

第九届人力资源业务伙伴年会

资料分享

2016年11月23日-24日





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Succession Planning & Talent Management

By Catherine Jin



“There are two kinds of people in organizations: Those with 20 years experience and those with one year experience repeated 20 times.”

—*Gene Dalton, BYU*



“We put good people in big jobs
before they are ready.”

— *Pepsi Co.*



Leadership Development =
V+C+L

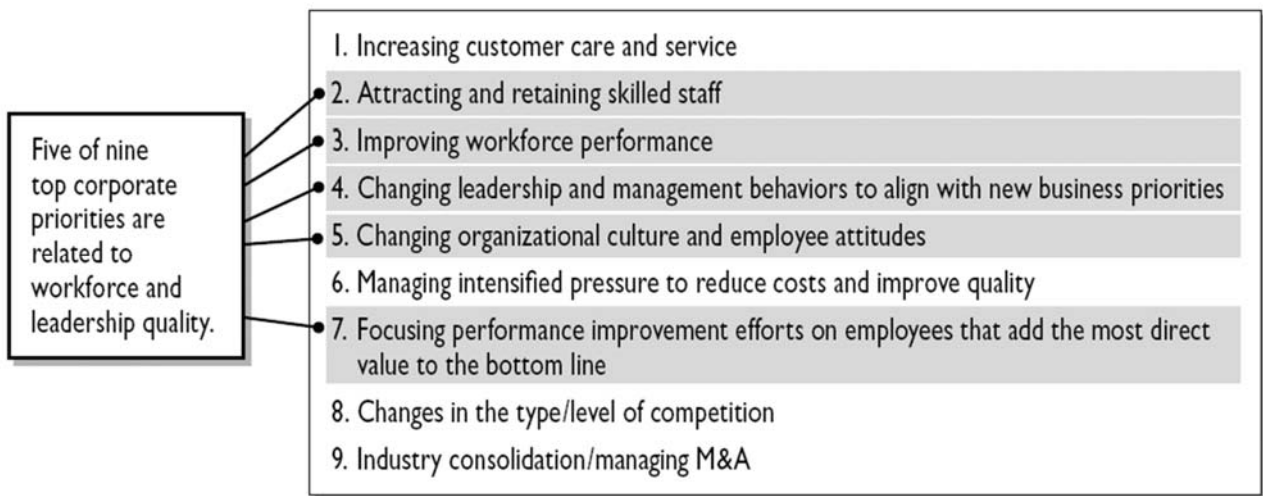
Variety of Experiences +
Challenging Assignments +
Ability & Willingness to Learn

— *Center for Creative Leadership*



Why Succession Planning???

▶ Top Corporate Strategic Priorities



Source: Accenture, The High-Performance Workforce, April 2003, p.40

Why Succession Planning???

▶ More reasons?

Building Commitment

- ▶ Do What-If Scenarios. Pose questions to decision makers.
- ▶ Do Historical Studies. Look to the past.
- ▶ Build Awareness.



Showing the Bottom-Line Value

- ▶ Workload.
- ▶ Speed of Filling Positions.
- ▶ Results.
- ▶ Other data to be looked at?



Linking SP&M Activities to Organizational and Human Resource Strategy



Assessment of Key Positions

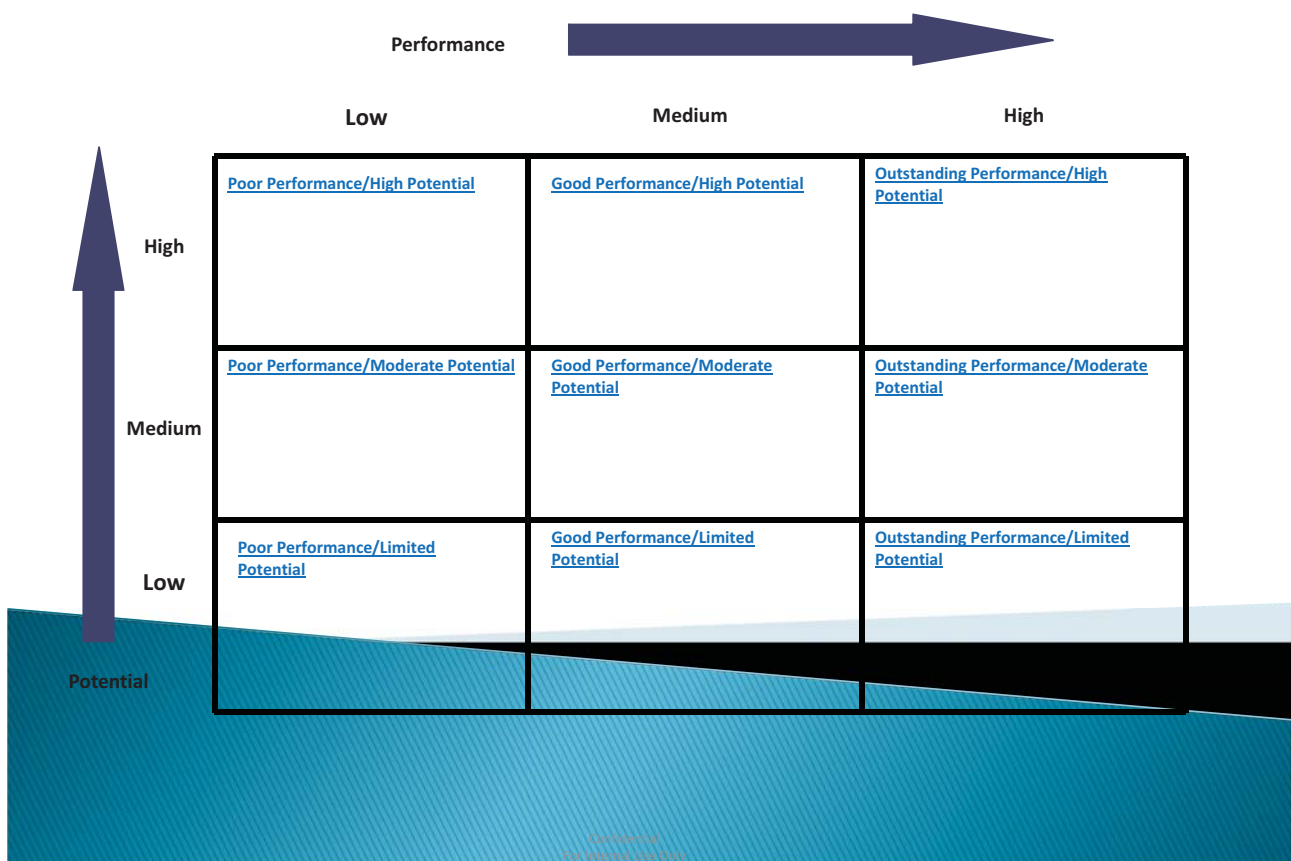
- ▶ Identification of current Key Positions in the organization
- ▶ Identification of future Key Positions in the organization.
- ▶ Competencies and experiences needed to qualify for each key position currently.
- ▶ Find out competency requirements in key leadership positions in the future.

Assessment of Key Talents

- ▶ Performance Assessment
- ▶ Potential Assessment
- ▶ Competency Based Assessment
- ▶ 360 Assessment
- ▶ 9 Box Matrix



Nine Box Matrix



[Sample] SUCCESSION PLAN SUMMARY

ORGANIZATION: _____

Key Position Title	Incumbent Name	Position Vulnerability			Succession Candidate Names		
		Open in < 1 Yr	Open in 1-3 Yrs	Open in 3+ Yrs	Ready in < 1 Yr	Ready in 1-3 Yrs	Ready in 3+ Yrs



Evaluate the SP&M Program

- ▶ How to improve?
- ▶ How to maintain a commitment to systematic SP&M?



Other considerations of SP&M



Direction

- ▶ Top-down approach
- ▶ Bottom-up approach
- ▶ Combination approach



Timing of SP&M

- ▶ How much time is devoted to SP&M issues, and when is that time devoted to it?



Scope

- ▶ How many—and what kinds—of people in the organization are covered by succession plans?



Degree of Communication

- ▶ A closed SP&M program:
- ▶ An open SP&M program:



Alternative Approaches of Ensuring Leadership Continuity in Organizations

- ▶ Organizational redesign.
- ▶ Process redesign
- ▶ Outsourcing
- ▶



Characteristics of Effective Programs

- ▶ Top Management Participation and Support
- ▶ Focused Attention and Dedicated Responsibility
- ▶ Succession Planning and Management Extends to All Levels
- ▶ A Systematic Approach
- ▶ ...



Common Mistakes and Missteps to Avoid

- ▶ Lack of Support from top management team
- ▶ Quick-Fix Attitudes
- ▶ Low Visibility of ROI
- ▶ ...



THANK YOU

