

Building Your Succession Plan through a One Page Talent Matrix

Rockford Summer 2016 Seminar Series

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LITTLE ABOUT ME



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TODAY'S AGENDA

We'll take a dive into a simple and effective method for conducting succession planning using a one page talent matrix. Through this process, you'll uncover the quality and depth of your future leaders. Once you know your grid results, you'll be able to craft a plan to develop and engage your organization's talent.

You'll learn how to:

- 1) Inform and Train Managers
- 2) Conduct the Calibration Meeting
- 3) Build Developmental Activities
- 4) Track and Conduct Follow up
- 5) Create Transparency and Accountability



Only 50% of firms engage in talent reviews and succession planning –
and only 50% of those have a formal process



WHERE ARE YOU IN THE SUCCESSION PLANNING CONTINUUM?



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ONE COMPANY'S EXAMPLE

Attempt I:

All Employee Review. One page template where supervisor accesses the employee on company criteria. Presented to Chairman, CEO and HR.

Pros:

- Broad and quick overview on all company talent. 2 minutes.
- Identified obvious gaps between talent and compensation or talent and responsibility.

Cons:

- Intensive paperwork
- Intensive time

Performance Evaluation					
Employee Name	Employee Title		Period		
SUPERVISOR		DATE OF REVIEW			
Performance Areas	Exceeds	Meets	Needs Improvement	Does Not Meet	Not Rated
Productivity					
Customer Service					
Quality of Work					
Attendance					
Teamwork					
Communication					
Initiative					
Overall Rating					
Supervisor Comments					
Employee Comments					
Evaluator Comments					
Employee ID	Rate				
Supervisor ID	Date				

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ONE COMPANY'S EXAMPLE

Attempt II:

Replacement Planning. Managers to identify replacements for their role and supervisors roles.

Pros:

- Taking our first step at action to identify key roles and potential replacements.
- Asking managers to start thinking about their potential future replacements and the development needs of those individuals.

Cons:

- Reactive
- Narrow approach

Succession Planning Template
Department: _____ Completed by: _____

Key Positions in Your Department

Key Department Position	Currently Filled By	Possible Changes (K, L, V, P)	Candidates for Replacement

K = Retirement, L = Involuntary Termination, V = Voluntary Termination, P = Promotion

High Potentials in Your Department

Name	Possible Roles	Development Plans & Needs Needed

Pending Turnover

Retirements		Promotions		Terminations		Voluntary	
Name	Timing	Name	Timing	Name	Timing	Name	Timing



ONE COMPANY'S EXAMPLE

Attempt III:

ABC Forced Employee Rankings.

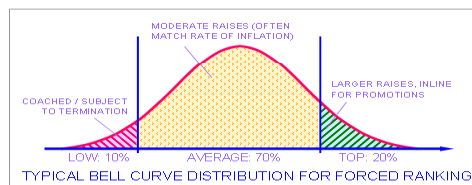
Pros:

- Jack Welch Philosophy
- Forced Rankings. 20%/70%/10%.
- Forces managers to identify differentiation.

Cons:

- Difficult to force rank a population. Especially a small population of high performers.
- Creates a culture of competition not cooperation.

Name	Job Title	Supervisor Name	Department Description	Performance Rank
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	A
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	C
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	A
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	C
	Service Specialist	Supervisor, Susie	Quality Assurance	B
	Service Specialist	Supervisor, Susie	Quality Assurance	C
	Service Specialist	Supervisor, Susie	Quality Assurance	C
	Service Specialist	Supervisor, Susie	Quality Assurance	A



TALENT REVIEWS

Attempt IV: Corporate Talent Matrix

Based on the Harvard Business Press Book, "One Page Talent Management" by Marc Effron & Miriam Ort

Two objectives:

- To understand the quality and depth of your leaders
- Plan for succession by predicting which leaders will succeed

Pros:

- Minimum paperwork and bureaucracy
- Opens lines of communication

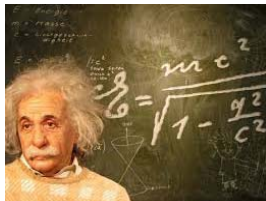
Cons:

- Additional work to be done after High Performers and High Potentials are identified



START (HIRE) WITH SCIENCE

Smart wins every time



Some personality traits matter (and some don't)



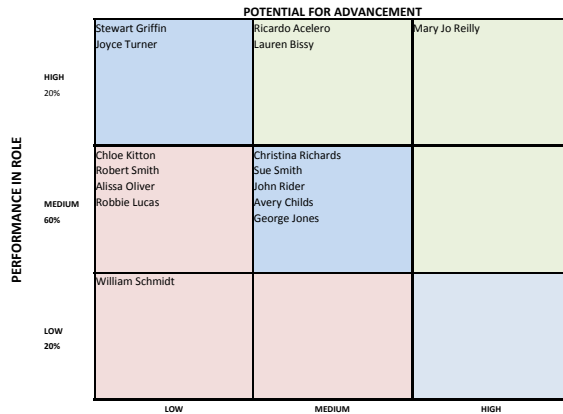
P-O Fit



THE PXP GRID: ELIMINATE COMPLEXITY

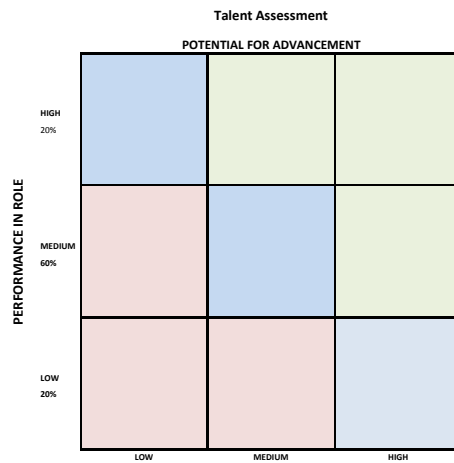
Use a Performance & Potential
(P x P) Grid
Talent Assessment

- Keep the P x P Grid Simple
- Assess Potential to Advance
- Assess Performance over Time



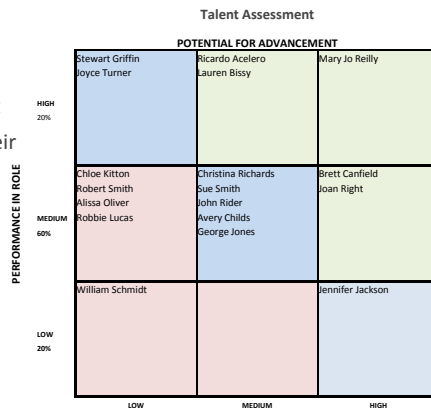
STEP 1: INFORM AND TRAIN MANAGERS

- Introductory Meeting
- Communication from the top
- Inform about the process
- Train on the tool
- Come back together in about 2 weeks to 1 month



STEP 2: CONDUCT THE CALIBRATION MEETING

- Calibration Meeting #1
- Invite all managers from one department
- Each manager comes having assessed their direct reports
- Discuss each manager's PxP grid
- Candidate conversations amongst all managers
- Agree on key development activities
- Each department to identify their top 3 talent issues
- Review the overall grid for the group



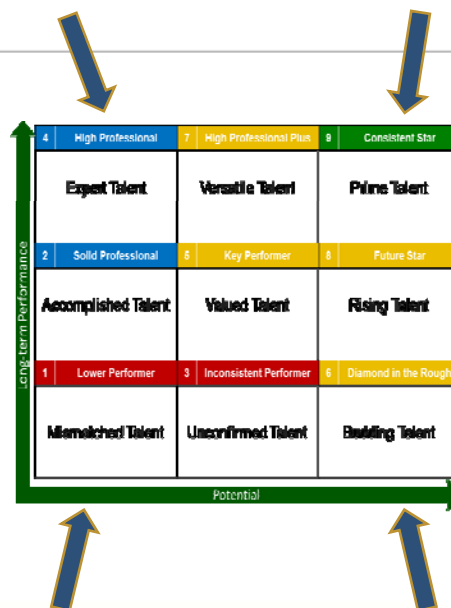
TOP 3 TALENT ISSUES

Need for additional High performing sales talent
Jan's upcoming retirement
Susie has the ability to take on more. Identify her next role.



CALIBRATION MEETING RESULTS

- Box 9: Prime Talent – Ensure there is a strong development plan
- Box 4: Expert Talent – Use as a mentor
- Box 6: Budding Talent – Usually newer employees with lots of potential who need time and opportunity to shine.
- Box 1: Mismatched Talent – mismatch within the role or the organization. Needs PIP and action.



STEP 3: DEVELOPMENTAL ACTIVITIES

- Identify the key individuals in each department.
- Create developmental plans for these individuals.
- Add value with opportunity
- Record the division's top talent needs and work on an action plan



ADDING VALUE

- Compensation targets
- Developmental investment
- Hi-Potential Program
- CEO/Board Exposure
- Relocation
- Opportunities
- Special Projects

Talent Assessment

		POTENTIAL FOR ADVANCEMENT		
		LOW	MEDIUM	HIGH
PERFORMANCE IN ROLE	HIGH 20%	Compensation targets: Base 50%; Bonus 75% Development investment: 1.5X average Hi-Po Program: No CEO/board Exposure: Maybe Relocation: no Special projects: Yes	Compensation targets: Base 50%; Bonus 75% Development investment: 2x average Hi-Po Program: consider CEO/Board Exposure: Yes Relocation: Yes Special projects: Yes	Compensation targets: Base 60%; Bonus 90% Development investment: 5x average Hi-Po program: Yes CEO/Board Exposure: Yes Relocation: Yes Special projects: Yes
	MEDIUM 60%	Compensation targets: Base 50%; Bonus 50% Development investment: .50x average Hi-Po Program: No CEO/board Exposure: NO Relocation: no Special projects: No	Compensation targets: Base 50%; Bonus 50% Development investment: Average Hi-Po Program: no CEO/board exposure: Maybe Relocation: Consider Special projects: Yes	Compensation targets: Base 60%; Bonus 60% Development investment: 2x average Hi-Po program: consider CEO/Board Exposure: Yes Relocation: Yes Special projects: Yes
	LOW 20%	Compensation targets: Base 25%; Bonus 0% Development investment: none Hi-Po Program: No CEO/board exposure: No Relocation: no Special projects: no		



FINDINGS ON DEPARTMENT HR KEY ISSUES

- Add additional staff
- Performance plans
- Retirements/Transition plans
- Individual Development Plans
- Management Training candidates
- Promotion candidates
- General employee relations – attendance, morale, communication
- Department A: 1) Shortage on experienced personnel in light of new business and terminations, 2) Performance issues Joe
- Department B: 1) Need for additional high performing sales team members, 2) Joann's future retirement/replace identified, 3) Giving Sue additional responsibilities
- Department C: 1) Jan's future retirement, 2) Retaining Jill, 3) George's inability to travel
- Department D: 1) Management training for identified individuals, 2) Promotion discussion regarding 2 top candidates for Service Supervisor, 3) Change of role for Sara, 4) Ways to combat poor attendance
- Department E: 1) Need for sales talent – added Frank, Kyle, and Jamie, 2) Need for service talent – added Heather, John, Braden, Collins, 3) Better communication of division's vision and career pathing
- Department F: 1) Back-up Doctors, 2) Supervisor Transitions, 3) Analytical person
- Department G: 1) Amy potential ASR supervisor, 2) Plan to get Joan out of management, 3) Kara wanting elevated role
- Department H: 1) Need for more Sales Leadership – identified Andy, Thomas and Helen, 2) Need for more Service Leadership – to discuss at next meeting, 3) Need for more sales talent



STEP 4: TRACKING AND FOLLOW UP

Talent Discussion Tracking

- Hold Calibration Meetings 2x/year
- Calibration Meeting #2
 - Record new employees on the grid
 - Discuss who has moved?
 - Follow up on developmental activities
 - What progress has been made on the top talent issues?
- Create a master grid for the organization

Department	Intro Meeting		Calibration Meeting #1		Calibration Meeting #2	
	Scheduled	Attended	Scheduled	Attended	Scheduled	Attended
Department A	03/21/2014	X	05/01/2014	X	10/28/2014	X
Department B	03/01/2014	X	04/01/2014	X	11/15/2014	X
Department C	03/01/2014	X	05/01/2014	X	10/28/2014	X
Department D	03/27/2014	X	05/01/2014	X	10/28/2014	X
Department E	03/04/2014	X	05/25/2014	X	10/28/2014	X
Department G	03/14/2014	X	05/01/2014	X	11/13/2014	X
Department H	03/01/2014	X	04/29/2014	X	10/28/2014	X
Department I	02/21/2014	X	04/01/2014	X	11/13/2014	X
Department J	02/25/2014	X	04/01/2014	X	10/28/2014	X
Department K	03/13/2014	X	05/07/2014	X	11/15/2014	X
Department L	03/04/2014	X	04/03/2014	X	11/13/2014	X
Department M	03/20/2014	X	04/23/2014	X	11/15/2014	X



STEP 5: CREATE TRANSPARENCY AND ACCOUNTABILITY

To Tell or Not to Tell

- Hold discussions during annual review time
- Ensure that high potential employees know that they have high potential
- Discuss commitment and investment, not labels
- Balance the conversation
- Tell everyone else too



The Organizations Responsibility

- Managers must tell the employee his/her results of the talent reviews
- Managers must follow up on developmental steps



ONE COMPANY'S RESULTS

Department

- Each department maintained their own department grid
- Each department identified their future promotions
- Departments got to work on performance improvement plans for their lowest performing employees
- Planning took place for pending retirements
- Opened up more communication between departments and HR on issues and solutions

Corporate:

- Created one grid for the entire company. "The Talent Belongs to the Entire Organization."
- Identified 25 employees for an emerging leadership development program
- Identified 5 individuals for future division leadership roles and created personalized specific leadership development plans



EMERGING LEADER PROGRAM

- There was a need to create a training program for future and current supervisors
- Identified the competencies and skills
- Hired external trainer
- Enrolled 25 employees
- Year long program held monthly

Training Topics	Overview
Hiring Process	Characteristics sought, Interviewing Techniques used, Assessing talent, Decision Making
Employee Performance Process	How to write and deliver a performance review and pay change. Best practices.
Improvement Process	Determining when to use an Improvement plan, drafting one, communicating and follow through.
Termination	Documentation, decisions impacting unemployment, and the termination meeting
Running a Team Meeting	Take a look at some best practices on how to run an effective team meeting. Agendas, 5 minute meeting planner, ownership, and follow-up.
One-on-One Meetings	What does an effective one-on-one meeting look like and how can you make your meetings more productive. Agendas, Accountability, Follow through.
Time Off	Learn the fundamentals of Vacation, EA, Bereavement, FMLA, STD, LTD, and Unpaid Time off. Learn the time and attendance system Untime.
HR Legal Basics	FLSA, Overtime, Unemployment, Temporary Help, Exempt/NonExempt Classification
Emotional Intelligence and Addressing Difficult Personal Situations with Empathy	Best Practices when an employee is going through a difficult situation. How to find website resources and how to gently recommend services available.



FUTURE DIVISION LEADERS

The current leadership team:

- Rewrote Senior Leader job description (Practice Leader).
- Identified the Knowledge, Skills and Abilities necessary to be a Practice Leader.
 - Knowledge: 2 areas
 - Skills: 10 attributes
 - Leadership Ability: 4 E's model
- Created a current competency evaluation form for the individuals.
- Selected 5 individuals that we believed could be a future Practice Leader
- Created specific development plans for these 5 individuals

Team Expansion Potential Leader Assessment

Assessor: _____
 Candidate: _____

When completing this document, please assess the current candidate being considered for the position. After you have provided an initial, high-level assessment of the candidate or an example for your corresponding skills, identify the most critical factors to include in the job description for the role with the appropriate leading and lagging indicators.

Rating: _____
 (1 = Not at all, 2 = Somewhat, 3 = Moderately, 4 = Quite a bit, 5 = Very much)

Overall Assessment: _____

Practice Leader Job Description Essential Functions and Required Competencies

Function	Description	Competencies/ Skills
Business Strategy	Develop and implement the long-term strategy for the division. Translate the strategy into action through annual operational plans that drive progress against the division's most important objectives.	Strategy Thinking Project Management Communication Business Acumen Influence Others
Business Results	Identify, identify and monitor the "bottom line" for the business to the highest degree possible. Monitor the financial, operational, customer, employee, and other key performance indicators.	Business Acumen Business Acumen Financial Understanding
Financial Performance	Manage the division's financial performance to achieve growth and profitability targets.	Financial Understanding Influence Others
New Business Development	Develop and implement a sales program that identifies new revenue opportunities, and strategic alliances that are effective in growing and selling business with the division's target markets.	Planning & Organizing Business Acumen Communication Influence Others
Client Relations	Identify and develop key strategic relationships. Consistently deliver value to our clients, providing strategic advice and solutions, and results in exceeding client revenue objectives. Identify and manage key client relationships to the benefit of our business.	Client Focus Critical Thinking Business Acumen Communication Influence Others
Employee Management	Recruit, hire, develop and retain high-caliber talent. Provide coaching, mentoring, and effective communication. Set performance goals and a series of milestones to achieve those goals and achievement.	Financial Understanding Influence Others Communication Business Acumen Project Management Influence Others
Project Management	Identify, monitor and manage projects that will enable the division to meet its business and strategic objectives.	Project Management Communication Influence Others



WHERE ARE YOU IN THE SUCCESSION PLANNING CONTINUUM?



Thank you!

Contact your C&B Representative for additional detail

Today's Presenter:

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Come see me at IL SHRM September 26-27!

