

# Reimagining Succession Management

May 14, 2019



## Some of the critical questions and issues we will be answering today

- Learn where your organization is on the Succession Continuum;
- Explore how top organizations are reshaping their talent management processes to prepare for this age of continual disruption; and
- Discover best practices to identify, develop, and attract the talent needed for the future.



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- Stay online for the entire webcast
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## Today's Presenters



**Ilene R. Gochman, Ph.D.**

Senior Client Partner, Global Head of Assessment  
and Succession Solutions

***Korn Kerry***



**Mary B. Young, D.B.A.**

Principal Researcher, Human Capital

***The Conference Board***



# Where is your organization on the Succession Continuum?

## MAINTAIN

### Compliance Mindset:

Meeting regulatory commitments

- **Think:** “Have I complied with the process?”
- **Do:** Hit process deadlines
- **Talk:** Ratings

## EVOLVE

### Risk Management Mindset:

Ensuring business continuity

- **Think:** “Have I clarified the risk?”
- **Do:** Focus on “ready now” replacements
- **Talk:** Emergency successors

## REFRESH

### Asset Management Mindset

Making the most of the individual talent you have

- **Think:** “Do I know who my best people are, what they want and how to grow them?”
- **Do:** Focus on really getting to know their people and getting them the stretch they need
- **Talk:** Goals, ambitions, capabilities

## DISRUPT

### Portfolio Management Mindset

Managing the talent eco-system

- **Think:** “Have I got the best people in the market, no debate?”
- **Do:** Scouts for talent, takes bold decisions
- **Talk:** Capability, personal challenge, sector leadership



# Where is your organization on the Succession Continuum?



**MAINTAIN**



**EVOLVE**



**REFRESH**



**DISRUPT**



## Research overview

Where our insights have come from:

- Interviews with 30 leading global organizations.
- Comprehensive research to establish the most contemporary thinking on the future of talent management.



# Reimagine Succession



Focus on the future capabilities



Create talent intimacy



It's about the journey



Know your points of differentiation



Aim for the best people



Explore talent options



Think team, not individual



Measure impact



Structure for business, not expertise

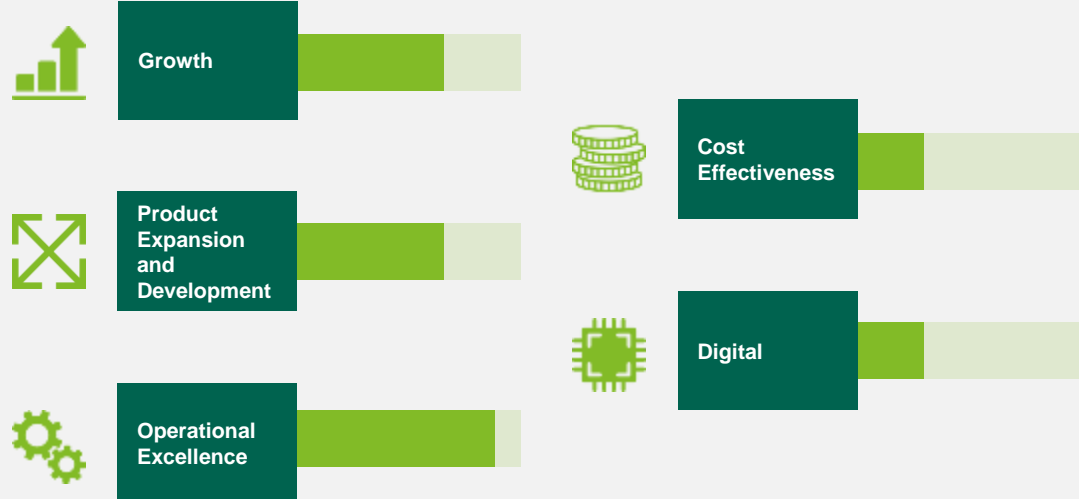




# Business priorities should drive talent needs



Focus on  
the future  
capabilities



# Success Profiles identify future requirements



## FUTURE GLOBAL LEADERSHIP REQUIREMENTS

### WHAT WE KNOW

### AGILE

Research on leadership success calls the ability to learn lessons from experience and apply those learnings to new and challenging situations, learning agility.



**KORN FERRY LEADERSHIP ARCHITECT™**  
Competencies most associated with overall Learning Agility.

RANK ORDER	
1	Manages Ambiguity
2	Wields Learning
3	Manages Complexity
4	Global Perspective
5	Manages Conflict
6	Situational Adaptability
7	Being Resilient
8	Cultivates Innovation
9	Demonstrates Self-Awareness
10	Values Differences
11	Self-Development

### INCLUSIVE

Research shows that inclusive leaders create teams with improved collaboration, higher productivity, more engagement and loyalty, increased motivation, and greater innovation.



**KORN FERRY INCLUSIVE LEADER™**  
A developmental sequence to create aware, authentic, inclusive leaders and teams to optimize organizational performance.



### DIGITAL

Research indicates that digital leaders best suited to succeed in traditional environments possess agility, have emotional intelligence, and are adaptable.



**KORN FERRY RESEARCH ON DIGITAL LEADERSHIP**  
Creating a digital future requires unique traits, competencies, and drivers for leaders at all levels.

LEADY HINDS	
Cultivates Innovation	
Manages Ambiguity	
Strategic Vision	
Engages and Inspires	
Drives Results	
TRENDS	
Curiosity	
Risk taking	
Adaptability	
Tolerance of Ambiguity	
Confidence	
DRIVERS	
Independence	
Structure	
Challenge	



# Reframe talent reviews in terms of future capabilities



## Process based on roles

	Person 1	Person 2	Person 3	Person 4
Key statistics	→	→	→	→
9-box grid	→	→	→	→
Succession plans	→	→	→	→
Action plans	→	→	→	→

## Process based on business needs

	Person 1	Person 2	Person 3	Person 4
Business Challenge 1		x	x	
Business Challenge 2	x	x	x	x
Business Challenge 3		x	x	x
Business Challenge 4		x	x	
Business Challenge 5		x	x	
Business Challenge 6				x
Business Challenge 7		x		
Business Challenge 8		x		



# Talent intimacy builds talent development



## Create talent intimacy



Organizations are **getting to know** their people.



Organizations are adopting a more **people-centric** conversation.



Greater focus is being placed on **supporting** the individual.



# Women CEOs Speak



- Of the 57 former female CEOs we interviewed last year, only 12% always knew they wanted to be a CEO.
- More than half gave no thought to being a CEO until someone explicitly told them they had it in them.



## Get to know your people



Check in often



Don't make assumptions



Find the deep drivers



Minimize labels



Shape aspirations

**67% of the world's most admired companies have leaders who devote a significant amount of time to developing talent, compared with 48% amongst peer companies.**



# Career advice on critical experiences is crucial



## Low touch

Career advice for all via web-based solutions.



## High touch

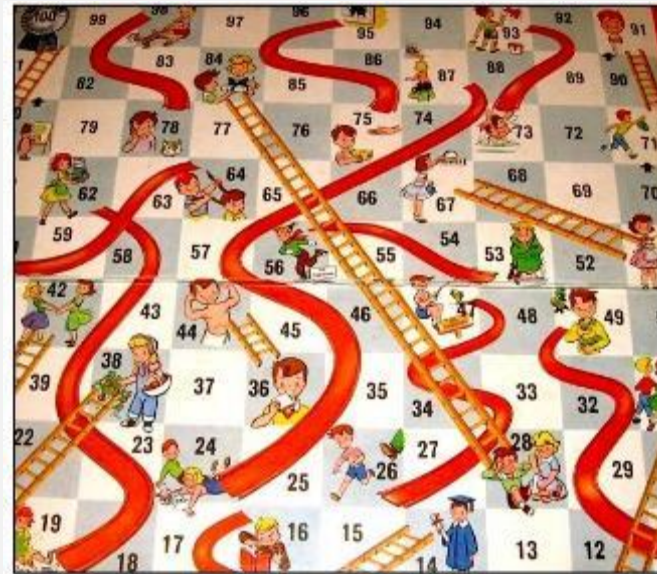
Career advice offered to the most valued talent through specialist, internal career experts.



# Careers move up, down, diagonally, and sideways



It's about  
the journey





## Career assignments can build capabilities



**61%**

of world's most admired companies use career assignments extensively to develop high potentials and key executives.



**35%**

amongst peer companies.

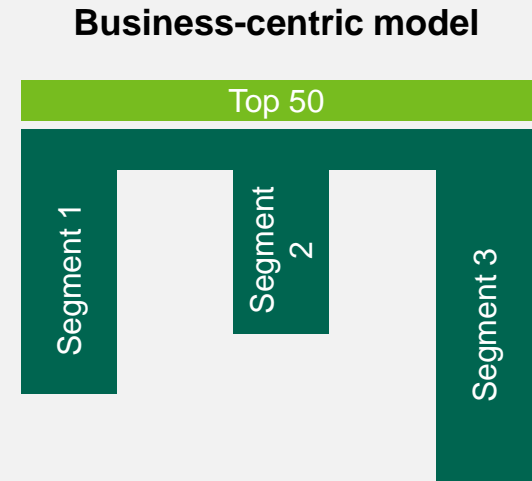
# Make choices and focus



## Know your points of differentiation



The traditional deep-dive hierarchical approach can lack commercial focus.

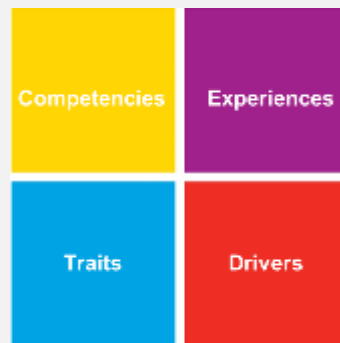


# Is the talent you have, the talent you need?



**Aim for the best people with no compromise**

- Be absolutely rigorous at the point of specification.
  - Use each vacancy as an opportunity to challenge the profile.
  - Look for talent in non-obvious places.
- .....



Leaders who are a close fit with traits and drivers in Korn Ferry's unique target profiles were up to 13 times more likely to be highly engaged in their jobs.



# Successors may not be in plain sight



Explore  
talent  
options



**BUILD?**



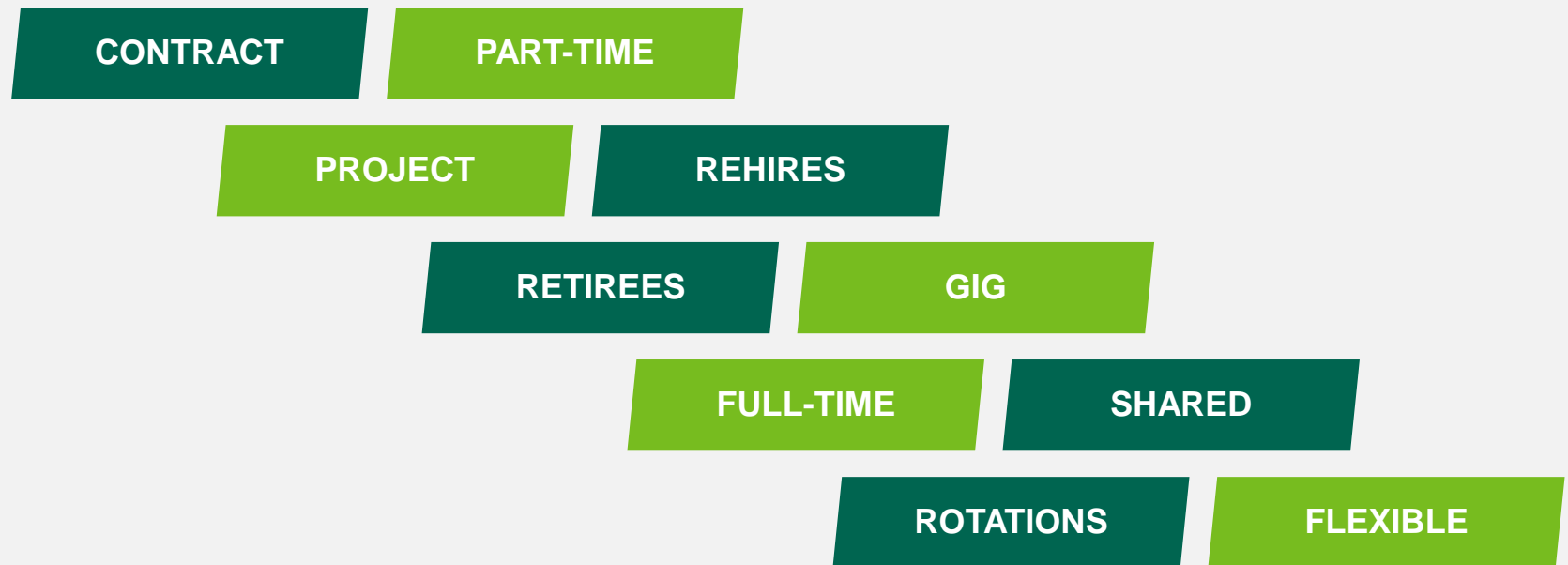
**BORROW?**



**BUY?**



# Do successors have to be regular full-time employees?



# Don't fill the role – pick the team



Think team,  
not the  
individual

## Team-centered model

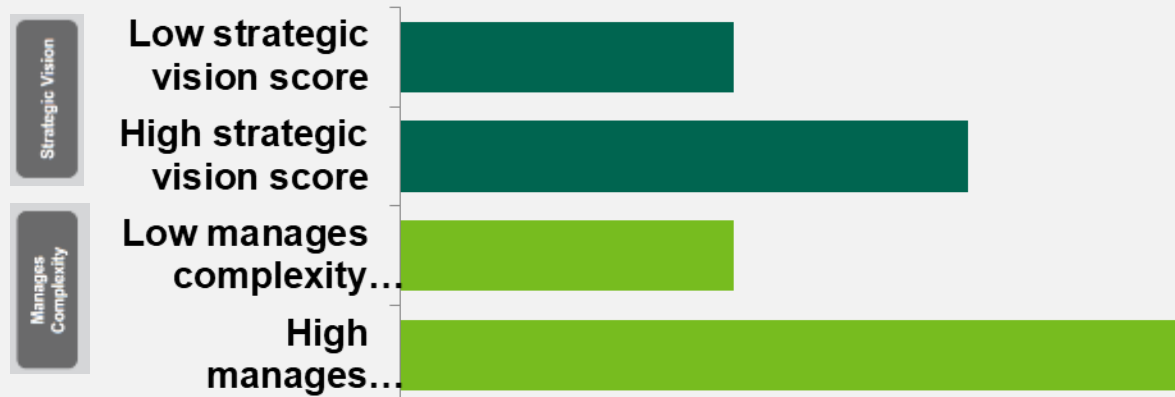
	Person 1	Person 2	Person 3	Person 4
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Business Challenge 3		x	x	x
Business Challenge 4		x	x	
Business Challenge 5		x	x	
Business Challenge 6				x
Business Challenge 7		x		
Business Challenge 8		x		



# Measure impact



## Measure impact



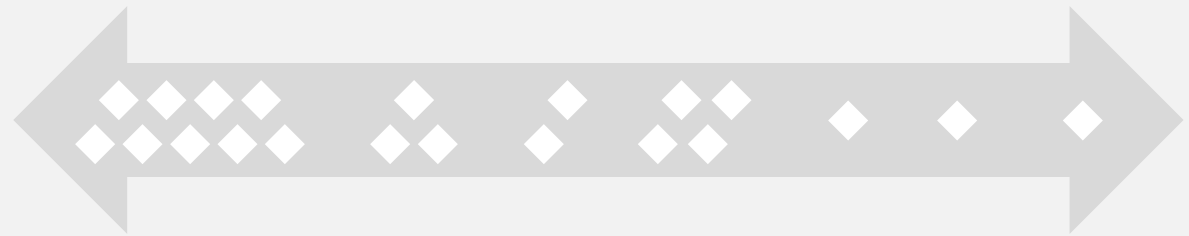
Korn Ferry report: Blazek, Lewis, Jones, & Orr (2017)



# Structure HR according to business issues



Structure for  
business,  
not expertise



Traditional COE  
Structure:  
**Expertise-based**

Refreshed COE  
Structure:  
**Segment- or BU-based**

Transformed COE  
Structure:  
**Issue-based**





# Take the KF Succession Quiz

KORN FERRY		MAINTAIN	EVOLVE	REFRESH	DISRUPT
SUCCESSION MANAGEMENT	SUCCESSION PLANNING	<b>REPLACEMENT PLANNING</b> Person to Job	<b>REPLACEMENT POOL</b> Multiple people to one Job	<b>SUCCESSION POOL</b> Multiple people to multiple jobs	<b>CAPABILITY PLANNING</b> People mapped against future capabilities
	TALENT REVIEWS	<b>PEOPLE PLANNING</b> Talent review as risk management	<b>ORGANIZATION AND TALENT REVIEWS</b> Talent review as asset management	<b>DUAL RHYTHM TALENT REVIEWS</b> Talent reviews people centered and dual rhythm	<b>INFECTION POINT TALENT REVIEWS</b> Talent reviews drive transformation
TALENT MOBILITY	STRETCH MOVES / RISK TAKING	<b>STRETCH MOVES AS REWARDS</b> Stretch moves linked to promotion	<b>STRETCH AS DEVELOPMENT</b> Stretch moves planned for growth	<b>STRETCH AS EXPERIENCE</b> Stretch linked to breadth	<b>STRETCH AS ALL</b> Stretch is everyday
	DEPLOYMENT / INTERNAL MOBILITY	<b>JOB POSTING</b> Individuals posted to jobs	<b>PREFERENCE POSTING</b> Individuals input to the decisions on posts	<b>SELF NOMINATED MOVES</b> Individuals drive choice of internal move	<b>OPEN MARKET</b> Internal market mirrors freedom of external market
DEVELOPMENT AND CAREER SUPPORT	CAREER DEVELOPMENT	<b>HIERARCHICAL CAREER PROGRESSION</b> 'One-step' moves up the ladder	<b>CAREER "CLIMBING FRAMES"</b> Movement occurs across, down and up	<b>SPIRAL CAREERS</b> Careers spiral in and out of the organization	<b>PLASTIC CAREERS</b> The lines between organizations cease to exist
	LEARNING AND DEVELOPMENT	<b>SKILL BASED TRAINING</b> Improving capability to perform the current role	<b>BLENDED LEARNING</b> Improving capability to perform the next role	<b>STRETCH LEARNING</b> Opening up career options	<b>LIFELONG LEARNING</b> Improving employability



# How will you Reimagine Succession?



Focus on the future capabilities



Create talent intimacy



It's about the journey



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Explore talent options



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Measure impact



Structure for business, not expertise



**For more information, please contact:**  
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**or go to:**

**<https://www.kornferry.com/solutions/assessment-and-succession>**



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