

## **Talent Management & Succession Planning**

The organisation had operations in Europe and North America and wanted to implement a Talent Management process to identify, manage and develop key leaders from across the business. At the same time the business wanted to implement a Succession Planning process to identify and mitigate the risks it faced from losing key individuals.

### **The challenge**

The organisation was used to working with autonomous business units and hadn't any prior experience of global Talent Management or Succession Planning. This was compounded by limited investment in the development of senior leaders and thus the business didn't have any plans in place to identify, develop and manage its talented leaders. Similarly there were limited pockets of activity in terms of Succession Planning with inconsistent approaches. The requirement was to design, develop and implement a global solution combining Talent Management and Succession Planning; an Organisational Capability Review (OCR).

### **The solution**

The OCR approach was developed and implemented initially in one of the business divisions and then subsequently rolled out across the organisation globally. The approach was to create an assessment tool based on defined criteria, including Performance Management data and a rating of the individual's potential. This created the evidence and objective evaluation to then conduct the talent review and the succession plan. We presented this in a highly visual way in order to create and facilitate robust discussions in the OCR review meetings which we managed.

### **The results**

The Talent Management and Succession Planning processes were applied across the organisation and the results were mapped and held by the Group HR function to facilitate development moves and the identification of organisational development themes. An action plan for each business unit was developed and implemented. This subsequently resulted in a coaching programme for senior managers and a number of secondments and moves were made across the group.

The next step in this strategy was the creation of a self awareness programme, Discovery. This provided individuals with an in-depth personal review using a variety of psychometric instruments, personal feedback and a personal development plan.

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