Talent and Succession Management: Where next?

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Agenda

- Towards an integrated approach
- Where are you now?
- Plan International: case study
- Talent management: Where next?
- Your priorities for action
- Learning from the day

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Talent Management:

Towards an Integrated Approach

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Towards an integrated, 'best fit' approach

- **Purposes:** what do we want from T&SM?
- **Populations:** which jobs, people and needs?
- **Principles:** values, culture & wider PM approach
- **Processes:** to identify & develop, integrating with other PM processes
- **Players:** responsibility and capability of senior management, line managers, employees & HR ?

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Integrating 'succession' and 'talent'

Identify Our Key People:

Develop Our Key People:

Focus on key people

Identify and Mitigate Current Risks:

Focus on key posts

Identify and Mitigate Future Risks:

Identify and Protect Critical Roles and Hard-to-Replace People:

Our plan of action

Key actions to develop key people and build capability within and across the business

Insights from our plans

Do we need to plan for additional skills/ capabilities critical to future success?

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'Talent' not just about top leaders

- More specific skills and faster response required
- Over 60% say they have TM principles and processes for whole workforce
- Succession planning still covers most senior, 'strategic' roles – increasingly global approach
- Over half plan for 'critical' roles – key to (operational) performance and hard to fill
- Key professional groups and top experts more essential to strategy - over 40% plan for these
- Both succession planning (job led) and talent (more person led) approaches being adopted together

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'Potential': clearer than 'talent' but still not easy

POTENTIAL (for future growth)	PERFORMANCE (against current role)

Measures specific behavioural attributes

INDIVIDUAL
For succession planning purposes remember that an individual with potential may be suited to a number of roles in the future

About measureable achievements

Evidence-based judgement on future progression

Assessment against current role

Aptitude for rapid learning

Against current capability

Nearly all those identified as having potential are current high performers

But not all current high performers have potential

Clear framework for behaviours

Head

Flexible Thinking

Combines rigour and pragmatism, flexing appropriately between decisiveness and reflection

Forward Thinking

Proactively spots issues and anticipates opportunities and problems early on

Framing Ideas

Generates innovative, new perspectives and understanding of situations, enabling fresh approaches to be taken. Simplifies the complex effectively according to audience

Heart

Self-Awareness

Deep appreciation of own strengths and weaknesses, uses this insight to manage their behaviour effectively

Organisational Insight

Solid insight into OURCO UK and International, and how to achieve success within it

Range of Influence

Interpersonally adaptive and influential on those around them

Guts

Drive

Desire to make a difference and have a broad impact on OURCO

Initiative

Tendency to set and pursue a path without the guidance of others

Self Belief

Deep seated belief in ability to achieve goals and overcome obstacles to success

Succession &'pipelines' can be more tangible & less emotive than 'talent'

Strength

Key roles with **Ready Now** successors.

Depth

Key roles with **Ready Soon** and **Ready Later** successors. **Emerging Talent** as successors to key roles.

Quality

Confidence that the pipeline is a **true reflection** of individuals who are capable and appropriate for the role.

Succession pipeline **rich in diversity** (e.g., differences of experience, background, flexibility, gender, ethnicity).

Integrating across processes

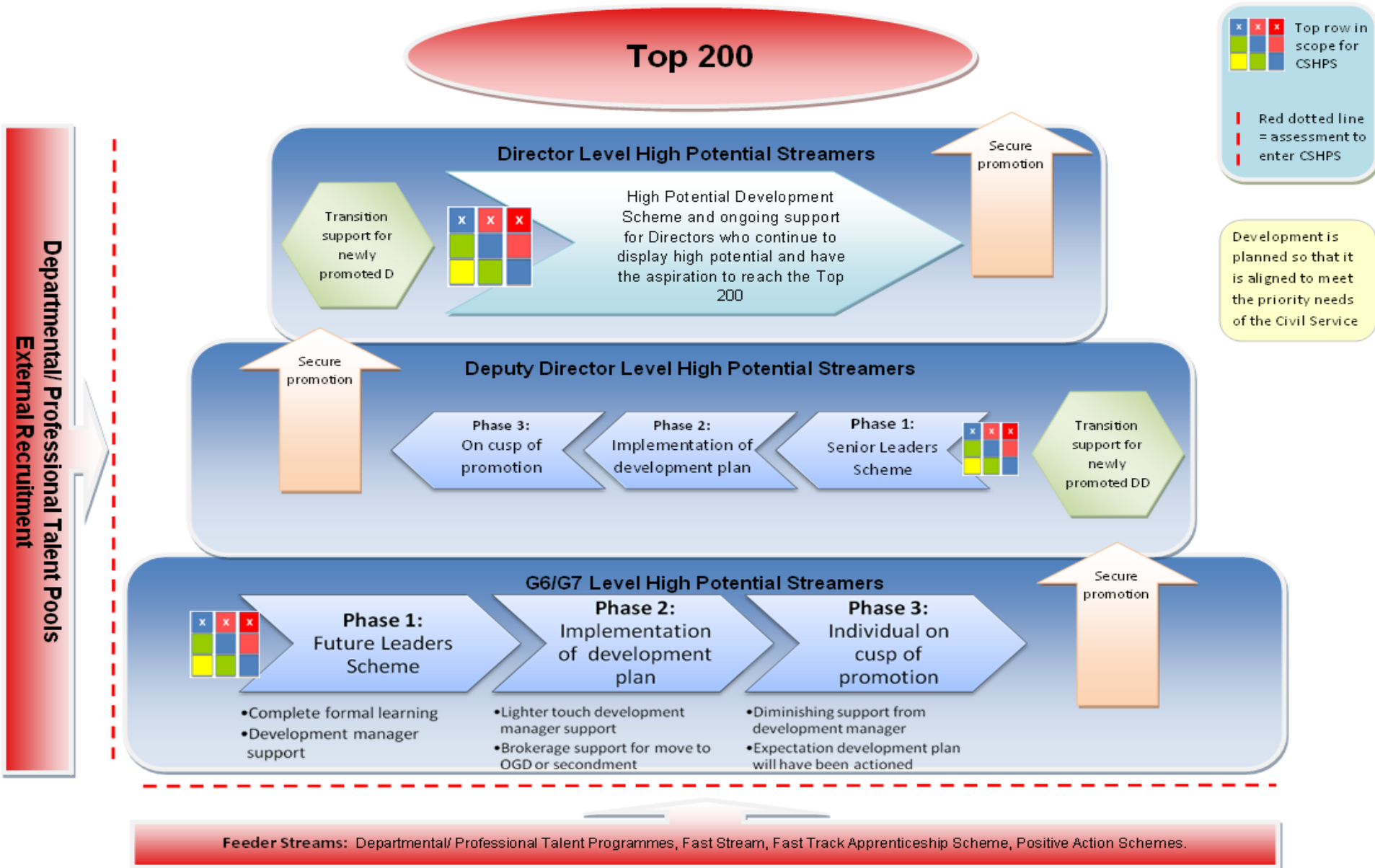# Different structures for talent development

- Tailored individual development, including career experience for hi pos/ successors

- 'Pools', sometimes with some shared development

- Programmes (eg leadership skills and knowledge) directed at high potential groups/ successors

In any of these, individuals may play a key role in managing their own development

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Development offers and approach

MANAGING SELF → TRANSITIONS → LEADING OTHERS → TRANSITIONS → LEADING MANAGERS → TRANSITIONS → LEADING LEADERS → TRANSITIONS → LEADING THE ENTERPRISE

70% ON-THE-JOB DEVELOPMENT
- Challenging self in current job
- Expanded job responsibilities
- Projects / ADP
- Job rotations / Secondments / Temporary assignments
- Role in outside organisations

20% DEVELOPMENTAL RELATIONSHIPS
- Coaching / Feedback, including 360°
- Mentoring
- Associations / Networks / Advisory positions

10% FORMAL DEVELOPMENT
- Self-directed learning
- Courses and programmes

First-Line Leader | Leading Delivery | Leading Business | Enterprise Leadership

Development by career stage

Talent reviews: collective & devolved

Corporate line owners

Devolved line owners
Divisions/Functions/
Geographies

Line & functional
management

HR/ L&D

Individual

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Part of discussion cycles for individuals

Career discussion

Performance review

Talent or succession reviews/forums

Regular 1-1 discussions throughout the year

Skill & Career Development action

Development plan

Feedback to individual

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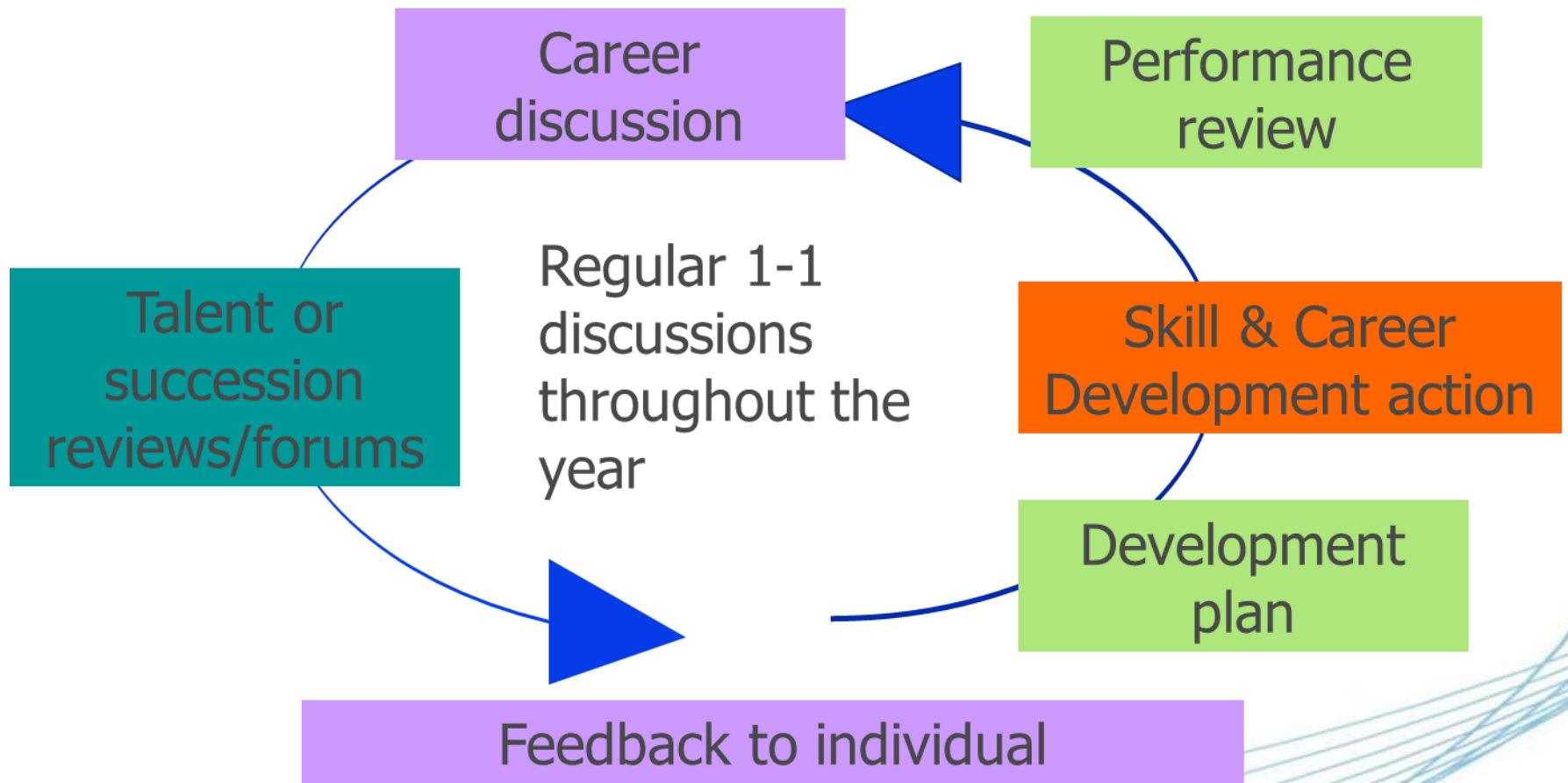
Where have (some) employers got to?

- Clearer **purposes** & 'story' – 'succession' + 'talent' – 'potential', 'successors', 'pipelines' clearer terms
- **Populations** chosen with care – not just 'the top' – work where there are real issues & progress achievable
- Simpler, clearer guidance on (leadership) 'potential'
- Integrate **processes** within T&SM and with performance, workforce development, job filling *for all employees*
- **Players**: Managers working together (eg in talent reviews) – how conversations with individuals fit into cycles
- **HR** role often well established at corporate centre
- Recognising that effective approaches evolve over time

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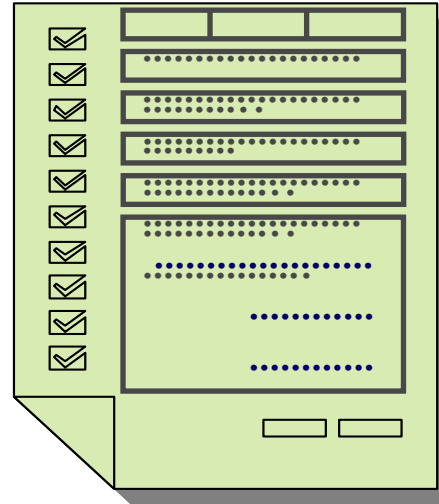institute for employment studies

Where are we now?

- What are the strengths of your current approaches? What's working?

- Where do your challenges lie in making succession and talent management effective?

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Talent Management:

Where Next?

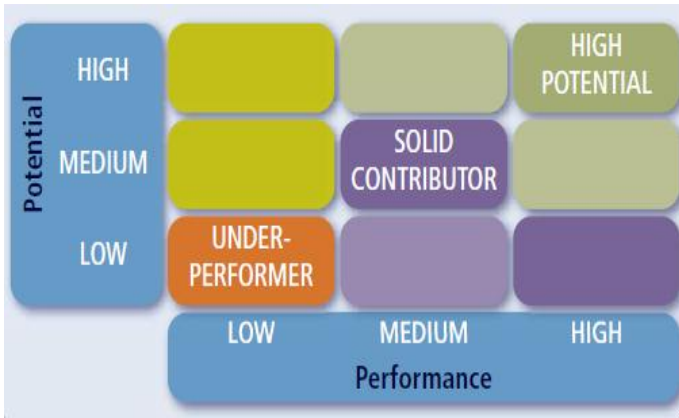# Where next? Some challenges

Process 'kit' is not enough

Potential & development 'for what'?
Paths, pools and sometimes posts

Action-oriented 'segmentation'
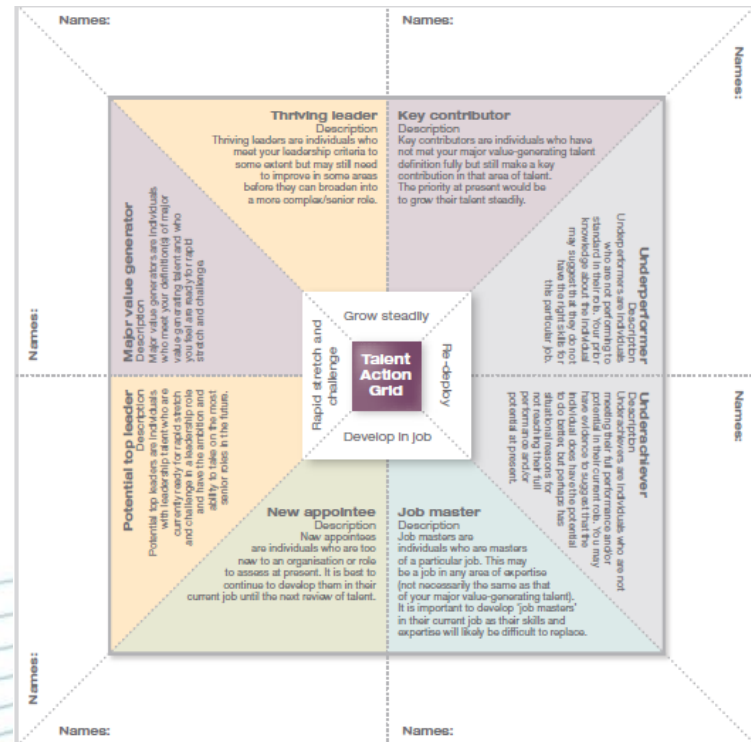

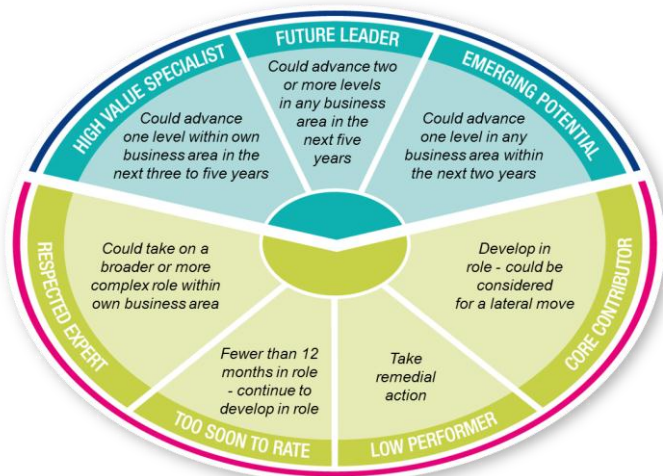Potential for moving:
Level
Function
Unit

Time frame

Destination
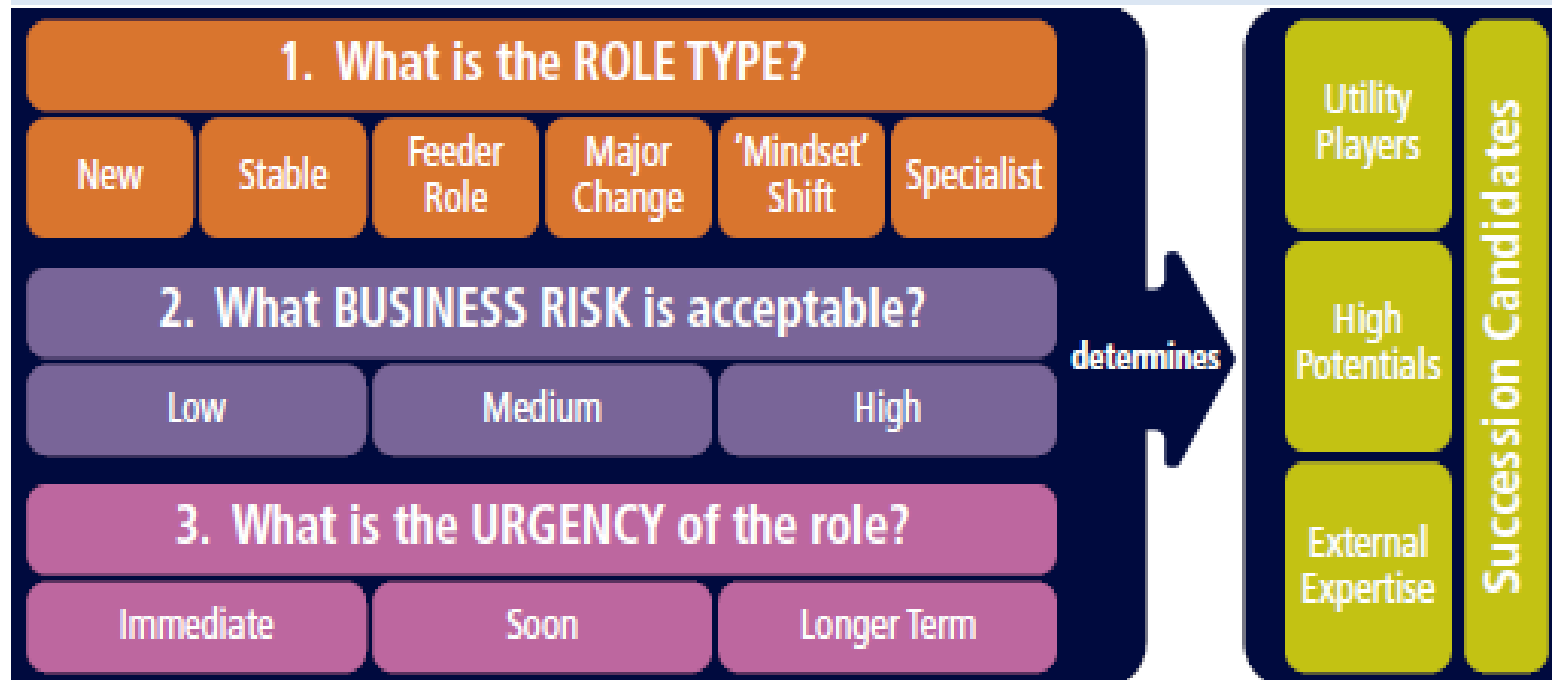
Role/career type

Faster? Broader?

Talent deployment not often realised

The following model should be used to facilitate a vacancy discussion and help determine the most appropriate succession candidate, taking into account 3 main questions:

1. What is the **role type**?
2. What is the **acceptable business risk** if the candidate is unsuccessful or a bad fit?
3. What is the **urgency** - how quick is the need to fill the vacancy?

1. What is the ROLE TYPE?

New	Stable	Feeder Role	Major Change	'Mindset' Shift	Specialist

2. What BUSINESS RISK is acceptable?

Low	Medium	High

3. What is the URGENCY of the role?

Immediate	Soon	Longer Term

determines

Utility Players

High Potentials

External Expertise

Succession Candidates

Different kinds of conversation

PERFORMANCE

- What do you need to prioritise?
- How well are you doing? (what and how)
- What learning will help you do your current job better?
- How will you access this?

POTENTIAL & CAREER

- What kinds of work do you want to be doing in future?
- Does this fit with how others see you?
- Work-life issues and choices
- Possible kinds of paths/ moves & timing
- Pros and cons of options
- What skills/experience do you need to be credible candidate?
- How will you develop this?

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More effective career conversations

- Clear about what conversations, when and in what settings
- Formal and informal
- Role is to start or encourage but not always to resolve – signposting to others and door opening
- Agenda setting
- Manager has facilitative/coaching role
- Offer honest, constructive feedback and reality check
- Shared language of 'career options' helps
- Help employee towards clarifying actions
- Being clear about what is to be shared and what is in confidence

Why call them 'difficult'?

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What support does HR need to give?

- Help managers identify real business issues
- Process design – preferably co-design with the line
- Practical explanation and guidance
- Choreography of formal discussions
- Information handling, including actions agreed
- Working *across* the business
- Helpmate and coach to managers
- Confidential advice to employees
- Partner in development delivery
- Evaluation and tracking

How do you support this locally?

Where might TM go next?

- Clearer, lighter 'kit' – simpler guidance for managers & staff

- Getting the degree of detail right – HRM-potential-succession

- Potential for what? Reflecting real business needs/career paths

- Innovative links with job filling and deployment – open job market alone is not fast or efficient enough

- Long, slow move back to active career development

- Part – but not all – of this is better 'career conversations'

- Sustained & effective HR support – not just for the top

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Your priorities for action

Looking back at the challenges you identified and/or others we have discussed today...

- What 2 or 3 *priorities* would you identify in your own organisation to make succession and talent management more effective?

- *What* does HR need to do & *how* will it be working to support managers & employees?

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Thank you

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Some further reading

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