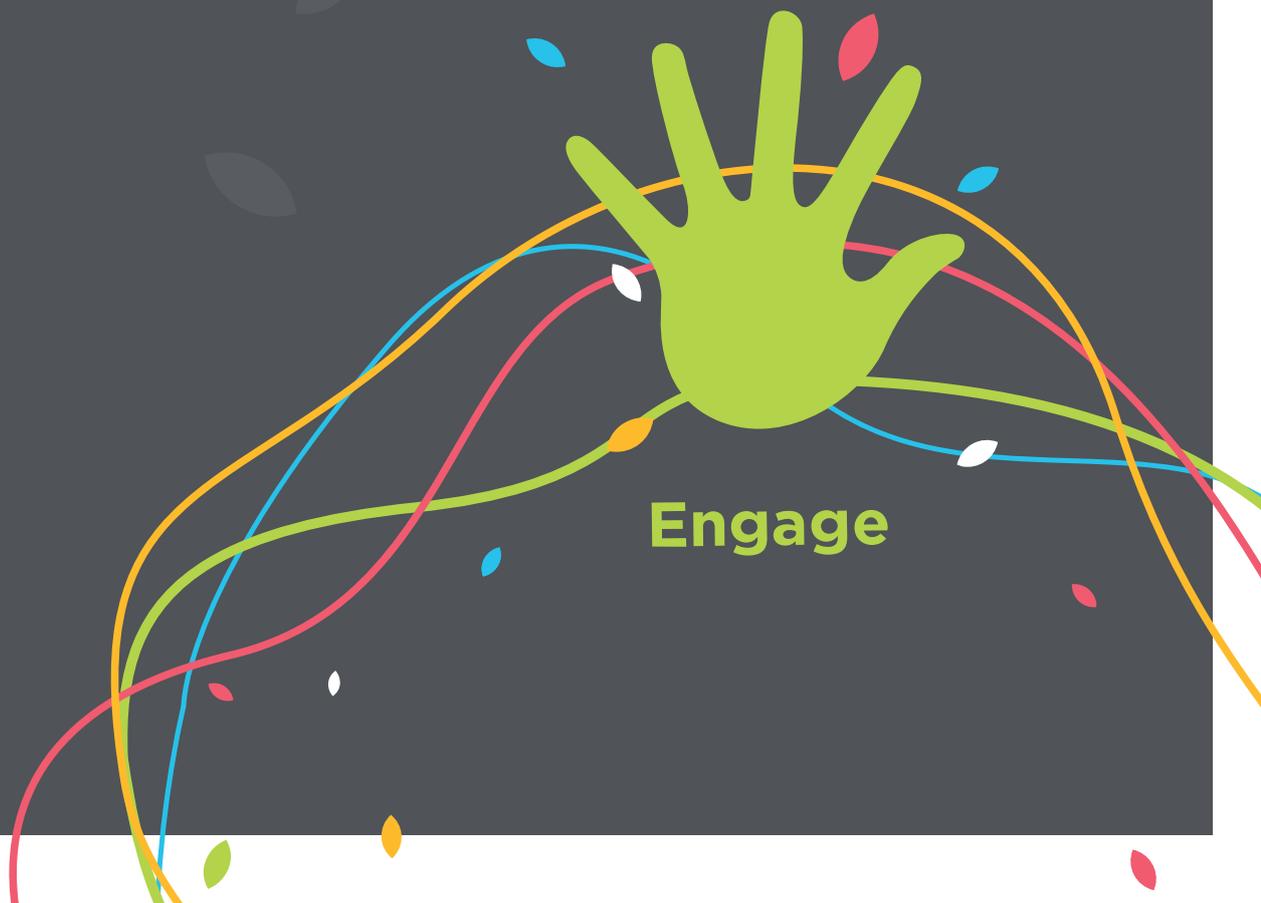


# Re-thinking Succession

**THE HOLLAROO WAY**



At Hollaroo we think of succession as a conversation rather than a process. In this guide we'll talk about why, and how you can re-think succession planning the Hollaroo way.

## What do we mean by succession planning?

Succession is about having the right people as a business evolves. It's rarely about replacing like for like as people retire or resign.

Anyone who works with people knows that it's hard to put them in boxes. The danger of the traditional nine-box grid for succession planning is that you'll end up trying to put square pegs in round holes, or failing to develop the right people, at the pace the business requires.

Or, you don't really know whether you need the same square pegs you had before, or perhaps a completely different shape? And, if the holes are round now, they probably won't be in the future. Now - enough of the camping analogies but you get the idea!

That's why it's important that succession planning keeps talent in the pipeline for evolving roles that ***matter most to companies*** for the future.

### Lessons learned: common succession pitfalls to avoid

1. Avoid complex processes that require people to be put in boxes. Succession planning should be simple.

---

2. Succession planning should extend beyond the executive level and into other business-critical roles.

---

3. Managers can sometimes be blockers. Educate key influencers to get them bought into the process and talking to potential successors for their teams.

---

4. Make sure candidates actually want the job. Monitor levels of interest to ensure you don't end up with gaps in critical roles.

---

5. Succession shouldn't be a secret. If successors don't know they're being lined-up for a role then plans may be compromised.

---

6. Incorporate regular reviews to balance internal and external pipelines and mitigate skills-gaps. This should be a dynamic process. Not a static and annual activity.

---

7. Develop pools of talent from which to draw rather than pinning all hopes on one successor. Limit the business risk. And remember that individuals' own circumstances can change dramatically from year to year.

## The Hollaroo Way

The basis of the Hollaroo approach to succession is that we put individuals in control of their own careers. We believe that personalisation should extend to succession and personal career planning. Why should an employer define (without consultation) the path an individual takes?

In a world of work where the traditional career path no longer applies, the corporate ladder has shortened, and entry-level jobs are more complex than ever, we must give people the choice, support and guidance to plan their own paths.

“

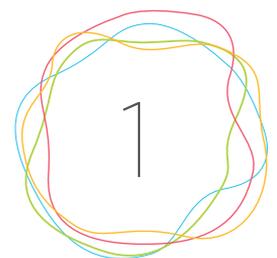
*“I’m a firm believer in capability planning. Businesses change and evolve and the process of replacement planning makes no allowance for the changing business environment and skills a business needs to deliver. A dynamic, ongoing process that can support the view of ‘what good looks like’ (internally and externally) is a necessity to drive competitive advantage in a world where talent is becoming an increasingly scarce resource”* **says Alison Ettridge - Founder of talent.intuition.com.** *“A conversation gives insight, and insight is valuable, a process gives data, which requires intelligence to become valuable. Any tool that encourages communication, builds engagement and drives conversation is a tool I would definitely endorse!”*

”

## How do we do it?

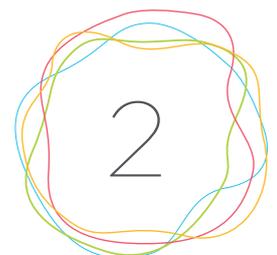
### Bottom-up not top down

The traditional approach to succession is very top down. This just doesn’t work in today’s fluid working environments and matrixed organisational structures. We encourage you to abandon the nine-box grid and instead provide people with the tools to help them plan their own careers with support from managers, peers, HR and talent acquisition.



### Relationships not processes

If you build succession around a live selection process you’re eliminating everybody who might not be ready to enter a process right now. Our approach to both internal and external talent is to start building relationships before people have entered a selection process. By creating a place for people to engage with potential future colleagues, you facilitate the building of relationships.



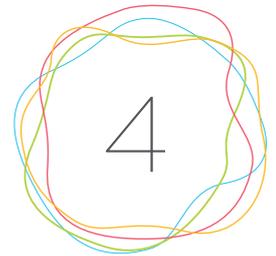
### Disconnect succession from roles

The timing has to be right. This is especially important in an internal talent pool where you're searching within a smaller population. The probability that the right person is ready and available right now (and that their manager is ready for them to move) is incredibly low. By creating a place for people to have conversations about potential career paths for their future, the probability of finding a successor is much greater.



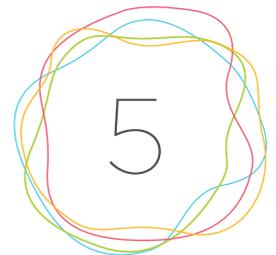
### Combine internal and external pipelines

Incorporating internal and external talent into succession allows you to see gaps and target activity where skill-sets are lacking. Allowing people freedom to map out their careers provides insight into where external recruitment activity needs to be focused.



### Put others in the driving seat

The best candidates are informed candidates. If people are involved in a two-way conversation about their career, they're much more likely to eventually apply for a right-fit role. Rather than using communications platforms to broadcast, use them to create conversations. Allow your team to ask questions, consider their options, succession shouldn't be a secret. Open (don't shut down) the conversation.



## How to prioritise communication around succession

ACTIVE		PASSIVE
<p>Manage expectations, involve stakeholders such as current and future potential managers, monitor levels of engagement and commitment.</p>	<p>INTERNAL</p>	<p>Evaluate capability, understand ambition, support development towards career goals, involve in groups and communities related to potential career paths, monitor engagement levels.</p>
<p>Initiate engagement, build interest, nurture relationships to assess potential and build talent pool.</p>	<p>EXTERNAL</p>	<p>Initiate engagement with individuals based on skills sets the business will need in future. Create a programme of ongoing engagement to assess interest and potential fit.</p>

## Why take this approach?

Hollaroo's platform provides a place to stay connected with all the great talent you've ever met and the great talent you will meet. For succession planning this means you can build trusted relationships, build communities and encourage meaningful introductions.

**Reduce risk** by blending internal and external talent pipelines enabling you to identify skills gaps. By monitoring levels of engagement, identify those who are frustrated in their current role but that you don't want to lose.

**Great analytics** enable you to be forward looking. Gain an understanding of interest in a role, and how likely someone is to leave if they don't have an opportunity to move.

**Roles that don't yet exist** will soon be on your hiring agenda. By looking internally and externally for skills-sets and potential to build skills you can be ready to react to strategic changes.

**Strategic thinking** as often recruiters and HR know what's coming but lack the tools to be prepared. Proactively build conversations to support market mapping and build a picture of the talent landscape.

**Line manager buy-in.** Managers who don't want to lose good people can be a barrier to internal mobility. Involve them in the talent conversation so they can understand the aspirations of their team members and also have a line of sight to who might be able to step-up in future.

**Speed.** The traditional approach of putting out an internal and then an external job advert is just too slow and too reactive. An active pipeline improves time and cost to hire.

## Communication for internal and external successors

<p><b>ENGAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Reach out to individuals in target populations and those with skills your business may need in the future.</li> <li>• Invite people to be part of a community and to explore your organisation.</li> <li>• Don't be afraid to have a conversation before qualifying suitability. Create an aspiration FIRST then channel motivation towards the right role or opportunity.</li> <li>• Don't forget to broaden the conversation about pre and post appointment.</li> <li>• Help individuals to start thinking ahead of time about the skills, behaviour and influence they will need to apply to a new role. Don't let their previous role be at risk!</li> </ul>
<p><b>COMMUNICATION</b></p>	<ul style="list-style-type: none"> <li>• Build communities where internal and external candidates can openly discuss career paths with potential future colleagues and managers.</li> <li>• Allow for two-way conversation rather than seeing communication as a 'broadcast'.</li> <li>• Create momentum for sharing. Story-telling shouldn't be one way (the organisation only).</li> <li>• Sometimes opportunity has been created which has had an immeasurable impact for the business and individual but hasn't come to light. Use the platform to share, share share!</li> <li>• Be open about succession and your organisation's approach to it. There should be no surprises, just open and transparent discussion.</li> <li>• The best way for your employees to find out you value them and want to see them grow is to tell them.</li> </ul>
<p><b>NURTURING</b></p>	<ul style="list-style-type: none"> <li>• Assess individuals for potential and readiness. But assessment should be a two- way street.</li> <li>• Provide development goals for those ready to move and manage expectations about timelines.</li> <li>• It's okay to set people's sights on big things (okay - not everyone can be CEO in the future) as long as you manage expectations along the way.</li> </ul>





**hollaroo** reach people

+44 (0)1727 298 081

getintouch@hollaroo.com

hollaroo.com