

SUCCESSION MANAGEMENT: ASSESSING TALENT POTENTIAL & READINESS

A Talent Strategy Presentation

August 2014

TALENT ASSESSMENT FOR SUCCESSION MANAGEMENT

Succession Management

A talent management process to systematically identify, assess and develop potential talent to ensure leadership continuity within an organisation

1

Assess talent potential and readiness to succeed critical roles

2

Identify strengths and development areas among potential successors

3

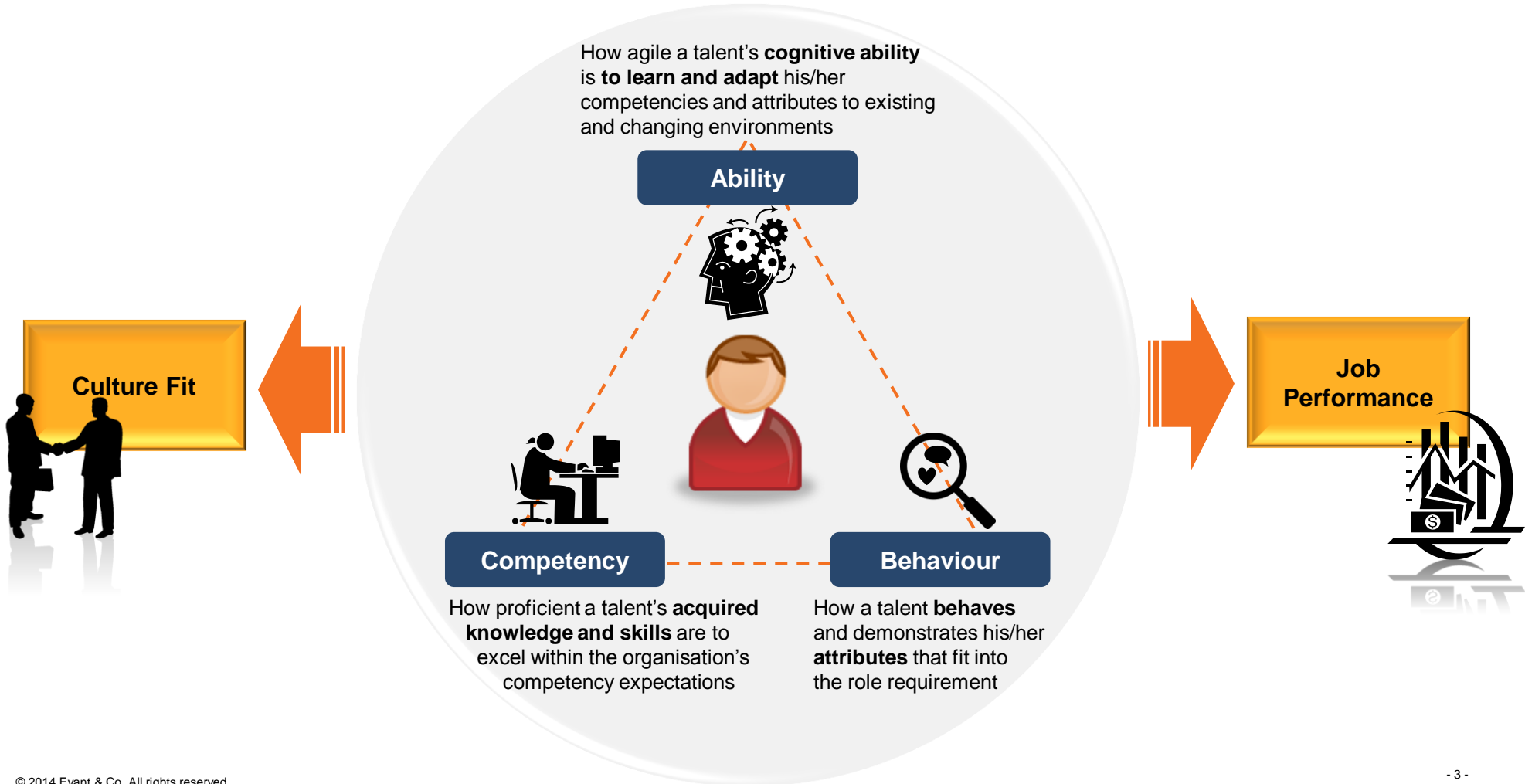
Build a pipeline of potential successors to ensure leadership continuity in the organisation

4

Identify most-suited potential successors to fit the critical roles

THE THREE CORE PEOPLE DIMENSIONS ESSENTIAL IN TALENT ASSESSMENT

The three core people dimensions in talent – ability, behaviour and competency – interact with each other within the ecosystem of organisational culture to predict talent’s performance and qualities at the workplace, as well as his/her suitability in the organisational culture.



HOW EVANT & CO ASSESSES TALENT POTENTIAL AND READINESS

Assessment of Talent Potential

1. Define position requirements

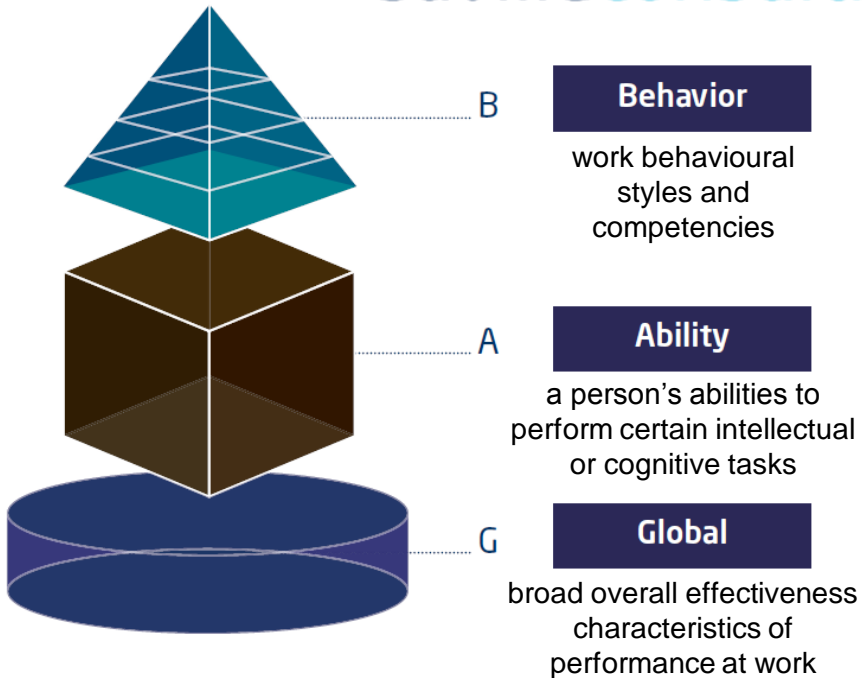
2. Assess talent potential and abilities

3. Analyse and document assessment results

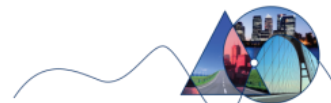
4. Chart out talent competency potential

Supported by valid and reliable assessment tools

savilleconsulting



Behaviour Assessment



Aptitude Assessments



Wave
Performance 360



Job Profiler

Talent Potential Overview

Name: Candidate A		Current Role: General Manager			Target Role: Divisional Manager
Organisation's Strategic Plan	Business Diversification	Operational Excellence	People Growth	Strategic Alliances	
Critical Competencies	Business diversification entails product/service diversification and/or M&A to counterbalance the organisation's own strengths and weaknesses in order to gain a competitive advantage and achieve its stretch target.	Ensure operation efficiency based on the principles of quality, cost, and convenience-leadership in order to achieve strategic success.	Human resource management to equip workforce with the tools and internal support resources needed to complement its own; to obtain support from stakeholders; to gain customer loyalty from its clients.	Network and partnership enable organisation to gain access to appropriate array of resources and competencies needed to complement its own; to obtain support from stakeholders; to gain customer loyalty from its clients.	
Solving Problems			Critical Area / Candidate's Area of Development		
Influencing People			Critical Area / Candidate's Area of Strength	Critical Area / Candidate's Area of Strength	
Adapting Approaches	Non-critical Area / Candidate's Area of Strength				
Delivering Results					

HOW EVANT & CO ASSESSES TALENT POTENTIAL AND READINESS

1. Define position requirements

Define expectations of critical roles through a job profiling exercise

SUMMARY	IMPORTANT			IMPORTANT		
	Not	Marginaly	Essy	Very	Extremly	Critically
SCIENTIFIC FACTS						
Evaluating Problems Examining Information (7); Documenting Facts (8); Interpreting Data (8)				3		
Investigating Issues Developing Expertise (5); Adopting Practical Approaches (6); Providing Insights (6)				5		
CREATING INNOVATION						
Generating Ideas (5); Exploring Possibilities (5); Developing Strategies (6)				4		
BUILDING RELATIONSHIPS						
Interacting with People (6); Establishing Rapport (6); Impressing People (7)				3		
COMMUNICATING INFORMATION						
Convincing People (6); Articulating Information (6); Challenging Ideas (6)				3		
PROVIDING LEADERSHIP						
Making Decisions (6); Directing People (6); Empowering Individuals (6)				3		

REASONING AT WORK	IMPORTANT			IMPORTANT		
	Not	Marginaly	Fully	Very	Extremly	Critically
WORKING WITH WORDS						
Understanding Word Meaning; Comprehending Text; Making Verbal Inferences; Evaluating Written Materials; Comparing Arguments				6		1
WORKING WITH NUMBERS						
Understanding Tables; Comprehending Graphs; Making Numerical Inferences; Evaluating Quantities; Comparing Data				6		2
WORKING WITH DETAILS						
Checking Letters and Text; Checking Numbers and Tables; Checking Codes and Symbols; Identifying Mistakes; Classifying Information				5		2

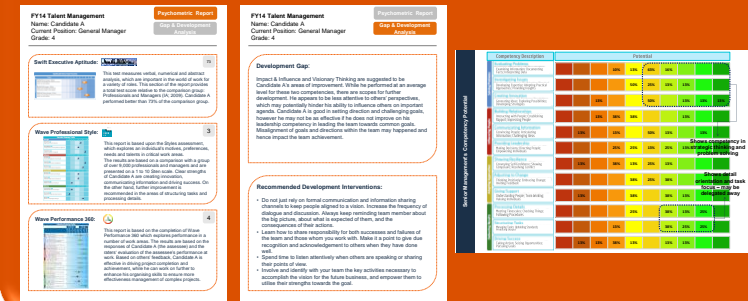
2. Assess talent potential and abilities

Evaluate talent with psychometric assessments and validate assessment findings through feedback



3. Analyse and document results

Present talent potential insights in individual development and management-level report

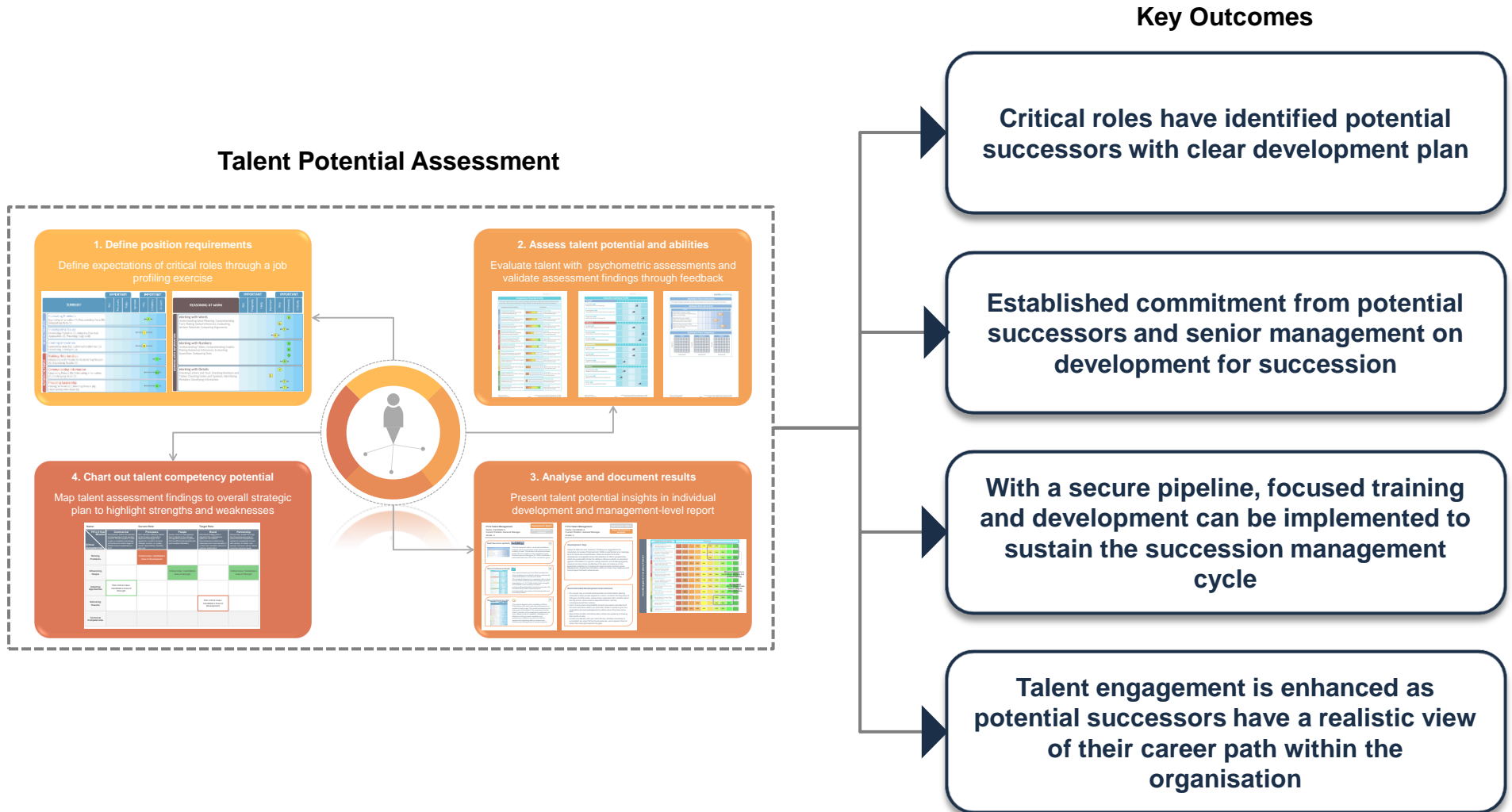


4. Chart out talent competency potential

Map talent assessment findings to overall strategic plan to highlight strengths and weaknesses

Name:	Commercial	Current Role:	Target Role:
PE's 5-Year Mission Commercial exists to the extent and development of the revenue it generates. It will continue to exist as long as competitive advantage exists and the revenue generated is sufficient to cover its operating expenses. It will continue to exist as long as it generates a positive return on investment.	Processes PE's operations efficiency based on the development of the revenue it generates. It will continue to exist as long as competitive advantage exists and the revenue generated is sufficient to cover its operating expenses. It will continue to exist as long as it generates a positive return on investment.	People PE's workforce efficiency based on the development of the revenue it generates. It will continue to exist as long as competitive advantage exists and the revenue generated is sufficient to cover its operating expenses. It will continue to exist as long as it generates a positive return on investment.	Brand PE's brand strategy that is based on the development of the revenue it generates. It will continue to exist as long as competitive advantage exists and the revenue generated is sufficient to cover its operating expenses. It will continue to exist as long as it generates a positive return on investment.
Critical Competencies			
Solving Problems		Critical Area / Candidate's Area of Development	
Influencing People			Critical Area / Candidate's Area of Strength
Adapting Approaches	Non-critical Area / Candidate's Area of Strength		
Delivering Results			Non-critical Area / Candidate's Area of Development
Technical Competencies			

KEY OUTCOMES ACHIEVED FROM STRUCTURED TALENT POTENTIAL ASSESSMENT



EVANT & CO

Intersecting people & strategy