



SUCCESSION PLANNING: BUILDING

A TALENT MINDSET

Ontario Management Academy

Presented By: Catharine Larkin, Director

Knightsbridge Human Capital Solutions



March 19, 2014

Objectives

- ◆ Recognize and articulate what it means to have a Talent Mindset
- ◆ Define Talent Management its importance for succession planning in an academic setting
- ◆ Review and practice using a Talent Management Process
- ◆ Understand your role in Talent Management and Succession Planning

World Class Talent Management Practices

Activity: 20 minutes

- ◆ **Instructions:**
In your table groups, outline the key steps to achieve the following mandate:
- ◆ **Part One: The Challenge - 15mins**
You have just been hired by an independent business person to build an elite team of athletes. You have inherited players who have been on the team for over a year with only moderate success. Your first task is to outline the approach you will take to build a team that can compete at the elite level. Please factors in all the elements you consider relevant as you will only have one opportunity to make your case to the sponsor.
- ◆ **Part Two: The Presentation – 5mins. Per team**
Be prepared to present you plan to the sponsor and other groups who are in competition for the contract to build the team.
- ◆ **Part Three: Evaluating the Approaches**
The sponsor and the committee will evaluate the approaches and award the contract.

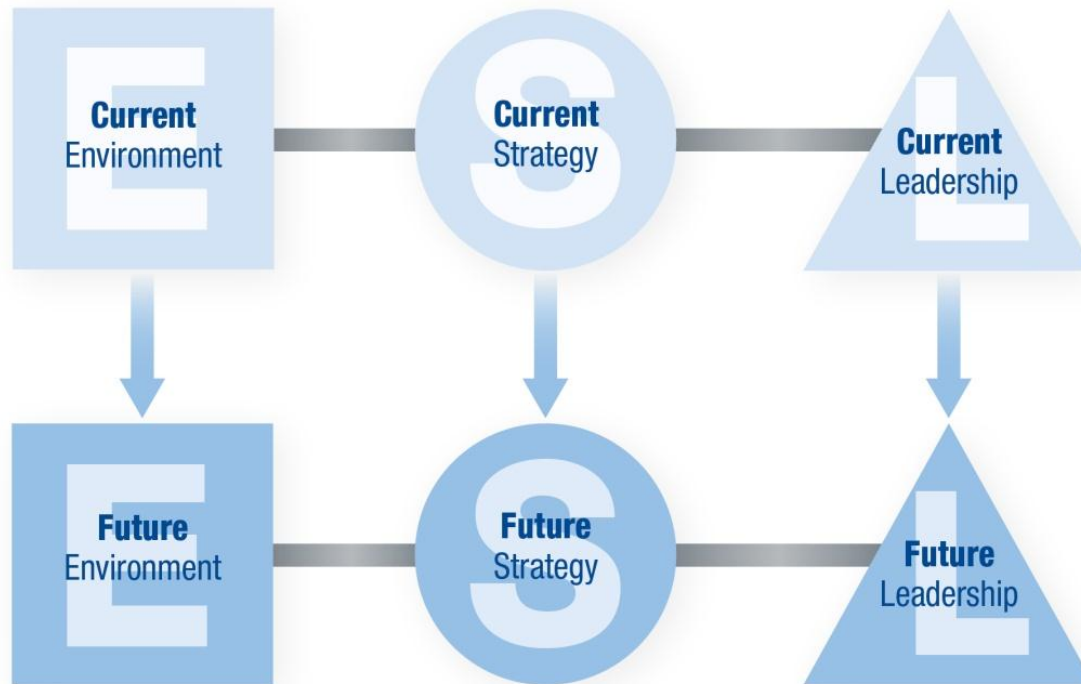
World Class Talent Management Practices

Debrief:

1. How does this process mirror what is or should be happening in the workplace?
2. What are you currently doing well within your department/organization?
3. What key insights or learning are you taking from this activity?

Your Business Environment & Strategy Defines Future Leadership

The evolving external environment (from current to future) and the evolved strategy of the organization dictates the new leadership culture and behaviors required. Knightsbridge helps organizations honor the leadership that was required in the past and focuses on creating the leadership capacity required for the future.



It Takes 3 Dimensions to Build Strong Leadership Pipeline

Through our research and consulting work, we have come to understand that building strong leadership capacity is a function of 3 interrelated dimensions: Leader Behaviours, Leadership Culture and Organizational Practices. Many organizations attempt to build their leadership capacity by focusing only on enhancing the *skills* of their leaders. Skill building is an important component; however, we have found that on its own, it is not enough to transform an organization's leadership culture. Leadership development needs to do more than impart skills and knowledge. It must deliver on multiple objectives such as building a culture of leadership that engages and inspires employees at all levels.

Building the skills required to demonstrate the desired leadership behaviours

- *Have your leaders internalized the behaviours needed for future success?*
- *Do they understand their strengths, their over-strengths and their blind spots?*
- *What leadership gaps exist currently that put strategy execution at risk?*

Fostering the desired leadership culture by building a genuine community of leaders

- *Do your leaders model the desired leadership culture?*
- *Do leaders work collaboratively across functional units?*
- *Do they "have one another's backs?"*

Systems and processes enabling leadership

- *Do you leverage your organizational practices to build leadership capacity?*
- *Do your practices (plans, budgets, structures, metrics) hand-cuff leaders or help create results?*

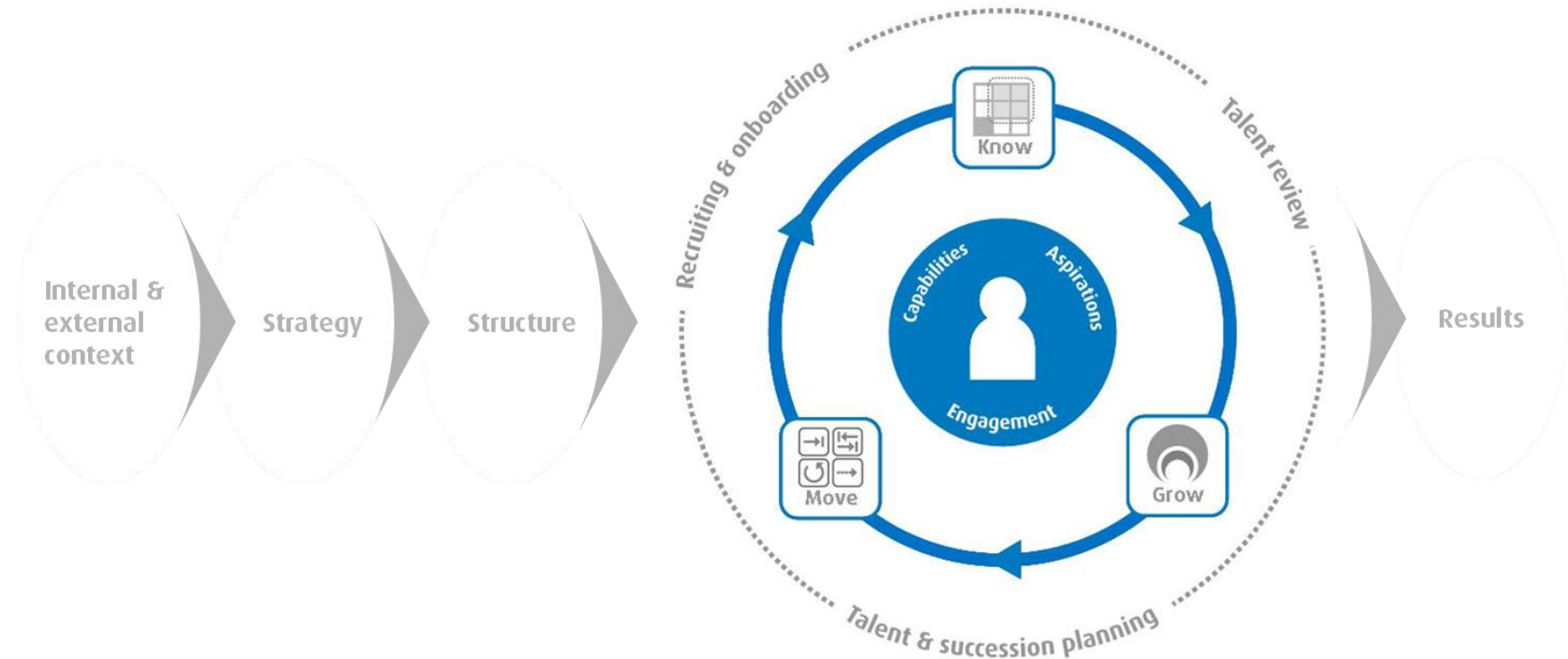


© Weiss, Molinaro & Davey (2007) – Leadership Solutions (Jossey-Bass)

National Financial Organization: Succession Planning and Talent Management Sample Approach



The right talent everywhere in the organization



Guiding principles:

Accountability

Transparency

Consistency

Rigour

Talent Review



- What strengths differentiate this individual relative to their peers?
- What key development opportunities need to be addressed?
- What can this leadership team do to address gaps and enable this individual's success?

Objectives of Talent Review:

- understand talent needs against business goals
- assess the performance and potential of the full team
- calibrate and get to know talent across business units
- establish and follow through on development plans

Outcomes of Talent Review:

All employees:

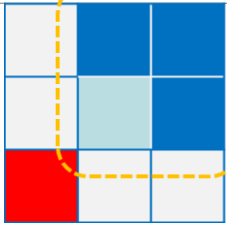
- know where they stand
- have a development plan
- receive feedback and coaching
- feel recognized and valued
- build their network and understanding of the broad organization

All leaders:

- know their talent
- actively develop their talent
- are strong talent scouts and advocates
- understand and are confident in their bench strength and successors for key roles

Assessing Potential

“Potential” is the likelihood that an employee will progress to increasingly complex – and often more senior – roles over time. Their track record of performance and demonstrated leadership capabilities are good indicators to help you PREDICT what they could achieve in the FUTURE.



Assessment: e.g. 9 Box Grid.
Focus on talent with the
greatest potential and track
record of performance

Track Record
of
Performance
“The What”

Leadership
Capabilities
“The How”

Key differentiators of high potentials vs. high performers

Aspirations

Engagement

Agility

Impact

What is the difference between 'Performance' and 'Potential'?





STRETCH

5 minutes

World Class Talent Management Practices

Research:

- ◆ The very best organizations are **obsessed** with the talent issues – they recruit ceaselessly, finding and hiring as many top performers as possible. They single out and segregate their stars, rewarding them disproportionately and pushing them into even more senior roles.
- ◆ These model companies have embedded a talent mindset, that is they have a deep seeded belief that having better talent at all levels allows their company to out-perform the competition and...that all managers and leaders commit the time and energy to finding and developing the very best talent. Demonstrating a talent mindset means you:
 - Bring in talented people.
 - Develop them quickly and effectively.
 - Have initiatives to retain performers who have high potential.
 - Know who high and low performers are and take action.

World Class Talent Management Practices

Best Practices Globally: Executive Roles and Responsibilities

- 1. Board Level Involvement.** Talent Sub-Committees created to ensure that the CEO, COO and Senior Division Leaders have a talent mindset and employ a consistent, rigorous, probing talent review process, including action-packed measurable plans to develop the strength of the talent pool. They provide oversight and input into CEO Succession and Senior Leaders.
- 2. CEO** ensures talent is an on-going topic of conversation and that the process is deliberate in building leadership deep into the organization. The CEO has an active role and vested interest in the hiring of the top 100 to 500 key leaders.
- 3. The CEO and HR** ensure the connection between talent management and succession planning is transparent, that the approach is dynamic, based on objective evidence of candidate readiness, anchored to the future strategic context, balances the view of internal and external candidates and is holistic- factors in leadership, structure, cultural implications for talent/succession planning.

World Class Talent Management Practices

Best Practices Globally: Leader and Manager Roles and Responsibilities

4. Strengthen direct reports.

- Set high standards for the calibre of talent required.
- Conduct assessments on performance, potential and roadblocks for each person.
- Tell people how they are performing and what you see as their greatest strengths and weakness vis-à-vis the demands of the role.
- Give strong performers challenges/responsibilities that map to their passions.

5. Deal with low performers.

- Clear about the performance that is not acceptable and tell individuals how to improve.
- Leader's own career potential is often linked to the ability to address performance issues.

6. Be a Talent Scout and 'hunter' of talent across the organization.

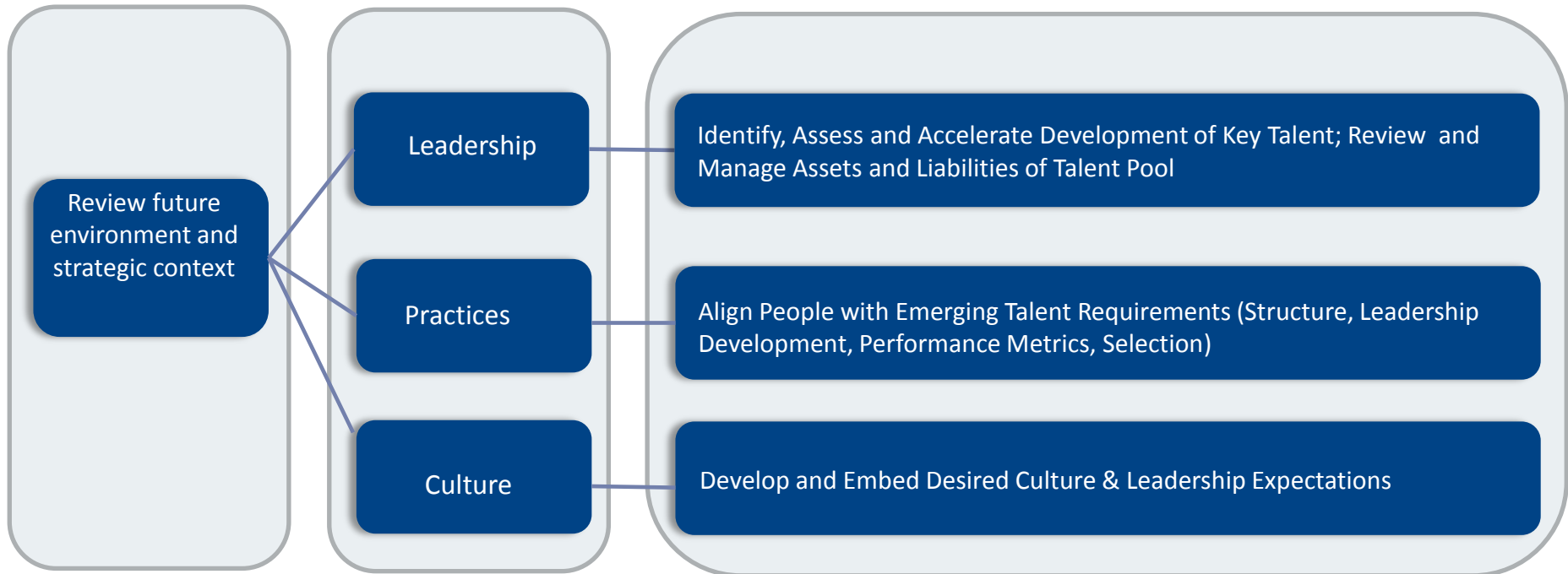
- Make your division a magnet for talented people: create exciting challenges, let people spread their wings, maintain high standards, be demanding, engender trust.
- Explicitly communicate the characteristics and calibre of performance you seek and model the behaviour.

Talent Management Linked to Succession

Clarify Business
Imperative

Identify & Mitigate
Risks

Delivery a Holistic
Talent Management Approach





BREAK TIME!

30 minutes

Succession Planning: Building a Talent Mindset

Meaningful Succession and Talent Feedback Conversations



The conversation *is* the relationship.®

Every conversation should advance the issue **and** the relationship.

TM Fierce Inc.

Every employee should leave feeling more
competent, confident and motivated.

Unique Challenges with Feedback



Large Group Discussion:

- Experiences & challenges *giving feedback* to employees with different levels of potential

Role' Plays: Strategies For Feedback - Scenarios

Pairs Discussion: 1:1 Role Play

Part A: Roundtable Feedback Discussion



- Select roles: Manager and Employee.
- Choose one of the three scenarios.
- Take a few minutes to prepare for your discussion (5mins.)
- Conduct the Feedback Role Play. (10mins)
- Pairs debrief. (5mins.)
- Be prepared to share insights with group.

Role Play Scenarios

Scenario One:

Kelly has delivered on all objectives despite challenging budgetary constraints. While a consistent and strong performer over the years, there is universal agreement amongst the leadership team that she is at her highest level of potential. At the talent roundtable, it has been expressed that while she is driving results, she does not consistently demonstrate the Leadership Capabilities, particularly as it relates to influencing and cultivating critical relationships. At this point, Kelly's career aspirations are not clear. Kelly has added value on many levels but the organization has not been forthright in giving Kelly feedback as to the impact of her impatient and driven nature. If these derailing traits are not tempered the organization will be challenged in finding assignments and opportunities for Kelly.

Role Play Scenarios

Scenario Two:

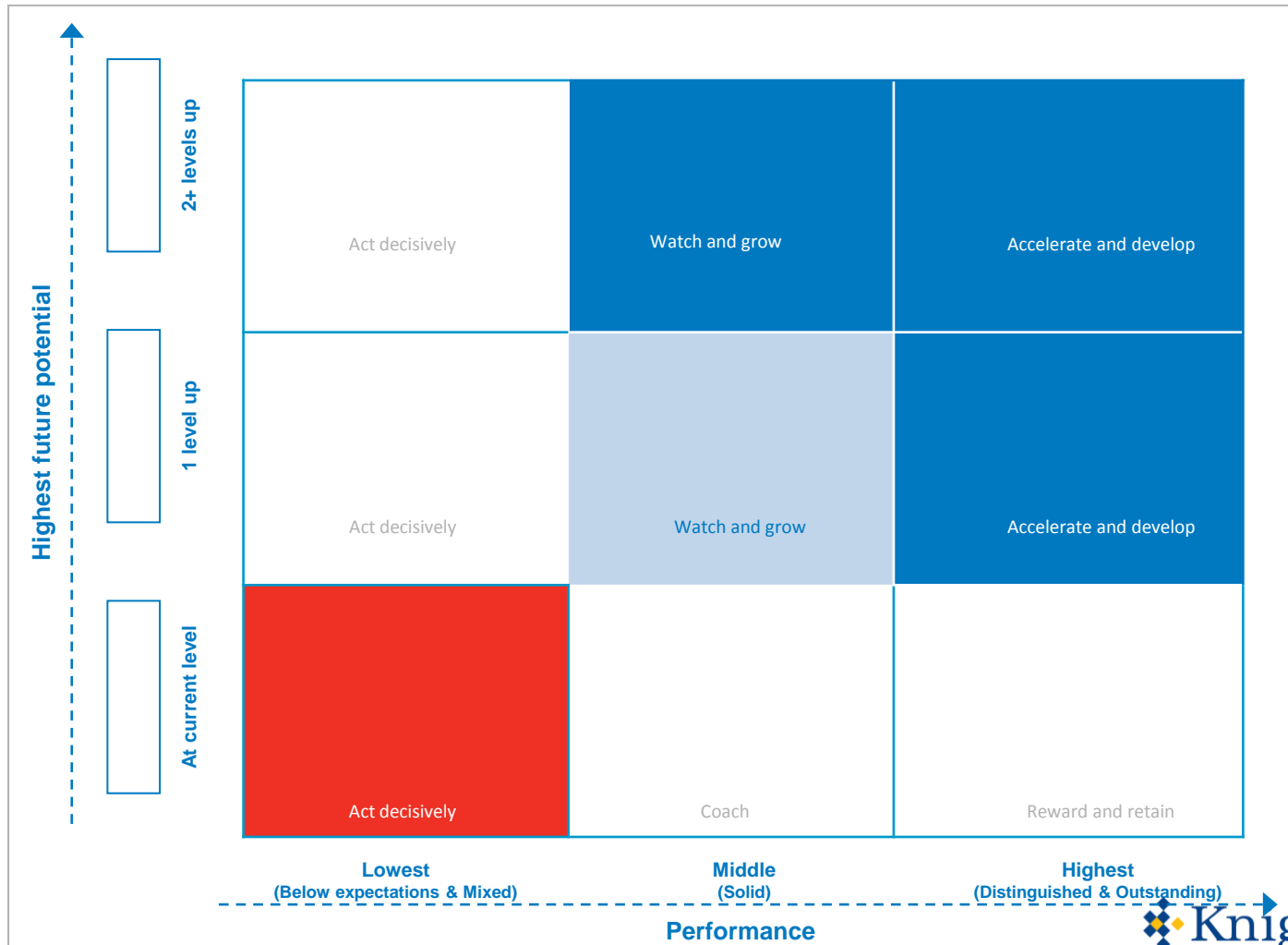
Kim has worked hard and made major improvements this year in managing people, leading change and consistently delivering a high quality product. Kim has been a solid and respected contributor in the Student Affairs Department. At the talent roundtable there was broad consensus that Kim is under-utilized in her current role and is an ideal candidate for a rotation in Marketing for the College. It is not an area that Kim would have considered but we need to stretch this employee if we are able to see whether there is broader future potential. We expect resistance on a number of fronts but taking this role is a key step in Kim's career trajectory.

Role Play Scenarios

Scenario Three:

Neville is a VP and has been with the College for 10 years in a variety of key roles. Bright, a team player and ambitious, Neville has taken on every opportunity that has been presented itself both in the department and across the organization. As a manager of teams and developer of people, the employee has made a very impressive contribution. Neville has a very high opinion of her potential and believes that with targeted experience, advanced education and mentoring she has potential to be on the Executive Team for the College and ultimately a successor to the Dean. The employee has worked for many senior academic and non-academic leaders to a person they see fundamental gaps in a number of the Leadership Capabilities necessary for success in the most senior roles (e.g. strategic thinking and planning, a willingness to take risks and high level of critical thinking and decision-making skills) and at this point they do not have confidence that Neville can make the leap to the Executive level over the next two years. This may be a roadblock to Neville's career however, the college would like to keep the employee.

Assessing Talent is at the Core: The 9-box grid SAMPLE A



John Smith *Sample Individual Employee Dashboard*

Strengths

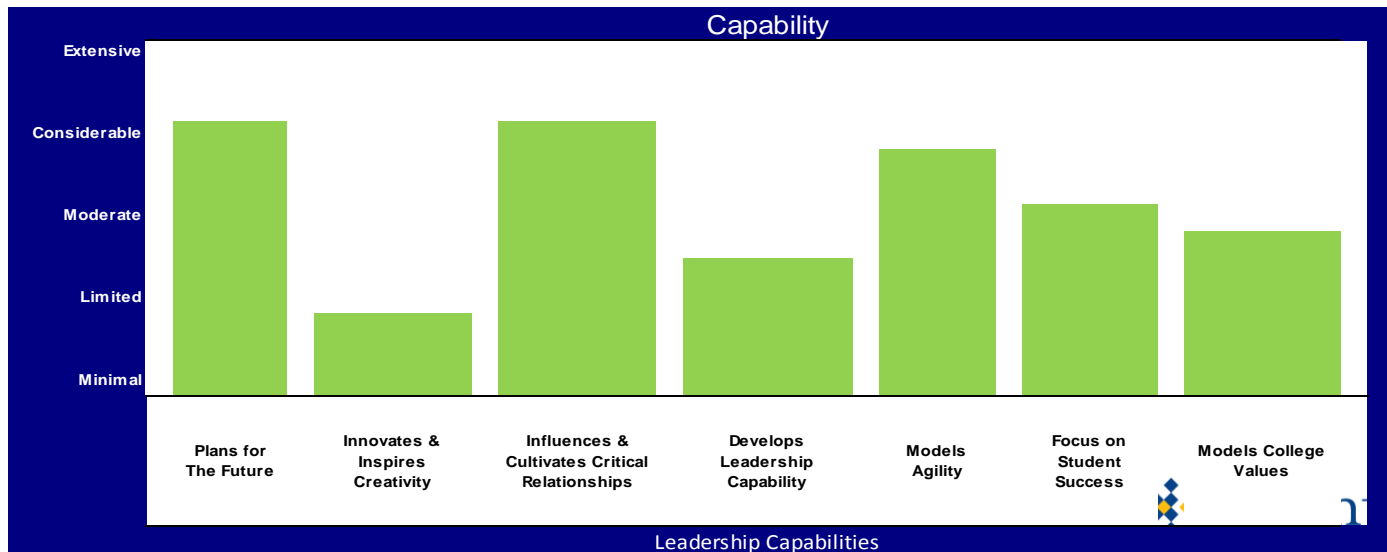
- Plans for the Future
- Influencing & Cultivates Critical Relationships
- Models Agility

Gaps/Risks

- Innovates & Inspires Creativity
- Develops Leadership Capability

Development Priorities

- Promote innovation and creative thinking, take prudent risks, support faculty in bringing innovation to the classroom
- Embrace the performance management process end to end; develops direct reports through on-going and timely feedback; delegates meaningful work; and raises own leadership game



Meaning Feedback Conversations

Key Points:

- Leaders should have conversation with employees no matter where they are on 'evaluation' grid.
- Focus on capabilities and growth potential – stay away from labels.
- Provide examples to reinforce potential:
 - Emerging leaders & high potentials (1 – 2 levels);
 - Employees at highest level of potential.

Table Discussion: Be Prepared to Report Out

- Why can these conversations be difficult? (e.g. potential to advance or at level)
- How **should** these conversations be different?
- How do you engage the employee?
- How can you leverage learning from **Navigating Conflict** or **Having the Difficult Conversation**?
- Where are you personally challenged?

Meaningful Feedback Conversations

Process:

1. Welcome the employee:

- Put them at ease and set up discussion as a positive experience.

2. State the purpose of the meeting:

- Discuss the outcomes of your assessment and the Talent Review roundtable;
- Provide leadership feedback on their potential and confirm their aspirations;
- Plan for their development and gain commitment to next steps, roles and responsibilities.

3. Provide feedback:

- Highlight strong track record, accomplishments, key strengths, value they bring and how they measure up to the organization's Leadership Capabilities Framework.
- Tell them how they are viewed:
 - Potential to be a future leader; or
 - Continue to grow by deepening expertise in current role, build breadth through lateral moves;
 - Pause for their reactions;
 - Help them internalize feedback.

Meaningful Feedback Conversations

Process:

4. Readiness for next move:

- Confirm their aspirations – remind them that potential does not guarantee promotion;
- Discuss readiness for next assignment or role;
- Identify key experience gaps (for next assignment/role);
- Discuss potential roles or assignments.

5. Development opportunities:

- Highlights strengths and development areas you and leadership team have observed and what you understand as their aspirations and readiness for their next assignment.

6. Share commitment:

- Share your commitment to be a partner in their development and help the grow;
- Get their commitment to work on closing the gap.

7. Wrap up:

- Recap next steps
- Remind them that there are many ways to define success within the organization;
- Encourage them to continue to demonstrate strong performance and to be a role model.

Feedback Models

- **D.E.S.C** Method:
 - **Describe:** Describe the specific behaviour that was observed or reported.
 - **Express:** Share how you feel about it, the impact on others, how it reflects on the person.
 - **Specify:** Be clear on what you need to see differently (Start, Stop, Continue).
 - **Clarify:** State the positive outcomes of changed behaviour.

- **S.T.A.R.**
 - **Situation:** What was the situation?
 - **Task:** What was the task given to the employee?
 - **Action:** What action did the employee take? Or not take?
 - **Result:** What was the result? What was the impact on others? Team? Organization?

Succession Planning: Building a Talent Mindset

The Action Planning Process



Unique Challenges with Action Planning



Large Group Discussion:

- Experience & challenges *action planning* with employees with different levels of potential.

Assessment Complete... Now the Development Plan

Developmental Action Plans

- Is it realistic and specific?
 - Keep in role?
How long?
 - Career direction?
 - Is it aspirational?
 - What skills to work on? What experiences are required?
 - Key gaps?
 - Is it a stretch?
- What do they want to do? What motivates them?
 - What are their key areas to enhance, develop or change?
 - What are the options for this person and role?
 - Discuss with other leaders- are their unique pathways to keep them challenged/get them exposure?
 - Formulate initial thoughts and be prepared to build a targeted plan *with* the individual.
 - Consider development over next 6-18 months

Action Planning Meeting

Engage and develop leaders who demonstrate the Leadership Capabilities.

1. Prepare:

- Schedule the discussion, share purpose and ask them to prepare their thoughts on their track record, aspirations etc.;
- Plan your discussion;
- Review Talent profile, reflect on roundtable (strengths, weaknesses, gaps, experience & potential)...consider **key messages** you want to deliver regarding potential;
- Set aside time to review so you can coach and provide meaningful feedback.

2. Discuss:

- Set context - outline purpose, summarize Talent Review process and outcomes as discussed in previous meeting, and reinforce your commitment to their development;
- Ask employee to share thoughts on where they are, how they will grow and how they will get there;
- Probe to fully understand aspirations;
- Discuss priority development areas required to broaden employee's experiences (knowledge, skills and abilities) for existing role and future possible roles.

Action Planning Meeting

Engage and develop leaders who demonstrate the Leadership Capabilities.. (cont'd)

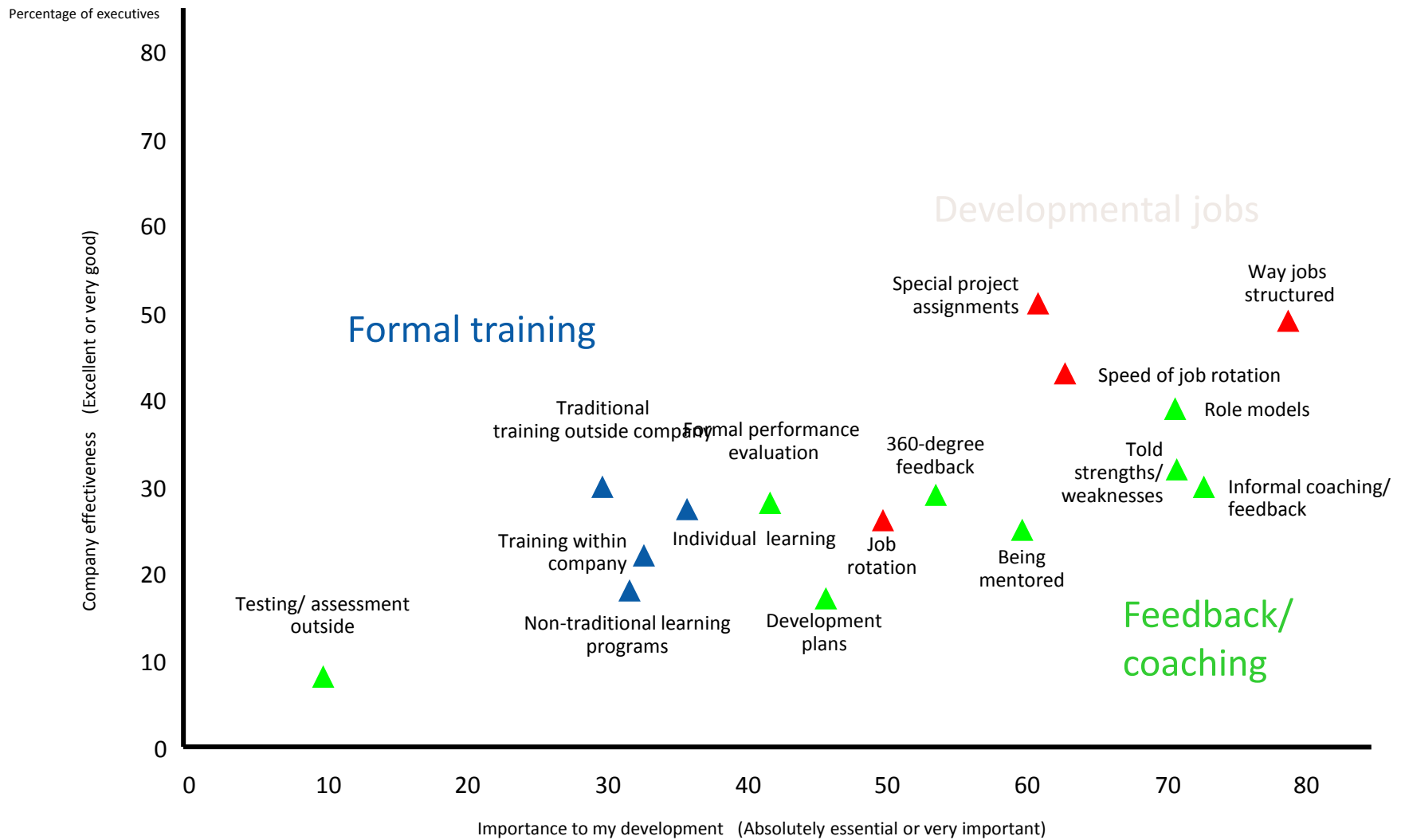
4. Create the plan:

- Jointly agree on and develop a plan of targeted activities to close key gaps;
- Make sure activities are A-SMART (Aligned, Specific, Measurable, Achievable, Relevant and Timely);
- Close meeting by having the employee summarize what they have learned and next steps;
- Ask them how they are feeling and reinforce your commitment to their development.

5. Follow-up:

- Employee and Manager create and track development plan activities in the system.
- Share outcomes with your manager, HR Business Partner and/or Talent Advisor;
- Schedule follow-up with the individual at least quarterly and track highlights;
- Added touch: consider send a personal note to thank the employee for their commitment to their personal development and to the organization.

The Plan: Strategies for Closing Gaps & Building Experience



Growing Leaders: Which Experiences are Most Developmental?

5 most developmental jobs

1. **New position with larger scope**
2. **Turning around a business or unit**
3. **Starting something new**
4. **Large, high-profile special projects**
5. **Working outside country or region**

Other developmental job experiences include:

- Line to staff switches
- More than one business unit
- Critical functions in the business
- Work with many different leaders and groups
- Activities outside comfort zone

The Action Planning Meeting: The Discussion

Sample Questions to Stimulate Creative Discussion:

- 1. What are your career aspirations?**
 - Do you feel that you are 'handicapped' in some way, either by lack of exposure, experience, skill, confidence or motivation?
- 2. What is your dream job?**
- 3. Think about the 1 to 3 possible avenues you would like to pursue within the bank:**
 - What motivates you about these opportunities?
 - What potential obstacles exist and how do we help you remove them?
- 4. In your career, think back to when you have you felt the most fulfilled?**
 - What was the nature of the work you were involved in?
 - What made this so meaningful?
 - Where could you see a possibility to replicate or build on this passion?
- 5. When you think about your career aspirations:**
 - How could we help you 'close this gap'?

Action Plan: Sample

| Mastered | Can be Gained through Experience | Potential Roles |
|----------|----------------------------------|-----------------|
| 1. | 1. | 1. |
| 2. | 2. | 2. |
| 3. | 3. | 3. |

| Key Development Areas/Gaps | SMART On-the-job 70% | SMART Relationships 20% | SMART Formal 10% |
|----------------------------|----------------------|-------------------------|------------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

'Real Play' Scenarios: Exercise

Pairs Activity: 45mins

Choose a Partner:



- Select an employee from your team.
- Talk through:
 - The key messages you want to give employee (roundtable);
 - Thoughts on potential roles and opportunities;
 - Reactions you anticipate and how you would handle them;
 - Any advice or guidance you would appreciate.

Review of Workshop

Closing Discussion

- Capture key learning.
- What you will 'continue, stop and start' doing' based on what you learned today?
- Closing comments.



K

THANK YOU!

FOR MORE INFORMATION, PLEASE CONTACT

Catharine Larkin
Director

250 Yonge St., Suite 2800
Toronto, ON
M5B 2L7

clarkin@knightsbridge.com
416-923-5555 ext7344



ABOUT KNIGHTSBRIDGE HUMAN CAPITAL SOLUTIONS

Knightsbridge is a human capital solutions firm that truly integrates the expertise of finding, developing, and optimizing an organization's people to deliver more effective solutions that maximize their investments in people and deliver better performance.

Today, organizations need a different kind of human capital partner; one with a broad perspective to solve their increasingly complex human capital challenges. Knightsbridge was created from its inception to be different, by bringing together teams of specialists with an integrated perspective across recruitment, leadership and organizational development, learning, and career and workforce management. These specialists challenge assumptions and work as a team to diagnose the underlying issues limiting organizational performance. The result is more objective advice and effective solutions that are customized and implemented to fully meet a client's specific needs achieving greater people and team productivity.

Knightsbridge works with clients across North America, the UK and Australia. We have strategic alliances with Career Star Group for career transition services and Amrop, the world's largest executive search network.

Knightsbridge is proud to be recognized as one of "Canada's Best Managed Companies", and to support the United Way, Junior Achievement, and the Canadian Business Hall of Fame as the national partner.

Knightsbridge has the people you need, when you need stronger people.

www.knightsbridge.com

