Career Development and Succession Planning

Changing Landscape of HR 2012 Conference
Overview

• Career Development Program
• Succession Planning Process
Career Development & Succession Planning

Benefits

- Reduced organizational risk.
- Increased productivity.
- Improved employee morale and engagement.
- Enhancing employee development.
- Expediting goal achievement.
- Facilitating retirement planning.
Group Exercise

What organizational processes do you currently have in place to develop employees?
Sample Developmental Processes

- New Hire Orientation
- Learning & Development Programs
- Performance Appraisal Process
- Informal Coaching Sessions
- Mentoring
- Career Development
- Succession Planning
Career Development & Succession Planning

Group Exercise

What is career development?

What is career planning?
Career Development

The process by which employees progress through a series of stages, each categorized by a different set of developmental tasks, activities, and relationships.
Career Planning

Process by which employees become aware of interests, values, strengths, and weaknesses; obtain information about job opportunities within their company; identify career goals; and establish action plans to achieve career goals.
Career Development Objectives

- Enable people to be more effective in their current jobs.
- Prepare people for positions of broader responsibility.
- Provide motivation for people by combining, as much as possible, their interests and goals with the needs and opportunities within company.
Career Development Objectives

- Develop groups of qualified individuals for all positions.
- Ensure that no one’s development is overlooked.
- Identify people with high potential early.
- Ensure promotion from within.
- Maintain diversity in the workforce.
Components of Career Planning

- Self Assessment
- Reality Check
- Goal Setting
- Action Planning
Career Development & Succession Planning

A Shared Responsibility

Organization

Individual

Manager
Individual's Responsibilities

- Assess skills, interests, values, and development needs.
- Gather information about development opportunities and business needs within the organization.
- Identify realistic development goals.
Manager's Responsibilities

- Hold annual career discussions.
- Work with individuals to construct realistic development plans.
- Provide training and development experiences.
- Provide ongoing feedback and coaching.
- Evaluate performance; hold semi-annual progress reviews.
Company Responsibilities

- Communicate business needs and challenges.
- Clarify skills, knowledge, and experience requirements.
- Provide training and development opportunities.
- Hold managers accountable for developing their people.
- Provide recognition for development.
Company’s Role

- Career Workshops
- Career Centers
- Career Planning Workbooks
- Career Counseling
- Career Paths
Career Development & Succession Planning

- Career Enrichment
- Career Enlargement
- Career Rotation
- Career Promotion
- Career Downward Move
Career Development & Succession Planning

- **Step 1:** Manager’s Development Strategy
- **Step 2:** Individual Career Planning
- **Step 3:** Career Discussion
- **Step 4:** Next Level Reviews
- **Step 5:** Career Development Meetings
- **Step 6:** Quality Performance Review

**Company Mission and Business Needs**

**Step 1:** Manager’s Development Strategy

**Step 2:** Individual Career Planning

**Step 3:** Career Discussion

**Development Plan**

**Step 4:** Next Level Reviews

**Step 5:** Career Development Meetings

**Step 6:** Quality Performance Review
Overview

- Career Development Program
- Succession Planning Process
• Few leaders report making transitions effectively.
• As leaders make transitions, the biggest shifts in effort are in the areas of communicating, planning, and team building.
• Few leaders feel that organizations are doing the right things to prepare their future leaders.
• The most important people to help leaders through transitions are one’s boss, colleagues and peers.
• The skills that leaders said would help them most included coaching, building strong teams, influencing, and dealing with complexity or ambiguity.

Source: DDI “Leaders in Transition” Study 2007
Traits of High Potentials

- Skills, experience and leadership potential to help company execute its future business strategy.
- They are trusted and respected by managers, peers and subordinates.
- They are confident in abilities and willing to learn what they don’t know.
- They are willing to take on new tasks and take risks to accomplish business goals.
- They consistently produce results.
What is succession planning?
Succession Planning

Involves the **identification** and **tracking** of high potential employees.

**Objectives**

- Develops **future** managers for mid manager to executive positions.
- Provides companies with a **competitive** advantage in attracting and recruiting talented employees.
- Helps **retain** managerial talent within the company.
Succession Planning Benefits

• Alignment of top performers to most critical jobs.
• Identification of successor candidates for key roles.
• Assessment of strengths across key competencies.
• Identification and development of high potentials.
• Identification and elimination of key success gaps.

“Developing the Next Generation of Leadership,” Linkage, Inc.
Developing a Program

- Identify selection criteria.
- Test criteria with key business leaders for validity.
- Develop a communications strategy.
- Create a process to evaluate effectiveness and continuous improvement.
Development Strategy

- Communications that link employees' contributions to company success.
- Performance plans and assessments that support goals (career development & PAP).
- Mentoring or coaching that allows employees to learn from experts.
- Policies and procedures that allow for lateral assignments and exposures in other areas of the business (special assignments).
- Formal training through external and internal programs.
Organization Strategy

- Performance-based compensation.
- A flexible culture that meets the needs of a diverse workforce.
- Opportunities for ownership.
- Retraining or terminating employees who do not meet standards.
Keys to Succession Planning Process

- Focus on small number of candidates, looking at both internal and external sources.
- Provide exposures of candidates to all executives.
- Provide them challenging roles through the career development process. Test-drive their talents.
- Look for values – integrity, commitment, team player, etc.
- Assign mentor to help with development.
- Measure development goals regularly.
Improving Execution

- Executives need to spend one-on-one time with employees facilitating healthy dialogue.
- Meet the needs of the various generations (Xers may want face-to-face meetings, GenY may want electronic messaging to keep in touch).
- Don’t guard information. Share selection criteria and coach effectively.
- Develop customized development plans. Foster frequent meetings to help them thrive.
- Celebrate the program and provide formal and informal recognition.
Why Programs Fail

- Companies confuse high performance with high potential.
- Perceived as “society of friends.”
- Human Resources is the only champion.
- Lack of results.
Steps to a Successful Program

• Consistent leadership development programs for new and existing managers.
• Updated job descriptions that highlight KSA’s and TRD’s for all positions.
• A performance appraisal process that includes quantitative goals, and effective measurement systems for output and behavioral expectations.
• A Salary System that is linked to performance.
• An effective LMS system that captures all data.
Steps to a Successful Program

- A Career Development Program that provides a year-long focus for every employee. Annual career development discussion held 1st quarter with employees.
- Annual “Talent Management” meeting of Executives to review career development plans, identify mentoring goals, and succession planning needs.
- Transparency of communicating expectations.
- Mentoring Program to coach employees.
Career Development & Succession Planning

Overview

• Career Development Program
• Succession Planning Process
“Selecting the right person for the right job is the largest part of coaching.” --- Philip Crosby