

## **Course Title: Talent Management and Success Planning**

### **Synopsis:**

In this increasingly complex environment, reliance on product or technology attributes may only provide short-term and first-mover advantages, as they can be easily replicated. To thrive in the long-term, organisations must constantly innovate, evolve and transform. Two of the most critical factors that determine an organisation's future in this environment are the quality of its human capital and the way it manages its talent pipeline.

### **Outline:**

#### ***Strategic Agenda***

Clarify the business leaders' expectations and preferences for a succession program, establishing a plan that they support and that matches their needs and values. The business leader is the real customer of the effort, and they must support the effort and preferably be willing to take a hands-on role.

#### ***Define Competency Model***

Establish competency models by hierarchical level or by department. Identify core competencies and provide a blueprint of what talent to build at present and in the future.

#### ***Conduct Assessments***

Conduct individualized, multi-rater, full-circle assessments. The idea is to assess an individual against the competencies required for success in an organization. The result of a multi-rater assessment is usually an indicator of gaps between what competencies an individual currently possesses and what he or she should possess to be successful.

#### ***Performance and Potential Assessment***

Establish a means by which to assess individuals for advancement. Unlike performance management, which can be oriented to past or present, potential assessment focuses on the future. Some means must exist to examine the talent available for future possibilities- and advancement.

#### ***Gap Analysis***

Establish a means of regular, on going individual development planning. Once it is clear what present and future gaps exist for individuals, individual workers, devise a plan to narrow those gaps and thereby prepare for the future.

#### ***Individual Development Plans***

Implement individual development plans by matching in-house leadership and management development programs, by developing competency menus that provide specific developmental suggestions.

### ***Individual & Organizational Accountability***

Establish individual and organizational accountability for the systematic succession planning effort. Individuals and their line managers should be held accountable for cultivating talent over time and closing developmental gaps.

### ***Measure & Evaluate Results***

Evaluate the results of the systematic succession planning effort. Assess executive opinions periodically on how well their talent needs are met through the program and modify the program based on the feedback received.

### **Learning Outcomes**

- Understand the strategic business and HR goals
- Prepare a stakeholder map for the talent and succession planning process
- Describe a range of tools to conduct individual and multi-rater assessment
- Distinguish between performance and potential, and determine the components for measuring potential
- Determine competency gaps and development opportunities for critical positions
- Simulate a talent identification exercise
- Conduct a succession planning programme
- Identify success criteria and develop a tracking mechanism

### **Workshop Approach / Methodology**

- Individual exercise
- Triad activities
- Simulations
- Case studies

### **Who Should Attend:**

HR and HRD practitioners, talent development managers and talent management associates and executives responsible for people development and succession planning

### **Special Feature / Enabler**

Every participant will be given a softcopy of “ready to use” templates for rapid transfer to the work place which they can modify and adapt to their business/organization needs.

### **Course Duration:**

2 Day (16 hours)