

## ABSTRAK

Penelitian ini merupakan analisis kasus pada salah satu divisi dalam perusahaan jasa pertambangan Indonesia yang sudah mencapai usia separuh abad. Divisi Mineral sudah beroperasi selama 12 tahun tapi belum ada perencanaan suksesi yang matang untuk meneruskan strategi jangka panjangnya. Strategi *broad differentiation* Divisi Mineral disokong oleh kompetensi yang berasal dari perekrutan eksternal dan berhasil mencapai *dynamic capabilities*. Hal ini dibantu dengan kultur *Collaboration* yang ditumbuhkan di jajaran manajer. Namun, kekurangan dalam *knowledge transfer* mengancam kelangsungan kualitas jasa dan kelincahan organisasi (*agile*) ketika pada pimpinan mendekati usia pensiun. Pelaksanaan program suksesi saat ini dilakukan secara reaktif terhadap tingkat *turnover* yang meningkat drastis. Program suksesi ini belum melalui proses perencanaan dan masih terbatas karena masalah prioritas dan kompetensi manajerial. Divisi perlu merangkul korporasi dalam membangun *workforce planning*, sistem identifikasi talenta, dan strategi retensi sebagai pondasi perencanaan suksesi.

**Kata kunci:** perencanaan suksesi, *dynamic capabilities*, strategi, kultur organisasi, *knowledge management*, *agile*

## ABSTRACT

*This study is a case analysis for a business unit of an Indonesian mining services company that has operated for half a century. The Minerals Division, established for 12 years, is lead by a Division Head who is almost at retirement age. However, there has been no formal succession planning to continue the business' long-term strategy. The Mineral Division's broad differentiation strategy is supported by competencies derived from external recruiting; successfully achieving dynamic capabilities. Another important factor is the Collaboration culture that is cultivated in the ranks of managers. However, without proper knowledge transfer, the continuity of service quality and organizational agility are threatened when the leadership team approaches retirement age. The current succession program is carried out reactively, in response to the drastically increasing turnover rate. Mineral Divisions need to engage the corporate leadership in developing workforce planning, talent management and identification process, and retention strategies as the basic foundation for the succession planning.*

**Keyword:** *succession planning, dynamic capabilities, strategy, organizational culture, knowledge management, agile*