

Talent Supply & Succession Planning

OVERVIEW

‘Talent supply’ is an organizational capability required to execute your strategy. Organizations are living systems that grow and morph over time. The individuals in organizations develop and change, too.

Succession planning too often refers to the ‘disaster plan’ mobilized for the precipitous departure of a key executive. In the modern, high performance organization, the objective should be to create a ‘leadership pipeline’ that provides a continuing supply of the right kind of talent at the right time.

Sapience has a comprehensive process to review the skills and leadership abilities that are needed for current and future positions. Talent supply is the broader human capital process supported by leadership development and career planning. Your ‘succession plan’ is little more than just a plan without leadership development programs, coaching competence and strong career planning. By the same token, leadership development and career planning are ‘activities in search of a context’ without the migration pathways and ‘glue’ created by a robust Talent Supply process.

Reasons to consider the Sapience Talent Supply approach:

- Realization that you have critical talent gaps in key segments of the business
- Anticipated retirement of an entire generation of managers
- Transformation secondary to merger, acquisition or radical strategy shift that requires a different kind of talent.
- Feedback from employee surveys that high potential junior talent feels ‘invisible’ or without a career path.
- Anticipated or precipitous departure of a CEO or key executive

APPROACH AND FRAMEWORK

The Sapience *Talent Supply* methodology is a proven process for creating the leadership pipeline that every business requires. There are many variations on the theme, but key elements of the process always include:

- A career and development planning framework and individually tailored process steps.
- Executive level oversight of the talent management process – ideally in a team context where human capital requirements and gaps are periodically reviewed and addressed.
- An enterprise-level ‘talent map’ that summarizes individual and departmental leadership pipeline supply trends

METHOD

Our first step is always to make a rapid assessment of existing talent supply systems. Against our benchmark of international best practices we will assess the current state of your talent supply and succession mechanisms. Following this we integrate existing capabilities and systems into a talent supply capability that works for your unique timing and resource requirements.

If existing career management and leadership development capabilities are mostly in place, we have an enterprise talent management process that can help you link career plans to development opportunities supported by an overview 'talent map'. If you are early in the process of developing talent supply systems, then we will help build and implement career management and leadership development processes that are essential building blocks to the talent management capability. Our online, easy-to-use software provides a rapid mechanism for assessing talent across the entire enterprise. Our *Coaching Effectively* learning program for managers can fill an essential gap in the cascading career planning process.

EXPECTED OUTCOMES AND RESULTS

Wherever your organization is along the continuum from 'nothing in place' to 'unintegrated building blocks', Sapience will help move you toward building the talent supply organizational capability that every organization requires for successful execution. Whether 'tune up' or 'ground up construction', these deliverables would be typical of the Sapience Talent Supply process:

1. An enterprise-wide talent supply map providing an overview of your human capital capability.
2. Development plans for key talent that documents areas for improvement, strengths, career aspirations and specific action plans.
3. An executive level 'roundtable' process in which high potential talent is presented for discussion and active career management.
4. Leadership development and Coaching Effectiveness programs, as required.

NEXT STEPS

1. Invite us in to do a 'no-charge/no-strings' scan of your current talent supply capability.
2. Self-assess your own talent supply capability to the benchmarks described in this service overview.