



CHRO Today Executive Network

Tuesday, January 8, 2019 | 12pm ET/9am PT

Shared Problem-Solving Discussion (1 of 6)

Connect directly with your peers to share a success or seek advice on what isn't working. This is also opportunity to collectively discuss topics/ issues members are focused on for 2019.

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Conversation starter from member-submitted topics: Succession Planning

Zachary shared the following information on today's conversation starter topic: Succession Planning

Best Practices in Succession Planning:

1. Creation of Talent Databases

- Integration of data from multiple systems including HRIS, CRMS, SFA systems
- Definition of missing talent data elements
- Collection of missing talent data (education, competencies, experiences, career interests, mobility)
- Reporting to facilitate decision making

2. Identification of Future Talent Requirements

- Competency, skill and experience requirements for critical positions
- Profiling the development content of key jobs
- Detection of current and future talent gaps
- Targeted career pathing and development
- Sourcing and recruitment plans to secure new external talent

Succession Planning Challenges (may include):

- Ineffective balance between identification and development
- Identifying successors/hi-po's not in line with most "organizational cultures"
- "Executive cloning"
- Poor linkage to business strategy
- Overemphasis on replacement planning
- Lack of top management support
- Poor business unit buy in
- Lack of origination wide talent database

10 high-potential factors:

1. Propensity to lead
2. Brings out the best in others
3. Authenticity
4. Receptivity to feedback
5. Learning Agility

6. Culture fit
7. Passion for results
8. Adaptability
9. Conceptual thinking
10. Navigates ambiguity

Brian Little

– they spend a lot of time on succession planning as a discipline and trying to make it easier. For example, they have a process a manager uses when assessing potential, where they can pick from a list of attributes, that you see in a person and how they relate to the actual job that you're trying to assess them against. Helps with consistency across geographies and gives them a talent profile as well.

Sara Albright

– not doing much formally with regard to succession planning. Doing some informal things, but looking to learn from others.

Maria Smedley

– a number of members of her executive team are up for retirement within 5 years, so succession planning is top of mind right now.

However, the biggest challenge is cloning and resistance to a diversified pool of potential candidates.

Utility industry – baby boomer retirement wave is hitting this industry very hard. Many have been there for 20-30 years.

There is an opportunity to work together to get the most talent leadership team in place as they transition those retiring out of the organization. **Open to suggestions. Please contact Maria if you can offer advice.**

Sara Albright –

Challenge – Succession planning for specialized technical roles you need leadership in. How do you manage getting your technical people up to speed to be good leaders?

Brian Little –

Created 'Zurich Oxygen' that focused on helping people who are technical become better coaches and leaders. Global online program and platform to help them get feedback on an annual basis toward the behavior that they need to develop. Courses are online or on campus.

Has two types of assessment centers.

1. CEO development center – used Propel International to develop a series of assessments, (some online) but eventually go through the live assessment center, which has psychologists from Propel, working with the Zurich leadership team to go through the process and assess the developed need of the people works well as a 3-day session.
2. Targeted at future leaders. People you want to invest in. Helps the technical get feedback on their managerial skills.

Sara – challenge then is to get people together outside of business hours. They are generating revenue during business hours.

Brian – has used **BPI Group**, who offers a wide variety of evening and online coaching at a reasonable price that offer. **Information, provided by Brian and uploaded to C-TEN website.**

Roger Gaston – Family-owned industrial, manufacturing business that recently went public.

Beginning the succession planning process with internal development and building talent pools, and now taking to the next step in building succession plans and focusing on development plans for individuals. Challenge is the third (ongoing) step of integrating all of this data. Making it real in the company so they focus on promoting from within, and having leaders be comfortable giving up the talent they are developing so they can go to other places in the business – not so easy to do this and have the entire organization behind it if you haven't done this in the past. **Would like to hear any thoughts from anyone who has experience with this.**

Brian Little – Has a monthly talent exchange discussion. Once a month the talent management leaders from around the world have a call to discuss people who are ready for another opportunity/high-potentials, and check with the other regions where there might be an opportunity based on current or future job opportunities. People who would never have been considered for a position because you don't know them now have the opportunity. Integrated talent management process – has been helpful.

Brian Little – **can use help with performance management ratings.** Most millennial staff don't like ratings, they like recognition, while more seasoned staff and high performers, like ratings. Have you moved to a point where you just don't do ratings anymore? Causes the HR team a lot of work because you have to create another system to pay people, so he's resistant to go to a no-rating environment.

Roger Gaston – uses ratings and will continue. Gives a way to calibrate the workforce.

Maria Smedley

– uses ratings. Spend time to define the behaviors associated with the rating to help managers to have the conversation about the ratings results. Has helped, to put behavioral language around the ratings. This assists the managers to communicate with the employees and why a particular rating is appropriate with a certain level of performance.

Dave Whan

- considered stepping away from ratings, but primary driver is how to compensate people.

Elliot Clark

- Wharton study on performance reviews that found that ratings are not predictive of upcoming performance.

Sara Albright

- People get hung up on numbers. Did away with the numbers, they are in the background of their system. Just have broad categories, which allows you to focus on the conversation – the good work and areas for improvement.

o Maria agrees and does the same.