



Career 'Pathing'

What does Transition and Succession Planning Look Like

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CAREER TRANSITION AND
HUMAN RESOURCE CONSULTING



+ Who we are



- **Tania Corbett, Ph.D. Senior Principal, Hay Group Ltd.**
 - *Hay Group* is a global management consulting firm that works with leaders to transform strategy into reality

- **Eileen Dooley, Certified Career Coach and Team Lead with McRae Inc.**
 - *McRae Inc.* is a career transition and human resources company

+ Icebreaker discussion



Think about the concept of career transitions:

- How does your organization approach career development?
- How do you think about your own career?

Share your thoughts with your table.

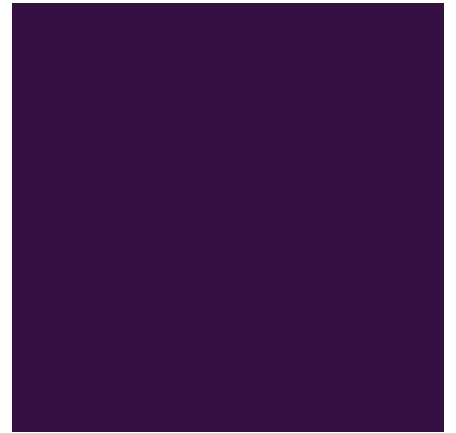
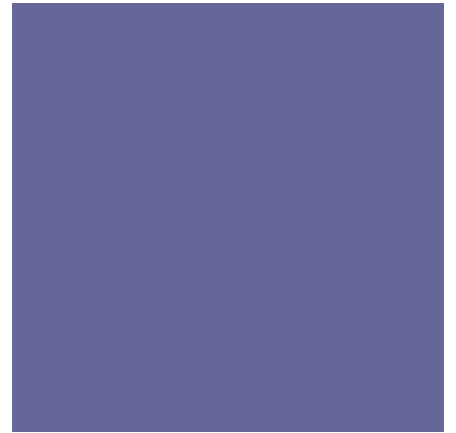
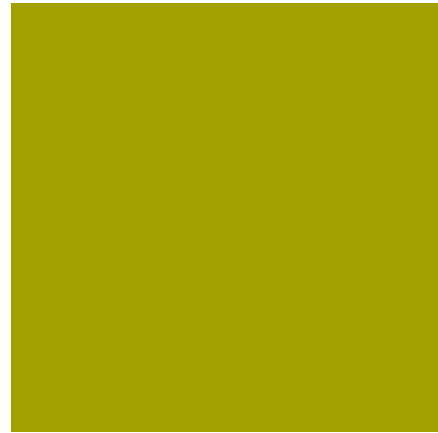
+ Career Development- Current State

- **Employers look internally at current jobs**– rather than envisioning what they need five years down the road
- **Employees look at jobs** down the road – rather than looking at what they want to be doing and they currently have





1



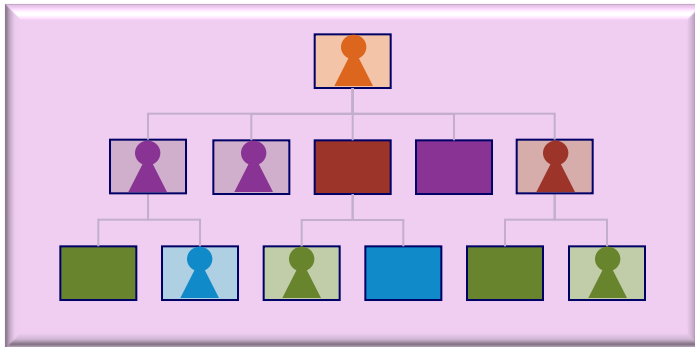
Start with Strategy

+ Employer

- Start with the 5 year Strategic Plan
 - What does that look like in terms of roles down the road?
 - What skills and competencies will be needed to be successful?

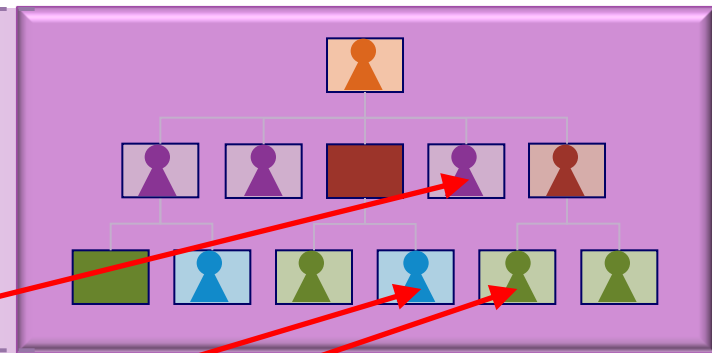


+ Succession management



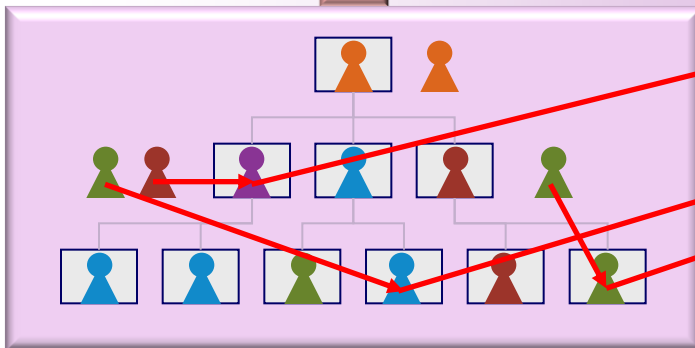
Demand

What are the emerging Supply Chain jobs and requirements?



Is there a plan to effectively manage the transition of supply chain talent into key roles?

Narrow the Gap

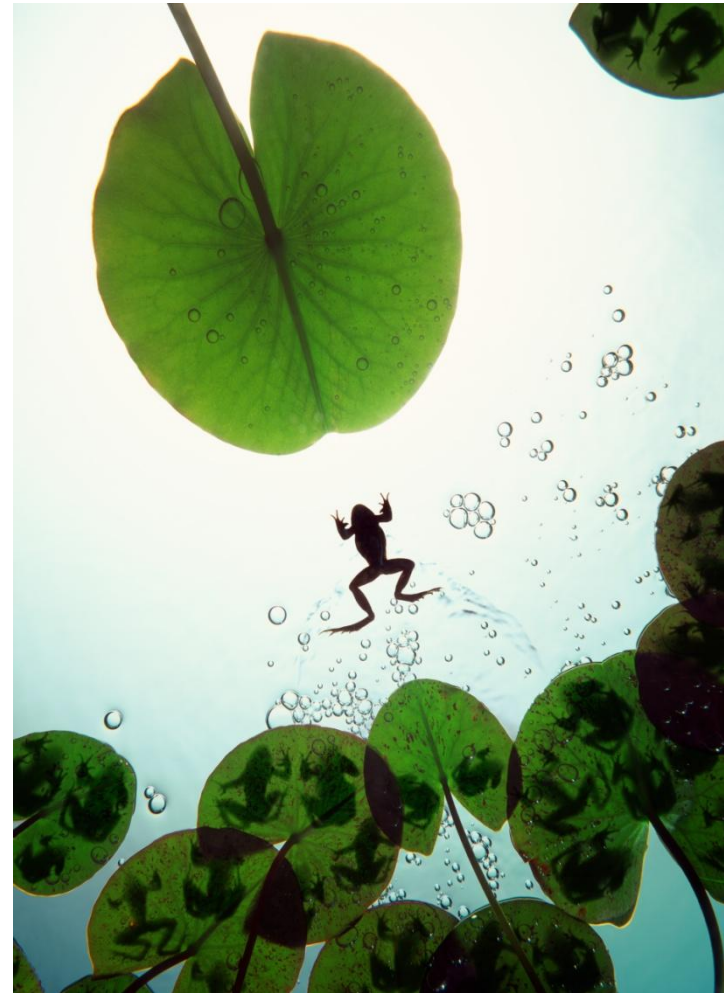


Supply

Is there a full pipeline of talent to fill these jobs now and in the future?

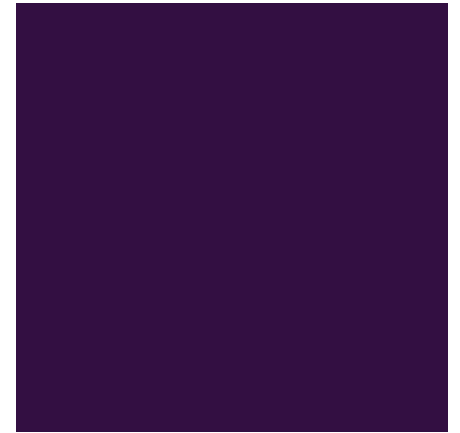
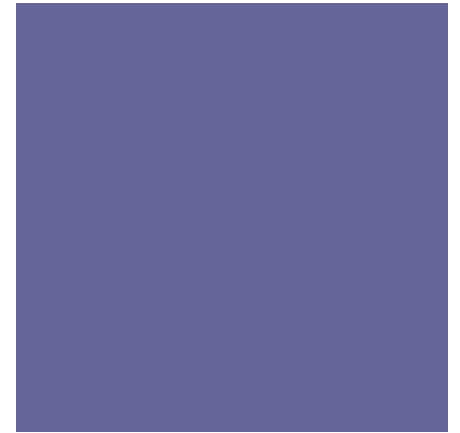
+ Employee

- Imagine where you want to be – what does that look like in terms of skills and competencies?
- Think about where you are now.
- Reflect on how you got to where you are.





2



Assess Talent



Capturing what's important in a role

Behavioural competencies

These differentiate the very best performers from the rest: behavioural competencies look at not what you do but how you do it. The behavioural competency model identifies the critical behaviours that are needed for it to achieve its vision and mission.



Technical competencies

These consist of the key technical skills needed to perform the roles in the new organisation.



Experience

The report also compares the number of years of relevant experience of the employee with that required by the role.

Ability

The report includes the results of the logical ability test taken by employees.



Education

The report compares the education level of the employee compared with the level ideally required by the role.

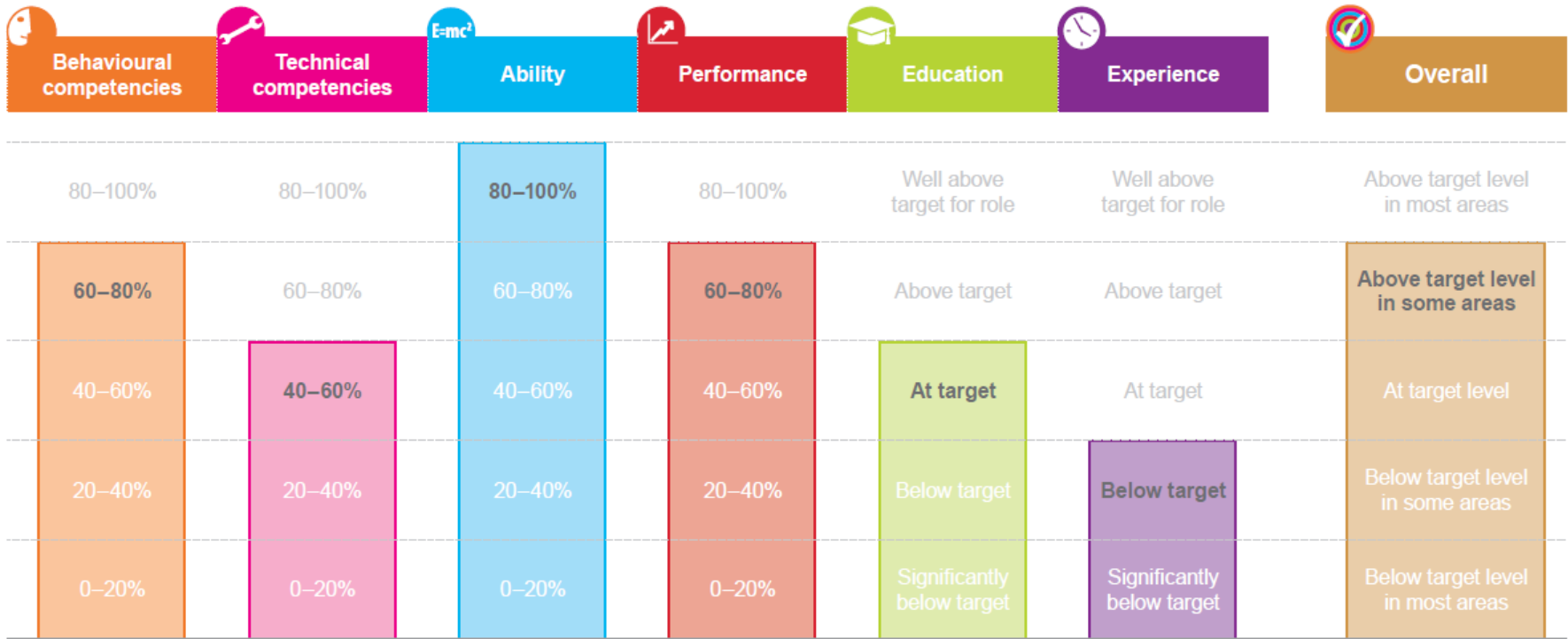
Performance

Past performance is an excellent predictor of future performance. For the purposes of this report, performance of employees over the last three years has been analysed.



You must measure a number of different 'factors' or attributes that you know are important in a role.

Summary Assessment



Summary feedback is clear and accessible.

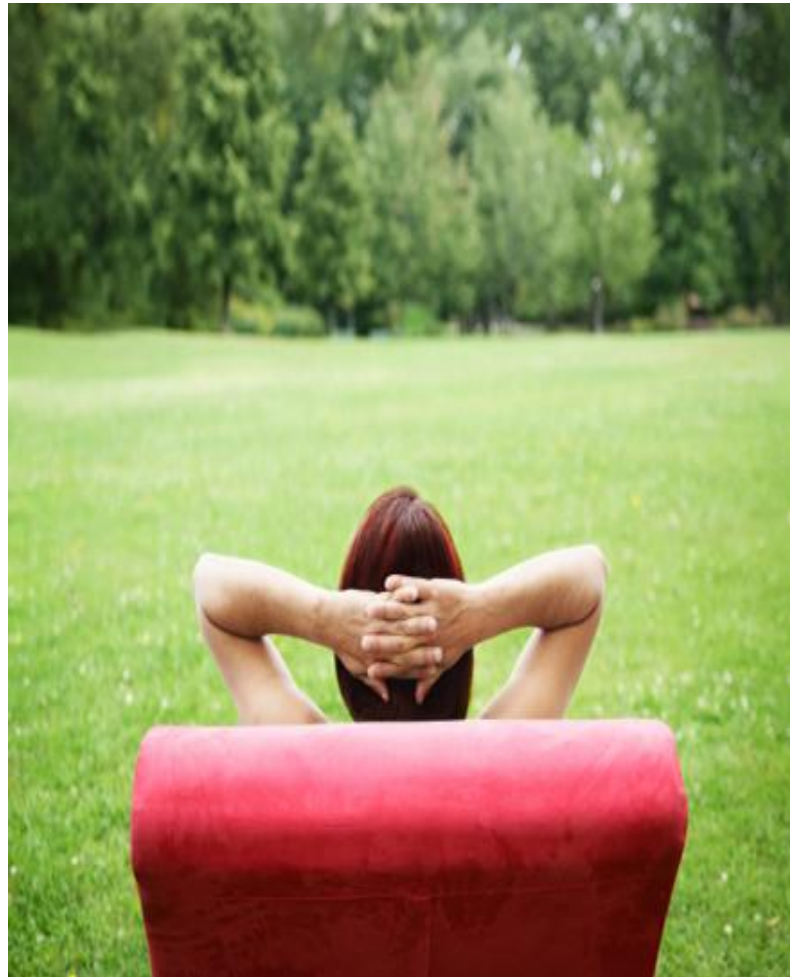
+ Assess Talent for today and tomorrow



$$\textit{Potential} = \left[\begin{array}{|c|c|} \hline \text{Person's Current Abilities} & \text{Future Role Requirements} \\ \hline \end{array} \right] \times \frac{\text{Growth Factors}}{\text{Derailers}}$$

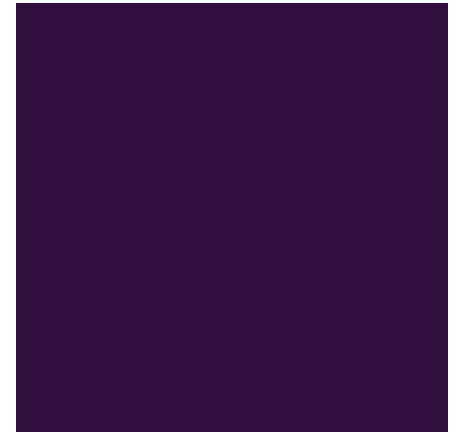
+ Employee

- Where do you fit within your current department and team?
- What level do you fit into/want to fit into?
- What do you have?
- What do you need?





3



Gap Analysis

+ Employer



- Look outside – what do we need?
- Look inside – who do we have?
- What are the gaps?
- What are we going to do about it?
 - Training and development
 - Recruitment and selection

+ Gap Analysis

Name	Required Experiences	Required Leadership Competencies	Accountability & Competency Rating	Role Accountabilities	Assessment Implications
Goodman				<ul style="list-style-type: none"> Achieve profitable operations ... Provides leadership to develop BU strategy 	Ready Today
Edwards					Ready Near-Term, With Development
Gupta					Ready Long-Term, with Development
Lilleson					Not Considered at This Time

- ≥ Benchmark
- < Benchmark by 1
- < Benchmark by 2+

- Has Required Experience
- Should Get Experience Prior to CEO Role
- Must Get Experience Prior to CEO Role

Succession Mapping: People, Roles, Risks

		Advisory Roles	Collaborative Roles	Operational Roles
Strategic	Global Enterprise Leadership	N/A	N/A	N/A
	Enterprise Leadership	N/A	N/A	• CEO
	Strategy Formation	N/A	• Chief Marketing Officer ■ • CFO ▲	• CIO ■
	Strategic Alignment	• Corporate Controller ▲ • Head of HR ▲	• Head of Legal ▲ • Head of IT ▲ • Head of Trading ▼	• Head of Passive Equity ■ • Head of Advisors Strategy Group ▼ • Head of Sales and Marketing ■ • Mgr Director Europe ● • Mgr Director Asia/Pacific ●
Operational	Strategic Implementation	• Engineering Manager ▲ • Corp Mgr of Staffing & Recruitment ▲	• Head of US Client Services ▲ • Head of Sales/US ▼ • Global Director ■	• Head of Active Fund ▲ • Head of Global Asset Allocation ▼ • Mgr Director Canada ● • Mgr Director Australia ● • Head of Global Alliances ●
	Tactical Implementation	• Corp Mgr of College Recruiting ■ • Attorney ■	• Head of OFA ■ • Head of Independent Fiduciary Svcs ■	• Head of US Bonds ■ • Head of International Cash Mgmt ■ • Head of International Equity ■ • CIO, Canada ▲ • CIO, Japan ●

▲ Ready now or within 12 months

■ Develop within position

● Too new to evaluate

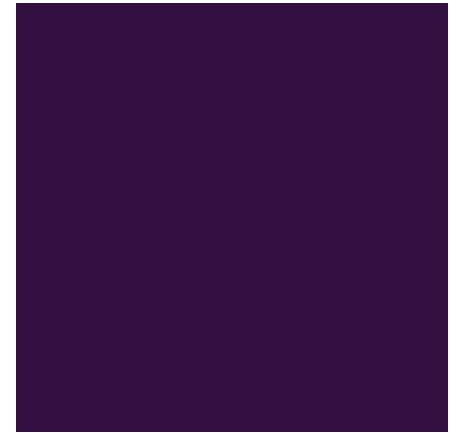
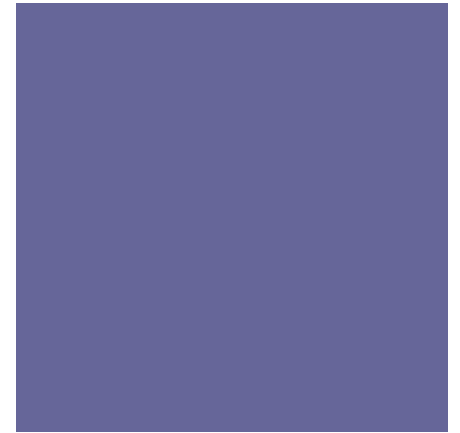
+ Employee

- Look outside – what do you need?
- Look inside – what do you have?
- What are the gaps?
- What can I do about it?
 - Create a development plan





4



Career Discussions

+ Employer

Goals:

1. Understand

1. Skills
2. Competencies
3. Aspirations
4. Motivations

2. Motivate and Plan

3. Document



+ Insure your talent investment



HOW:

- Listen
- Ask Questions – dig deep
- Be prepared

+ Employee



■ Prepare

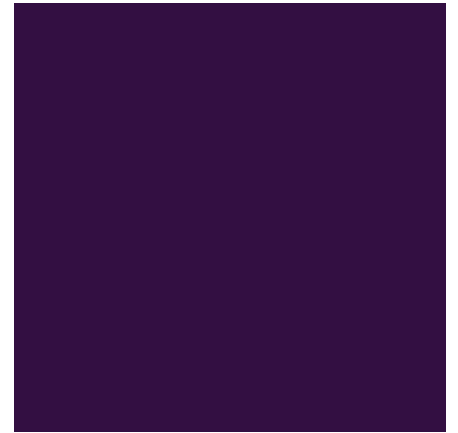
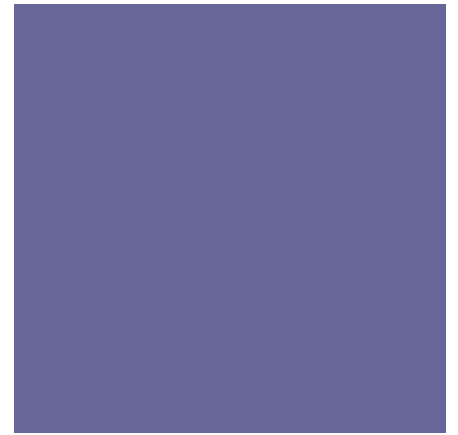
- What do you want to get out of the discussion?
- What kind of questions would you have for your employer?

■ Develop Questions

- Make the questions open ended (How, What, etc). Get a conversation going

■ Summary

- What are you taking away from this conversation
- What is the follow up – how are you continuing this conversation



Questions and answers