Case Study: Succession Planning

Key words: Employee development, organizational futuring, culture change, organizational strategic alignment, and change management

ORG-ology

The Challenge: How do we retain the people we need who have critical skills?
- Organization of 100,000+ across 8 different functional silos, in theory under a centralized HR function for employee development/training, organizational design and succession planning.
- Certain specific staff skills were more critical than they had been in the past, and becoming more expensive to replace through hiring.
- Hiring process clumsy and slow: it could not adapt to quickly evolving staffing requirements in financial regulations and industry changes.
- Staff was quitting, leaving for better pay and benefits—and career development.

The Technique: Organizational succession planning and design process
- Change the mindset of why we do succession planning: teach leaders to look for and plan for the future
- Focus on career development process so that employees want to stay
- Eliminate ad-hoc programs and use the power of your centralized HR: training, development and staff planning gain effectiveness when done in a strategic, deliberate way.
- Apply technology to create useful management data

Intervention
- Developed on-line staff assessment tools for performance management cycles and ad-hoc staff management:
  - For every-day management, built "9 box" toolkit to evaluate staff, see a visual of staff performance and development potential
  - For performance management cycles, built a competency modeling toolkit to identify skill gaps, define development plans and get a big picture of future staffing needs
- HR professionals consolidated the organization's competency and staff development data using people analytics, enabling oversight and evaluation of organizational structures, staffing needs and spending.
- Both HR and staff managers could monitor and review data

Results
- Transformed people-management process within the organization: data insight enabled better understand of needs and better use of resources.
- Organization now had the data and tools to address staff retention concerns and address promotion processes in a systemic and fair manner.
- Data-based organizational redesign: for the first time the organization had a complete and accurate view of what the workforce and structure looked like. It could define and design an agile and adaptive organization to face future challenges.