

Succession Planning

Succession planning is a key strategic business process which involves the identification and development of internal talent to fill future leadership positions in your organization.

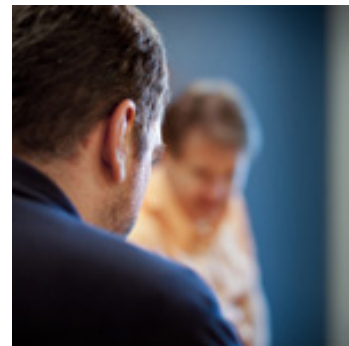
The Talent Assessment Process extracts elements from your performance management system, however, it goes to a more in-depth level of assessment as it evaluates not only past performance, but also future potential.

PHASE 1

TALENT ASSESSMENT BRIEFING

Led by the external consultant, this educational component is designed to educate the leadership team on the Talent Assessment Process and identify what each leader needs to do in preparation for the Talent Assessment Discussion (Phase #3).

At the conclusion of this briefing leaders will be assigned candidate(s) to "represent" during the Talent Assessment Discussion. Leadership team members who assume this responsibility will be called "coaches". Coaches may be the candidate's direct supervisor or another member of the leadership team.



PHASE 2

TALENT ASSESSMENT PREPARATION

Talent Assessment Preparation - Coaches take away their knowledge of the Talent Assessment Process and Performance & Potential Grid to prepare for the Talent Assessment Discussion.

Preparation time for each candidate will be approximately 2 hours. This includes a review of the candidate's performance evaluation, and a one-on-one discussion with the candidate. Key questions and documents to use during this process will be supplied by the consultant.



PHASE 3

TALENT ASSESSMENT DISCUSSION

This consultant-led discussion involves the presentation of each candidate by the coach followed by each candidate's assessment being plotted on the Performance & Potential Grid.

Following grid placement, the coaches will engage in a discussion to create a development plan for the candidate. Development plans will include the identification of unique coaching strategies, actions and opportunities to be proposed for each candidate, for example, learning opportunities, developmental projects, or secondment opportunities.



PHASE 4

FOLLOW-UP

Led by the external consultant a follow-up session should be held annually to address changing leadership/organizational needs, update employee placement on the grid, and update the development plan.

At this time any new employees will be added to the discussion.

For candidates previously reviewed the discussion will take 15 - 30 minutes per candidate and for new candidates the discussion will take 30 - 45 minutes per candidate.

