



智享会

HR Excellence
Center

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Succession Planning

-- Best Practice Sharing



Build Succession Savvy:

Put succession planning in top team's agenda

From Business Vision to Succession Planning



Succession Planning Measurement

1:1:2

1 current role: 1 short term local successor:
2 long term local successors

Short Term Successor: readied high calibre successors who will be ready after completing current job.

Long Term Successor: high calibre successors who will be ready after completing current job plus one or two more roles. Both identified successors must be locals.

70:30

Top Team Roles maintain a 70:30 local to expat ratio

2005

Regions	At Business Unit Level --> 1:1:2		Int Status	
	Local Succession Coverage		Local	IA
	Short Term	Long Term		
AME	25%	34%	28%	72%
AMPAC	58%	58%	58%	42%
ASPAC	32%	70%	55%	45%
EUROPE	34%	51%	45%	55%
LACAR	45%	70%	70%	30%

2007

Regions	At Business Unit Level --> 1:1:2		Int Status	
	Local Succession Coverage		Local	IA
	Short Term	Long Term		
AME	56%	74%	57%	43%
AMPAC	67%	73%	67%	33%
ASPAC	53%	87%	70%	30%
EUROPE	N/A	N/A	N/A	N/A
LACAR	60%	87%	69%	31%

70 – 100%
40 – 69%
0 – 30%

Local	IA
65 – 70%	30 – 35%
35 – 65%	35 – 65%
0 – 35%	65 – 70%

Succession Planning Cycle

Right people, right place, right time
Unleash the power of people

**Right
People**

Hunt for Talent

Talent Identification

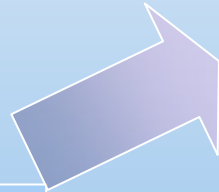
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**Right
Program**

Nurture for Talent

Skill Equipment

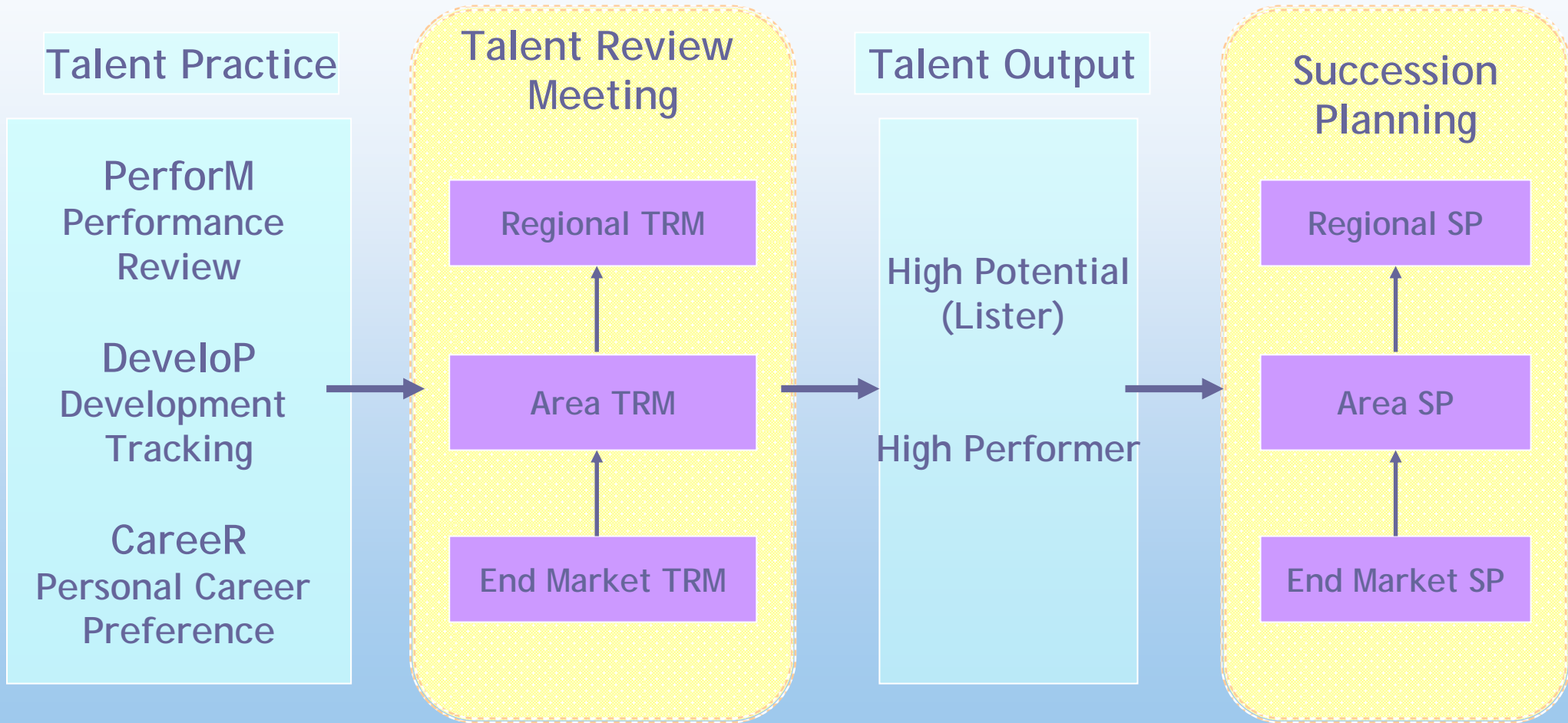
**Right
Place**



Hunt for talent:

Select and build pathway for talents

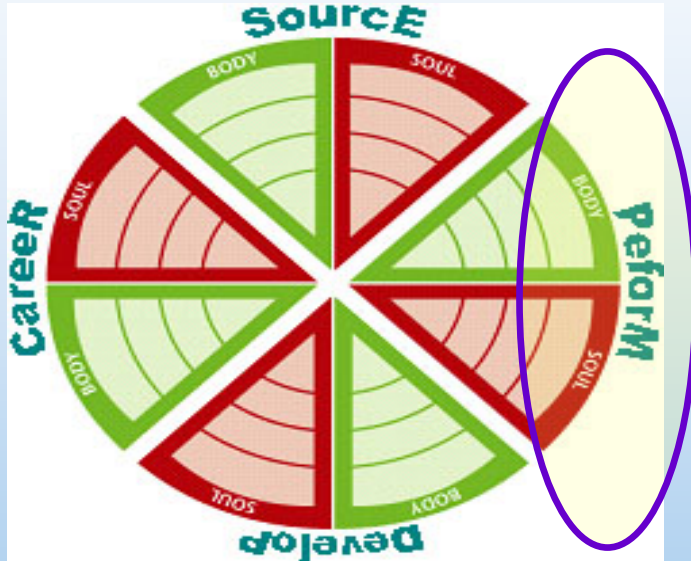
Talent Identification



Talent Management Practice

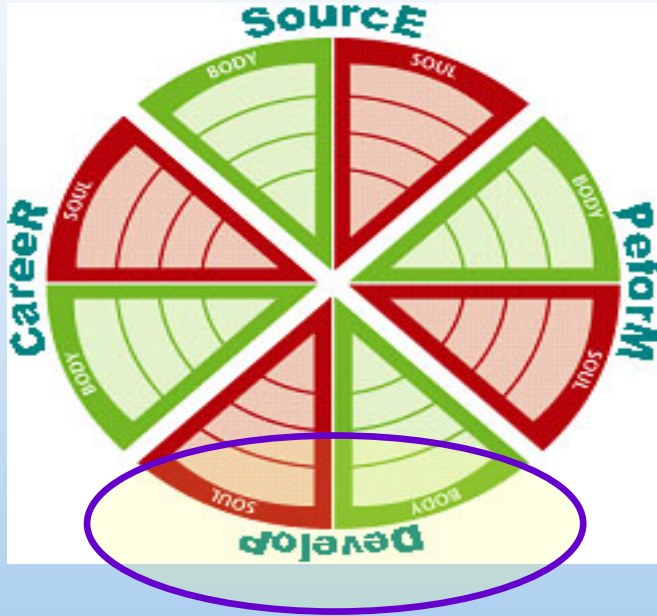
My Perform
Performance

EXPORT IMPORT PRINT SAVE AS DRAFT SUBMIT



NAME: David (ID: 123456)			
POSITION TITLE : SALES MANAGER	LEADERSHIP PASSGAGE: MANAGE SELF	REPORTS TO JAMES	
REVIEW PERIOD - START: XX/XX/XXXX END: XX/XX/XXXX STATUS: --WAITING MGR--			
Operational Objectives			<input type="checkbox"/>
Leadership Objectives			<input type="checkbox"/>
Management Objectives			<input type="checkbox"/>
Relationship Objectives			<input type="checkbox"/>
Innovation Objectives			<input type="checkbox"/>
Employee Comments			<input type="checkbox"/>
Manager Comments			<input type="checkbox"/>
Manager Signoff			<input type="checkbox"/>
RATING: SUCCEEDS		REVIEWED DATE: DD/MM/2007	

Talent Management Practice



EXPORT IMPORT PRINT SAVE AS DRAFT SUBMIT

NAME: David (ID: 123456)

POSITION TITLE : SALES MANAGER LEADERSHIP PASSAGE: MANAGE SELF REPORTS TO: JAMES

LAST REVIEW DATE: XX/XX/XXXX CURRENT STATUS: --IN PROGRESS--

Leadership/Functional Capability Analysis

Strengths:

Edited By Employee XXXXXXXXXXXXXXXX XXXX Xx XXXXXXXXXXXXXXXX Xx XXXXXXXX Xx XXXXXXXXXXXXXXXX XXXX XXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX . XXXX Xx XXXXXXXXXXXXXXXX XXXX Xx XXXXXXXXXXXXXXXX Xx XXXXXXXX Xx.

Needs:

Edited By Employee XXXXXXXXXXXXXXXX XXXX Xx XXXXXXXXXXXXXXXX Xx XXXXXXXX Xx XXXXXXXXXXXXXXXX XXXX XXXXXXXXXXXXXXXX XXXXXXXXXXXXXXXX . XXXX Xx XXXXXXXXXXXXXXXX XXXX Xx XXXXXXXXXXXXXXXX Xx XXXXXXXX Xx.

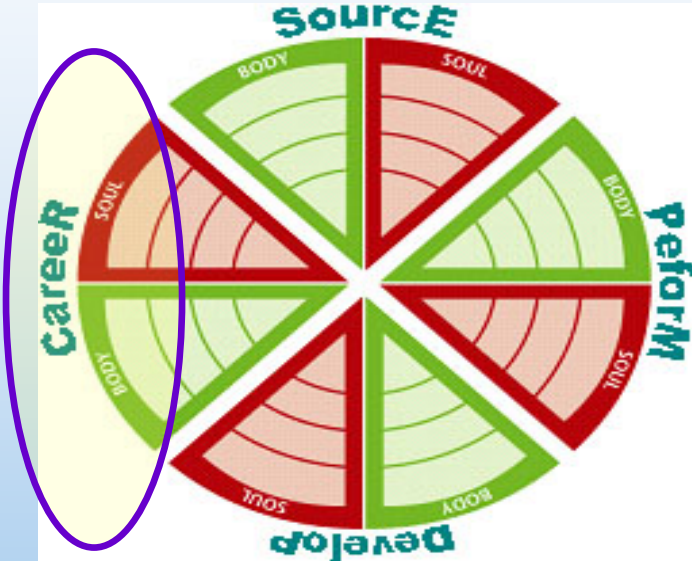
Development Plan

Manager Review

REVIEWED BY: ---MANAGER NAME--- STATUS: -- STATUS --

LAST REVIEW DATE: ---/---/---


Talent Management Practice



EXPORT IMPORT PRINT SAVE AS DRAFT SUBMIT

NAME: **David** (ID: 123456) ?

POSITION TITLE : **SALES MANAGER** LEADERSHIP PASSAGE: **MANAGE SELF** REPORTS TO: **JAMES**



REVIEW PERIOD - START: XX/XX/XXXX END: XX/XX/XXXX STATUS: --WAITING MGR--

Career Preference -

Career Preferences: ?

XXXXXXXXXXXXXXXXX Xxxx Xx XXXXXXXXXXXXXXXXXXXX Xx XXXXXXXX Xx XXXXXXXXXXXXXXX XXXX XXXXXXXXXXXX XXXXXXXXXXXX. Xxxx Xx XXXXXXXXXXXXXXXXXXXX.

Career Path:

Cross Functional GM/Cross Functional General Manager Option D Option E Option F	Add <input type="button" value="▶"/>	Functional
	Remove <input type="button" value="◀"/>	

Preferred Functions:

Legal It Demand Facilities Option D Option E Option F	Add <input type="button" value="▶"/>	Cora Operations Leaf
	Remove <input type="button" value="◀"/>	

Possible Next Steps -

Mobility -

Talent Review Outcomes -

Manager Review -

REVIEWED BY: ---MANAGER NAME--- STATUS: -- STATUS --
 LAST REVIEW DATE: ---/---/---

Talent Review Meeting

Regional Level (Asia Pacific)

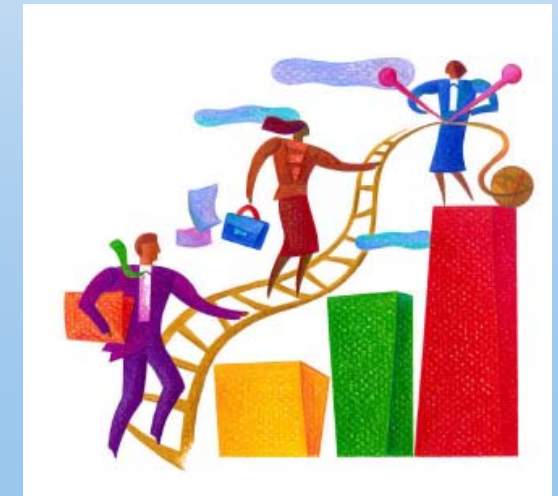
Target:
Middle & Senior level Mgt
high potential
+ Director level Mgt staff

Area Level (Greater China Area)

Target:
Entry-level high potential
+ Middle & Senior level Mgt staff

End Market Level (Mainland China)

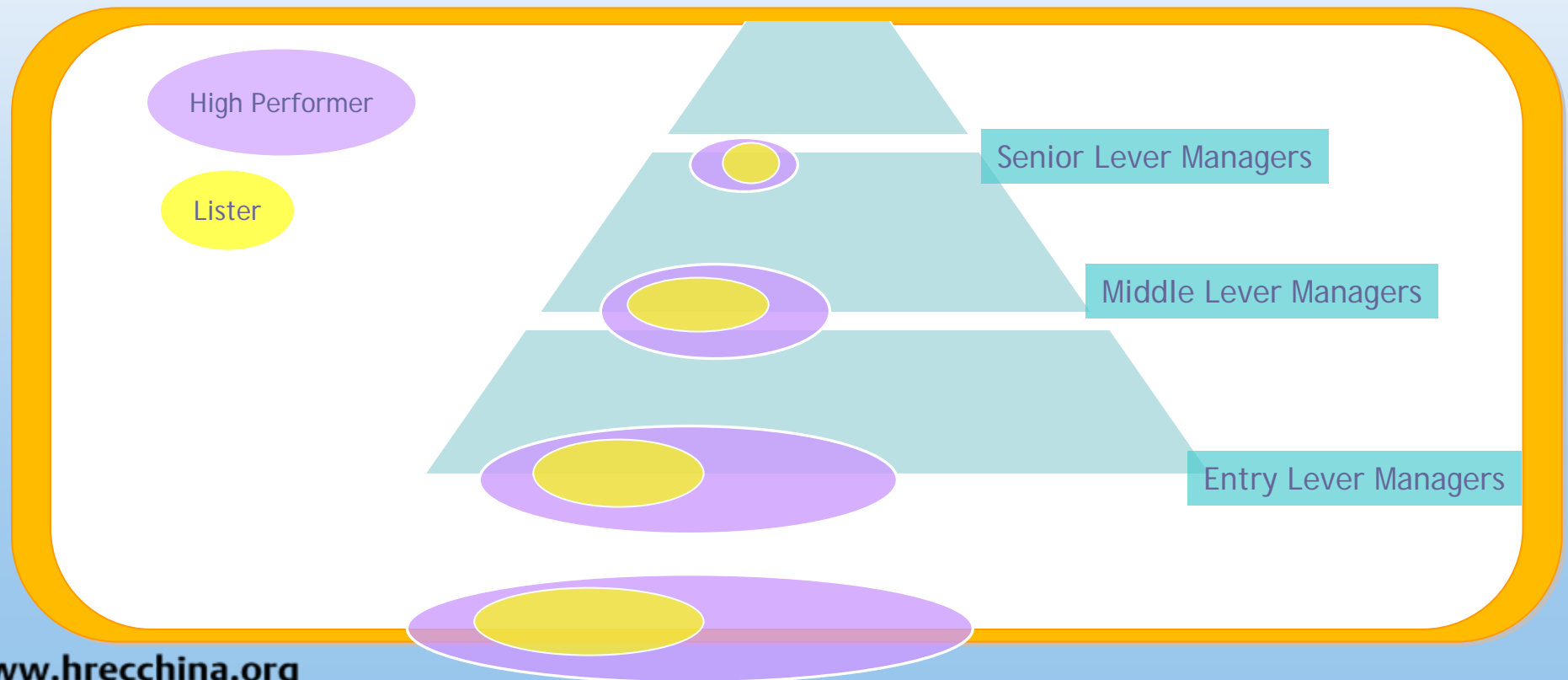
Target:
Non-Mgt high potential
+ Entry-level Mgt staff



Talent Identification Output

Identifying High Potential Talent, Using One Potential Rating (Lister), helps ensure a Healthy Leadership Pipeline.

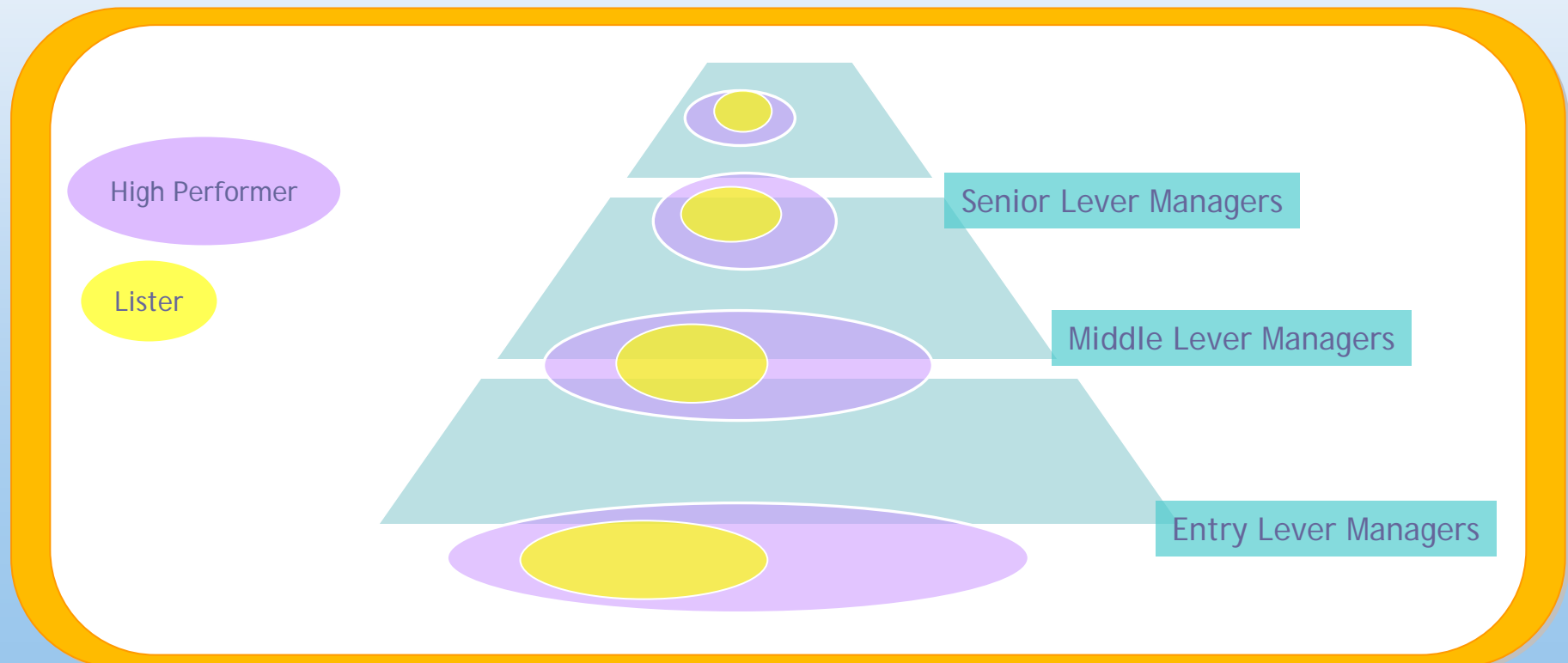
Lister Definition: individuals who clearly demonstrate in their current performance the potential to significantly stretch and perform two grades higher than their current grade



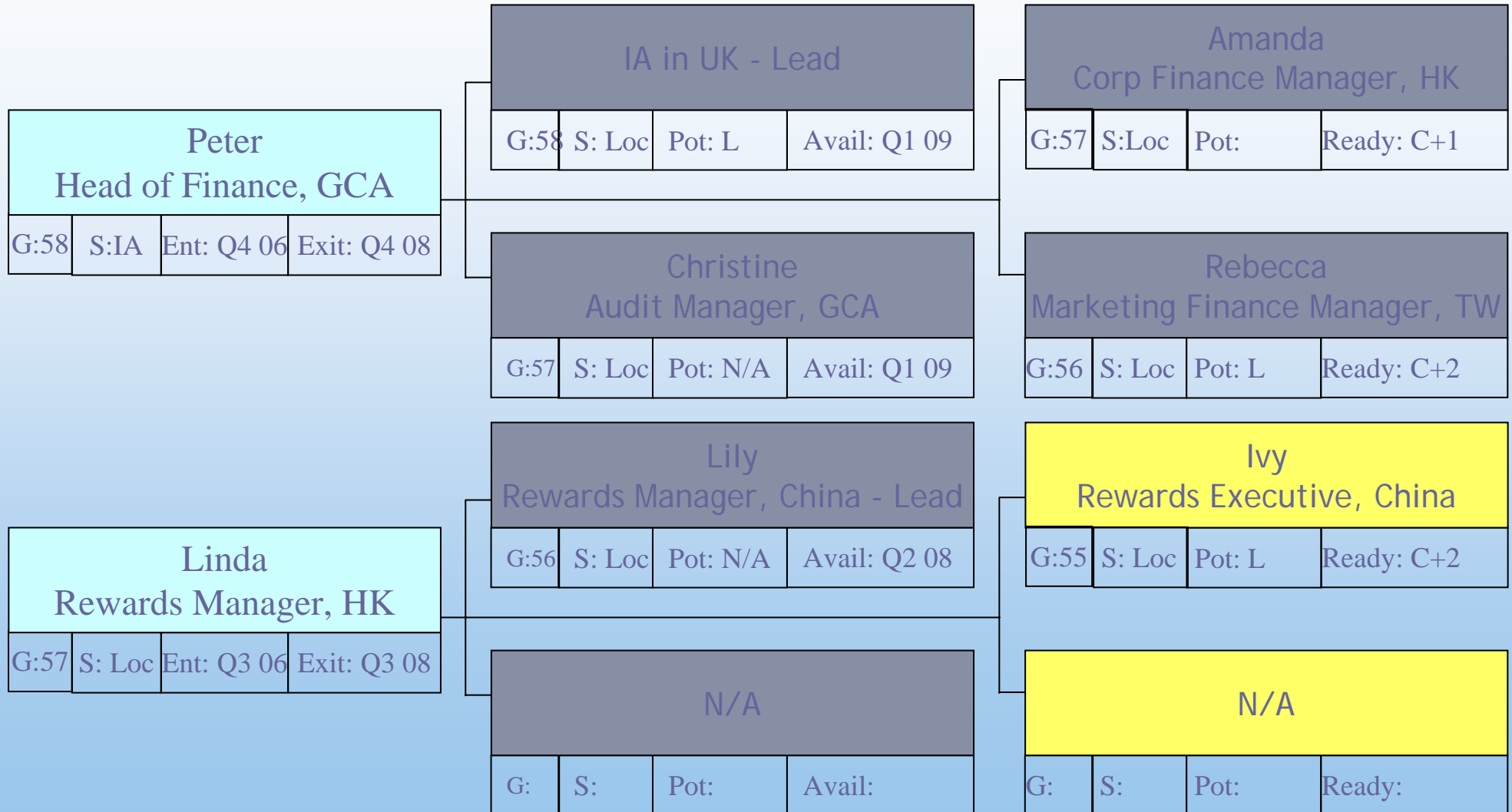
Talent Identification Output

Identifying High Potential Talent, Using One Potential Rating (Lister), helps ensure a Healthy Leadership Pipeline.

Definition: individuals who clearly demonstrate in their current performance the potential to significantly stretch and perform two grades higher than their current grade



Succession Planning Template



Nurture for growth:

Put talents in right place and equip them with right program

Acceleration Program



Companies around the world have made talent management a top priority, and therefore, such activities are marked by a relatively high degree of sophistication. Yet, few HR professionals, senior executives and line managers appear to believe that their organizations have fully solved the puzzle. Best practices are shared to help companies attract, select, develop, and retain talent. However, these practices provide a source of competitive advantage only if they align closely with all elements of the HR system, link to the business strategy, and are embedded in the leadership philosophy and value system of the firm.

Global Talent Management: How Leading Multinationals Build and Sustain Their Talent Pipeline
By Insead

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