



Plan



# Case Study: Plan International

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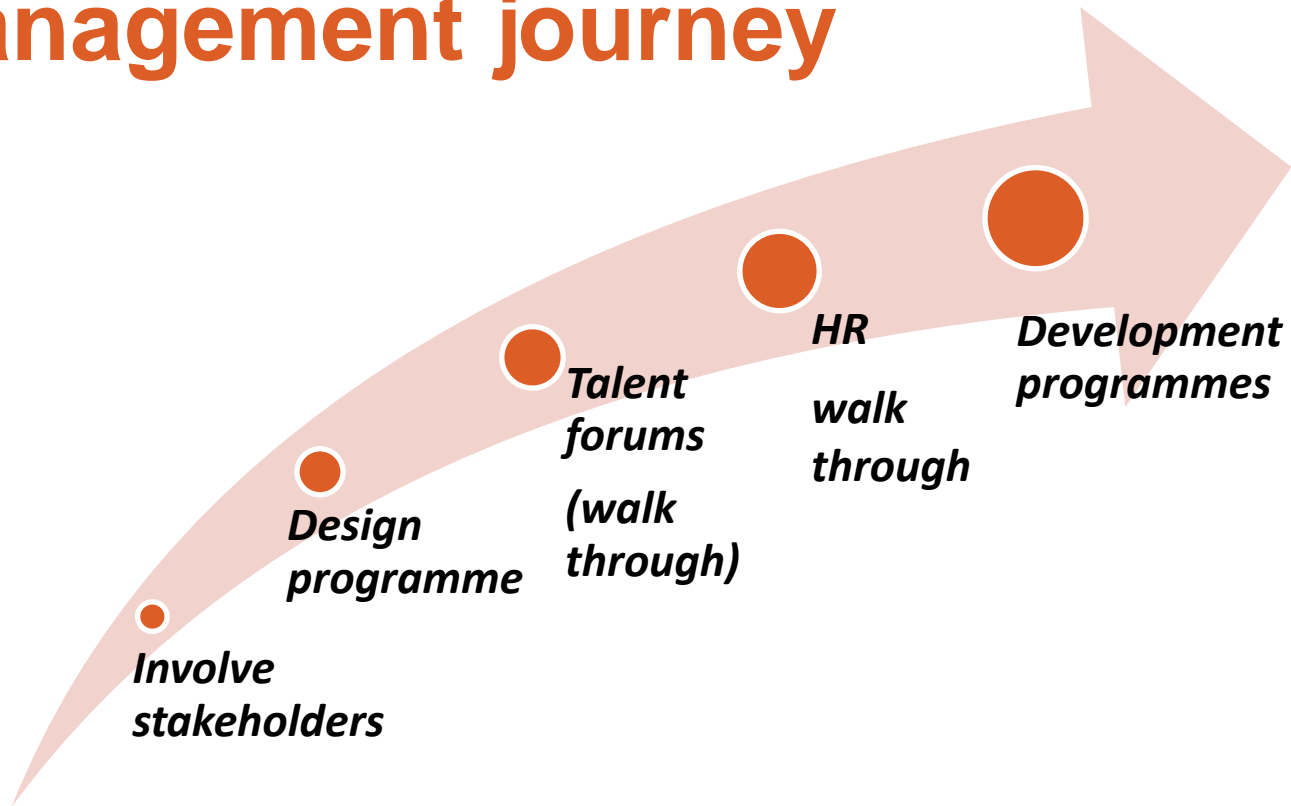
Promoting child rights  
to end child poverty

# Key learning points from Plan

- Succession and talent management is a journey
- Bite size pieces
- Talent reviews
- Working with the business and HR
- Development offerings
- Future



# Our succession and talent management journey



# Talent & succession – People and posts



- Managing short term business risk
- Developing longer term pipelines
- Development and career opportunities for best people

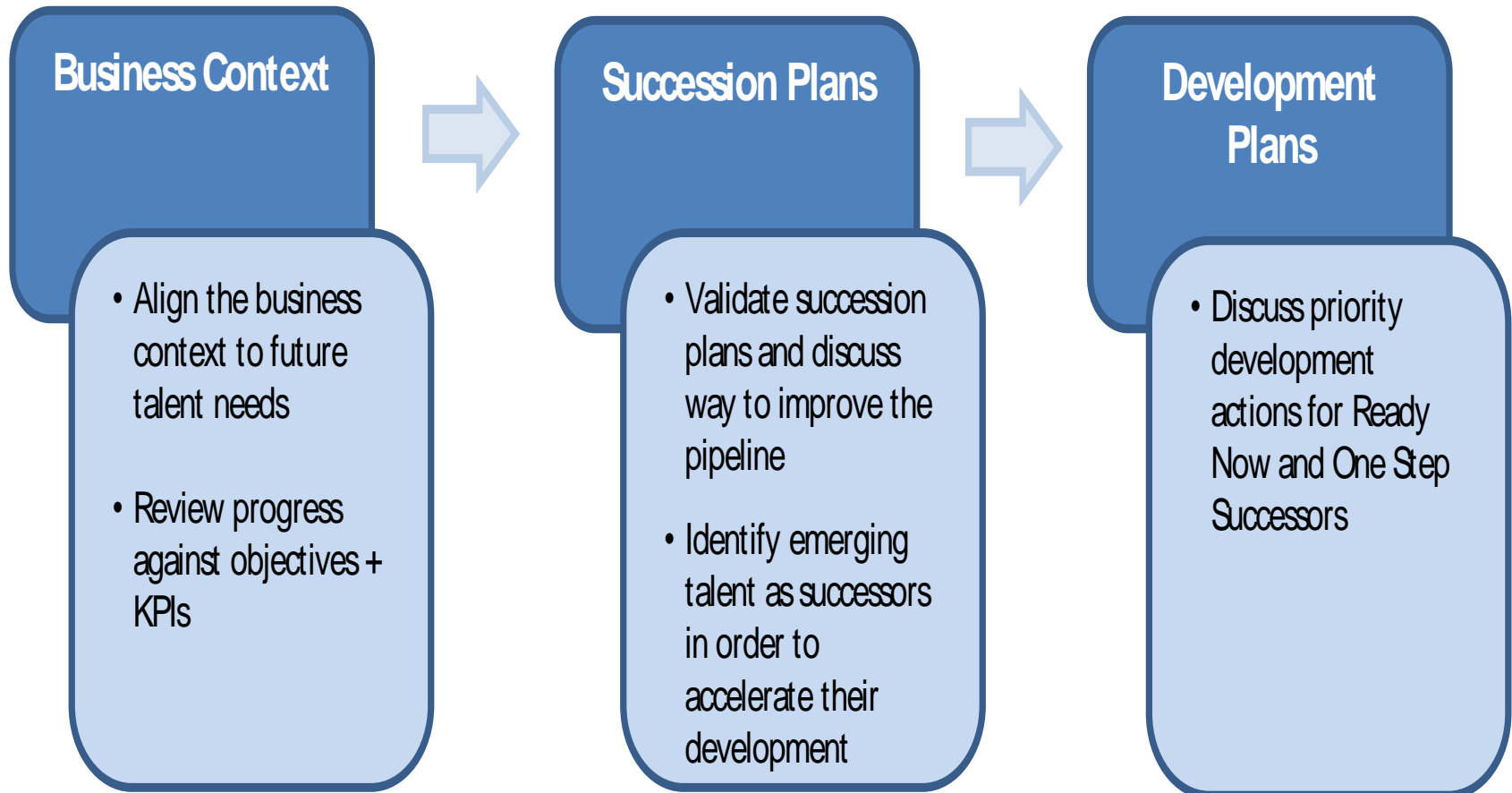
# Bite size pieces

Directors

Middle Managers



The Talent Forum meeting typically consists of three key components:



# Objectives & KPIs for talent process

## **RESOURCING AND BENCH STRENGTH** e.g.:

- Speed of job filling; strength of succession pipeline, sustained succession/talent activity

## **PROACTIVE DEVELOPMENT OF PEOPLE** e.g.:

- New appointments performing well, development plans in place and acted on, LHPP feedback, career mobility

## **EMPLOYEE ENGAGEMENT** e.g.

- Items in staff survey on development, fairness etc. improving

NOTE: Resourcing & development KPIs include diversity



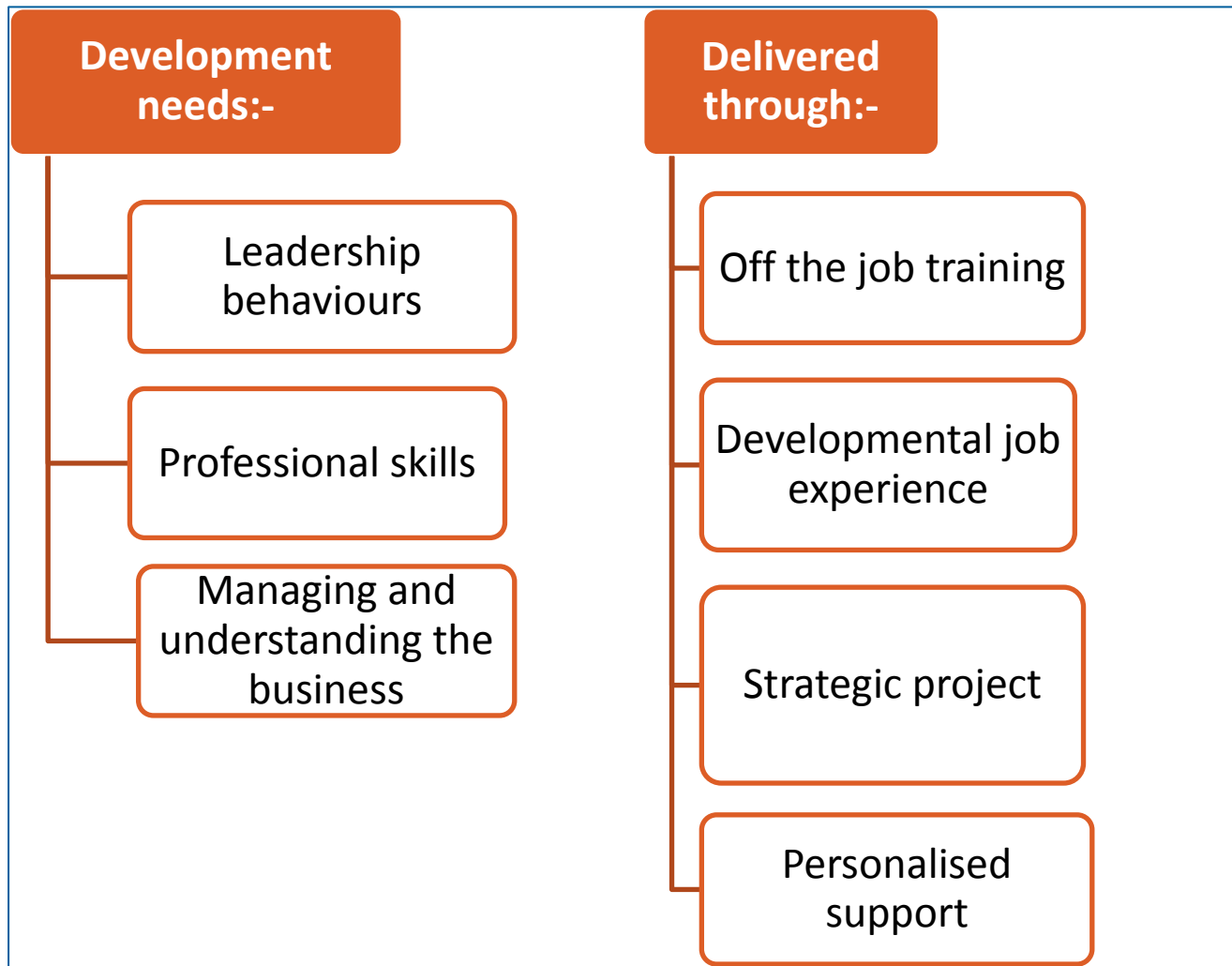
# Key development programmes

- Senior Leadership High Potential Programme (2013)
- Executive Leadership High Potential Programme (2013)
- Executive Coaching Programme (2013)
- High Potential Personal Development Programme (2014)
- Emerging Leadership High Potential Programme (2014/15)





# Senior Leadership High Potential Programme



# Emerging Leaders High Potential Programme

## Core Learning

1. Leadership and Management Development
2. Professional Development: technical skills for the middle manager role
3. Language Training – develop a second Plan language: English, Spanish or French

## Learning Methods

1. 360 feedback review
2. Blended learning
3. Work challenges
4. Job placement

## Leadership Management: Core modules on Moodle

1. Developing yourself
2. Working with others: Communication & Relationships
3. Strategic thinking and problem-solving
4. The Bigger Picture of Plan
5. Managing a team & leading others

## Support

1. Sponsor
2. Manager and on the job coaching
3. Course moderator and HR Team
4. Other participants

Timeline 18 months

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