be highlighted in red. Simply remove them or update them from a name in the dropdown list.

8. Change History

VERSION	RELEASE DATE	CHANGE
2.0	1 Feb 2010	Expanded Org Chart capacity to handle 10 direct reports. Added cell occupants report to C-P Matrix. Added employee’s C-P Matrix cell rank to All Data sheet. Expanded filter capability on All Data sheet. Reconfigured "Leadership" rating label to make it editable by user. Expanded Position Profile to display eight additional incumbents. Improved protection from data corruption. Added guidance on importing data from another data source. Unlocked cells on most sheets, allowing user to paste contents into reports and presentations. Clearly marked sample file to avoid confusion with full working version. Fixed bug in Individual Profile that miscalculated rank of succession nominations.
1.0	1 Jan 2008	Initial Release

9. How to Contact Us

We appreciate your comments and feedback and encourage you to drop us a line. Your feedback will help us to further enhance our products so that we can even better meet your needs.

You can contact us at:

Email address:	feedback@businessperform.com
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10. About Business Performance Pty Ltd

Established in 2003, Business Performance Pty Ltd provides business and management consulting services globally. The company delivers coaching and consulting services in a range of business areas, from small business, leadership and management, strategic planning and organizational change to employee development and career coaching. All services are provided by highly experienced consultants specializing in their area of expertise.

From its website, Business Performance Pty Ltd also proudly supplies a wide selection of business and management software products designed to make managing organizations easier and more effective. Products featured include tools, templates and guides in the areas of training and employee development, project management, organizational change, career planning, and web development. All products can be purchased and downloaded easily from anywhere in the world from the Business Performance Pty Ltd website at www.businessperform.com.

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