

Client Case Study: Identifying the Next Generation Leaders

Client

- Global Services Company headquartered in London
- A highly competitive landscape with significant sector consolidation
- A history of under-developed successors for key roles
- Running significant retention risks with senior talent

Presenting issues

Board concerned about CEO and Regional MD succession. Although having had a talent review process for some years, the CEO was concerned about the lack of quality evidenced on the succession slates. Concern also that there was not a shared view of the talent required to meet the growth challenges of the future. Past talent management and succession planning processes were not 'future focused' i.e. aligned with the core competencies required to compete in the future

The consulting brief

The consulting brief included developing a process to identify the 'next generation leaders' for the organisation. This commenced with a facilitated, structured process with the top team, including an exercise to translate growth aspirations (to double their revenue in 2010 and retain number one or number 2 in chosen markets) into the desired business culture and the nature of leadership that this implied. A succession report that comprised recommendations for creating and strengthening the 'warm' bench of successors, organisational design recommendations and the collective and individual development effort required for business critical succession.

Deliverables

- Calibration of the internal talent review process to ensure it was better able to deliver required succession outcomes
- The design and delivery of a Development Centre through which all nominated 'next generation leaders' were put through and which was 'future focused'
- One-on-one feedback sessions, following the running of the Development Centre, using the Support-Challenge model of feedback
- Tailored development plans to fast track those identified with longer term CEO and Regional MD potential
- Development recommendations to invest in those that had not and will not make the transition to leader but will continue as functional specialists making an important contribution to the organisation
- Advice on the buy-build mix
- A succession report for Board presentation