

Career Development and Succession Planning

Changing Landscape of HR 2012 Conference

Career Development & Succession Planning

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.



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Group Exercise

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



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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?

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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.



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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.



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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.



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Components of Career Planning

- **Self Assessment**
- **Reality Check**
- **Goal Setting**
- **Action Planning**



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A Shared Responsibility



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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.



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Manager's Responsibilities

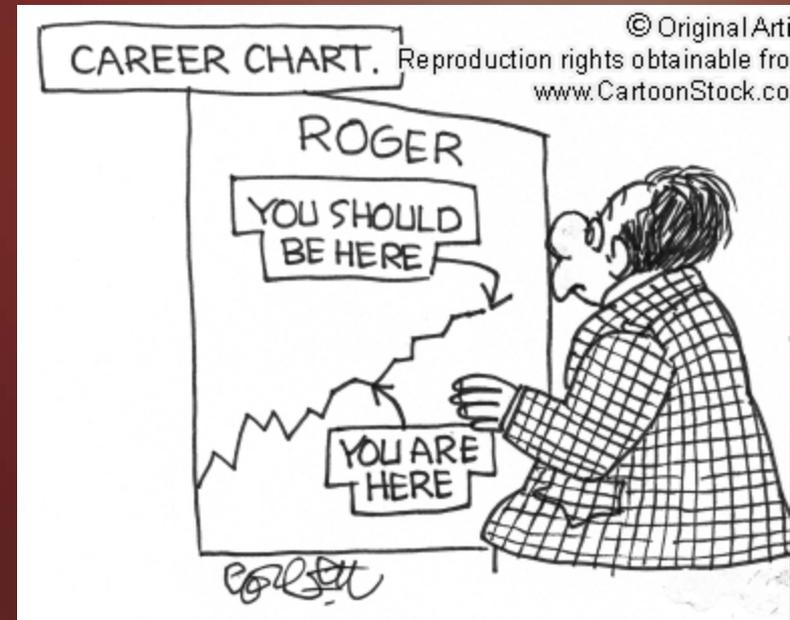
- ◆ Hold annual career discussions.
- ◆ Work with individuals to construct realistic development plans.
- ◆ Provide training and development experiences.
- ◆ Provide ongoing feedback and coaching.
- ◆ Evaluate performance; hold semi-annual progress reviews.



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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.



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Company's Role

- Career Workshops
- Career Centers
- Career Planning Workbooks
- Career Counseling
- Career Paths



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Career Enrichment

Career Enlargement

Career Rotation

Career Promotion

Career Downward Move

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- 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.



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Group Exercise

**What is
succession
planning?**

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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.

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Developing a Program

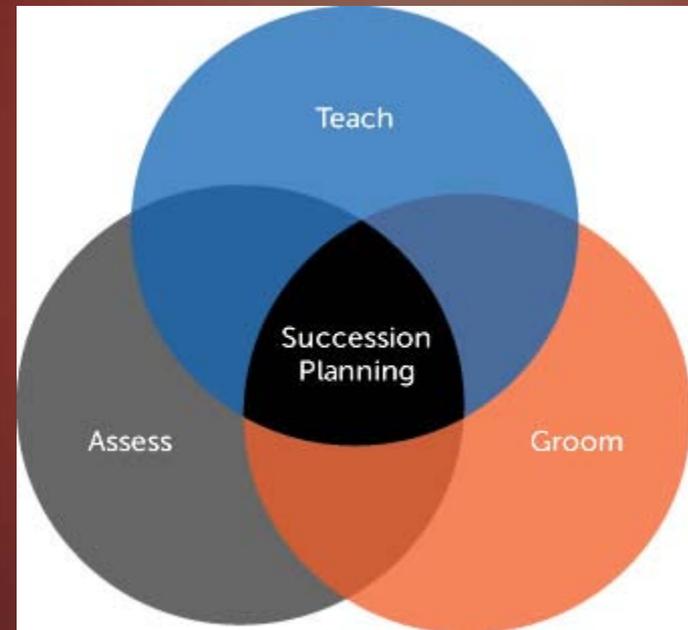
- Identify selection criteria.
- Test criteria with key business leaders for validity.
- Develop a communications strategy.
- Create a process to evaluate effectiveness and continuous improvement.



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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.



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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.



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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.



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Improving Execution

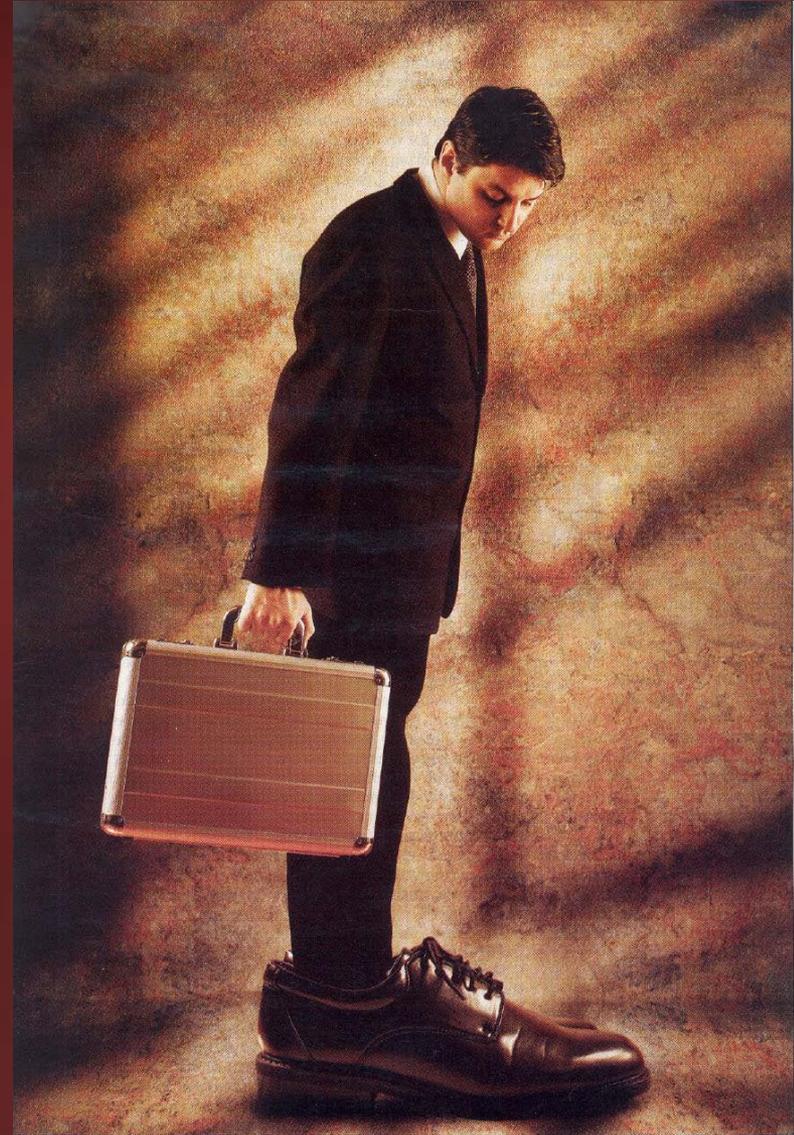
- Executives need to spend one-on-one time with employees facilitating healthy dialogue.
- Meet the needs of the various generations (Xers may want face-to-face meetings, GenY may want electronic messaging to keep in touch).
- Don't guard information. Share selection criteria and coach effectively.
-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



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Why Programs Fail

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



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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.



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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.



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“Selecting the right person for the right job is the largest part of coaching.” ---Philip Crosby

