



知享会

HR Excellence
Center

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继任者规划分享



继任者规划是一个持续的为组织的现在和将来识别和培养人才的过程，它能够：

识别组织所需的关键岗位和能力

衡量现有人员的能力、潜力和Readiness

有目的的定制关键人员发展方案

为组织的可持续性发展和培养接班人

一套完整的体系

– 组织与人才盘点（OHRP）

两个关键成功要素

– 建立共识

– 落实行动

三个常见问题

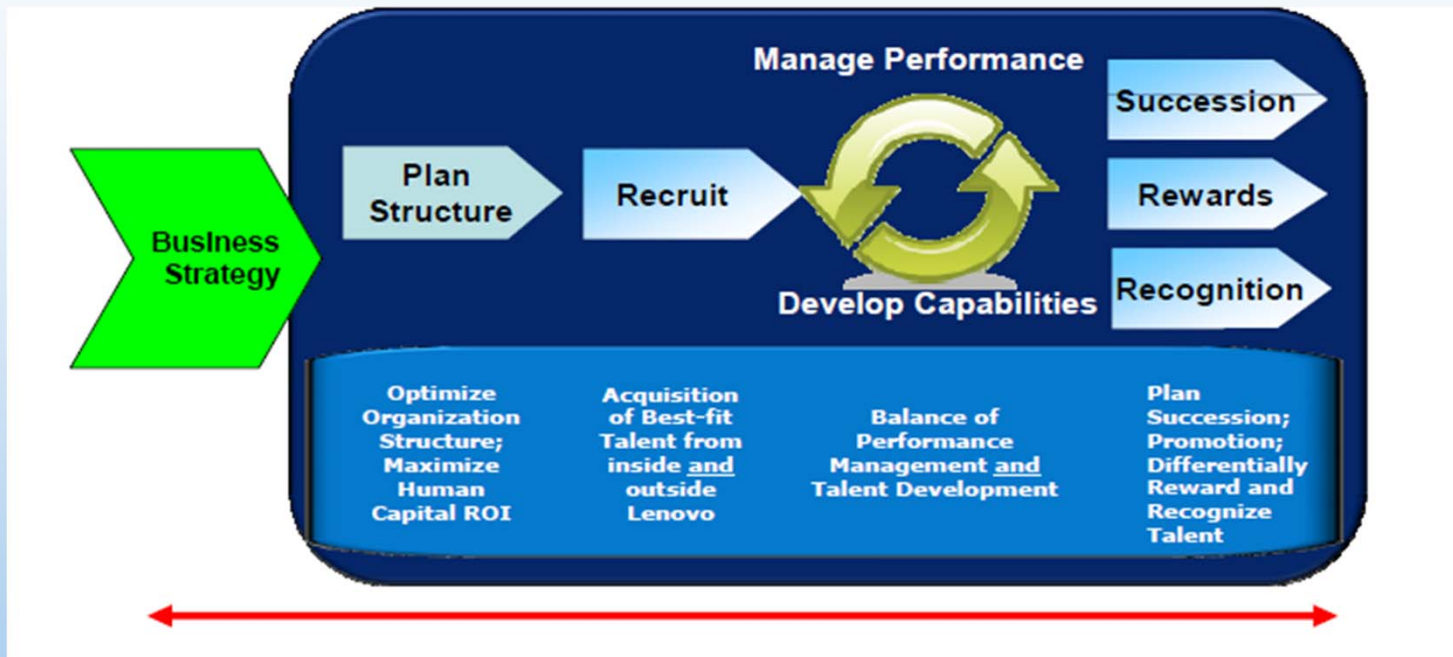
– Performance , Potential & Readiness

– HIPO vs Successor

– 常用的衡量指标

一套体系：组织和人才盘点（OHRP）

OHRP: 一套由战略驱动的端到端的人才管理方法



两个关键成功要素：



建立共识

- 建立对人才公开透明的评价标准，并形成共识
- 鼓励分享对组织和个人的多种观点
- 坦诚的沟通各组织人才储备和后备梯队情况
- 识别各组织所需能力及目前人才缺口（职能，国际性，多样性等）
- 共同探讨未来的人才标准和解决方案

落实行动

- 传递有效信息以帮助个人发展
- 促进跨组织和跨部门的人才流动性（People Planning）
- 保证最优秀的人才得到最好的机会和资源

三个常见问题



Performance, Potential and Readiness

HIPO vs. Successor 高潜和继任者

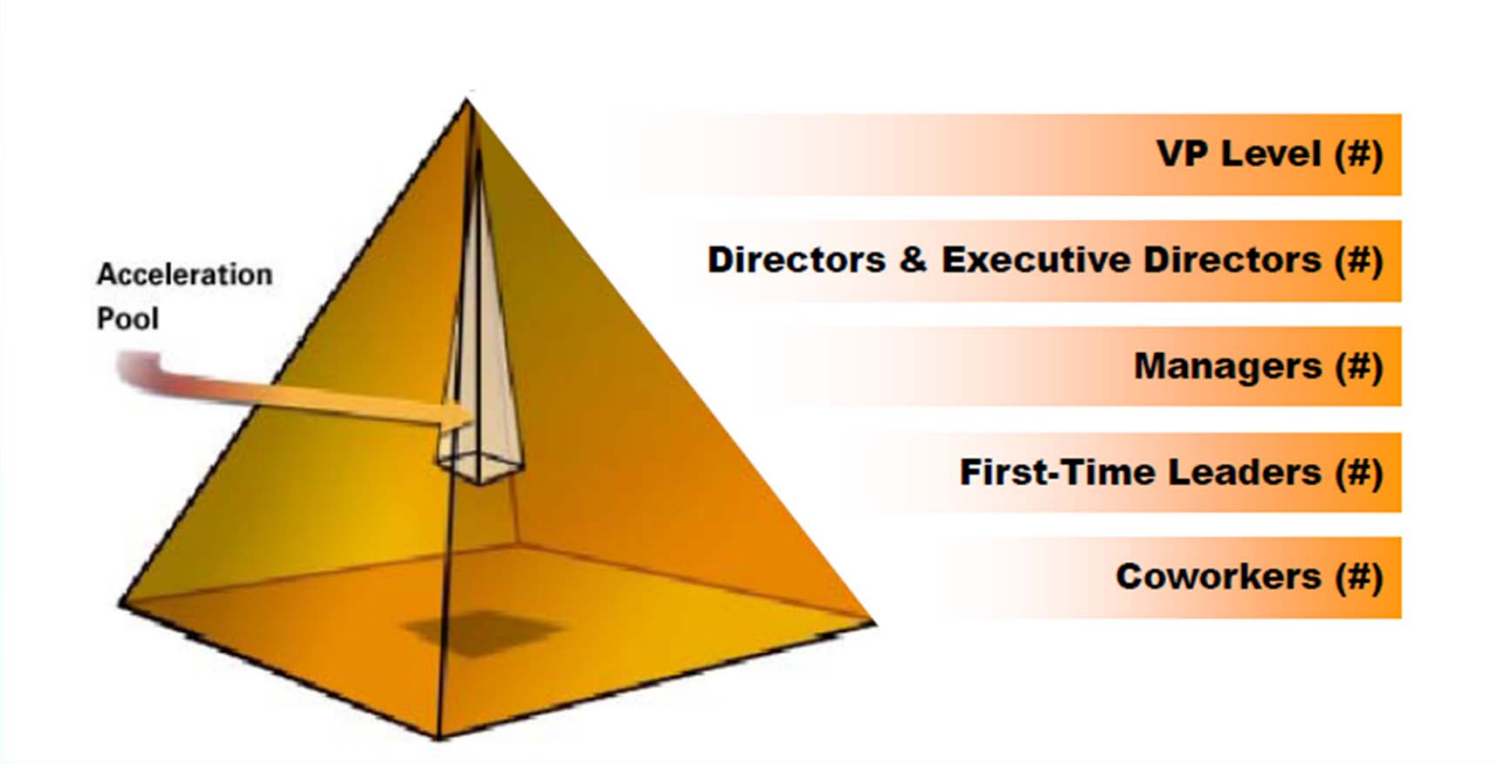
Measurements of Succession Planning

继任者规划常用的衡量指标

Performance, Potential & Readiness



HIPO vs. Successor



常用的衡量指标



Basic

- IDP year end completion for Top 4 tiers of employees
- year-rate – % of HIPO/Key Talent of each Band

Succession

- # of “ready-now” successor for each critical position/role
- % of critical position openings filled by planned internal Successors

Retention

- Retention rate of Hipo and Key Talent
- Retention rate of “Ready-now” successors
- Retention rate of “Outstanding” talents

Talent Movement

- % of talents identified from People Planning Session have been successfully moved to the new position as discussed

In Summary...

- 1. Leaders really do matter**
- 2. Today's top performing leaders aren't necessarily tomorrow's**
- 3. Talent is an enterprise resource**
- 4. A broad set of experience & assignments is the best classroom**
- 5. It's incumbent upon today's "top-100" to leave a legacy of future talent**
- 6. Invest in the best**