



Succession Planning

Do you know that your organisation has the talent it needs meet its strategic objectives over the coming years? How do you ensure that you have the right people in the right place at the right time?

Many organisations leave succession planning too late and only realise how much they rely on the knowledge and skills of specific individuals when these people leave the organisation. HFI can help you take the initiative to put systems and programmes in place to create a "talent pipeline" for the future. Our consultants have the expertise and knowledge to make your succession planning robust and help develop a range of contingencies for long-term success.



Strategic Succession Planning – Organisational level support

The first step is to develop a clear framework, the Talent Pipeline that supports the organisation's corporate strategy. This involves clarifying the core competencies that contribute to success at different levels in your organisation. HFI work with your team to identify the knowledge, skills, abilities, values, and behaviours that underlie your organisational capability. This competency framework then provides a reference point with which to align other human resource management processes including:

- 1. Aligning employee selection processes** – Employing the right people from day one is a vital first step. We can help you measure the abilities, values, skills and personality characteristics of new recruits and identify specific development needs to support their future success.
- 2. Targeted development programmes** – With a competency framework in place, HFI can work with you to analyse your company's training needs and help you create a targeted development programme. This defines the development pathway for individuals from induction through to senior executive and may involve coaching, courses, mentoring and in-house projects.
- 3. Managing and developing performance** - HFI will help you design a performance management system for setting clear objectives and evaluating outcomes to make sure that progression is on track

On-going, HFI can provide a system allowing you to track the progress of individuals through their development. Alternatively we can assist you to evaluate the various specialist succession planning systems which are available. These systems can help you organise, access and integrate information regarding your organisation's talent.



Tactical Succession Planning – Key Player Development Programmes

Once you have people with high potential in key positions, HFI's wide range of development programmes and activities can help them to realise this potential. Our key player programmes include:

Development centres – These are experiential learning programmes which are appropriate for helping individuals to transition from one level to another – from technical professional to management, for example. They build on an initial psychometric profiling through in depth feedback, group and individual tasks.

Transferable Skills Workshops on developing skills which are vital for any management or leadership role and which are transferable across roles and organisations. These include: analytical thinking; negotiating; influencing others; cultural adaptability; project management and innovation. We use interactive exercises, case studies and facilitated discussion in our workshops to help participants to build the skills they need for success.

Management and Executive Coaching – HFI provides business coaches who work with individuals to fast-track their progress or help them overcome any obstacles which may threaten to derail them. This involves initial **Psychometric assessment** and detailed feedback followed by several face to face sessions supported by telephone and e-mail contact to assist the individual to change their behaviour and develop new skills. Particularly relevant in the context of succession planning is the 'Hot Start Coaching' which provides support for the first three months and ensures that the newly promoted manager 'hits the ground running.

360 degree feedback gives individuals structured feedback from their supervisor, their peers and their subordinates to give them a holistic picture of the impact they are making on the organisation. This can be a powerful way of developing the self-awareness and insight needed for unlocking individual potential.

Career Guidance – HFI also use a combination of assessment, planning and coaching to help individuals plan their next career move. Rather than specifying one occupation, we look at their interests, abilities and style to find a range of different options that are realistic and appropriate.

Contact Us

Call us now on
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Human Factors International provides Business Psychology and Organisational Development consultancy. Since 1983 we have been helping organisations recruit and select the right people, to coach and develop these people and help create environments within which they can function efficiently and effectively.

