



GO Global Organization
Design Society

READINGS IN GLOBAL ORGANIZATION DESIGN

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SOFTWARE SUPPORT FOR TALENT MANAGEMENT AND SUCCESSION PLANNING SYSTEM

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Talent Management

Identifying, utilising and developing employee potential

Purpose

To identify staff with potential for promotion to higher level roles and what is required for them to reach their potential.

Talent Management Objectives

- Assessment of each candidate's *current role demand*, his/her *current capability* and his/her *current and future potential*.
- Identification of the reasons for any capability deficits the candidates might have
- The appropriate development objectives for each candidate (i.e. to reach potential)
- Actions for improvement of candidate's current performance in role (if necessary)
- Actions for further monitoring to check judgments (if necessary)
- Inputs to preparation for career development discussions with candidates
- Identification of any organisational issues (e.g. structure, role design, process deficits, ineffective systems or policies) which may affect individual performance
- Succession planning and other workforce planning (e.g. special projects, secondments)

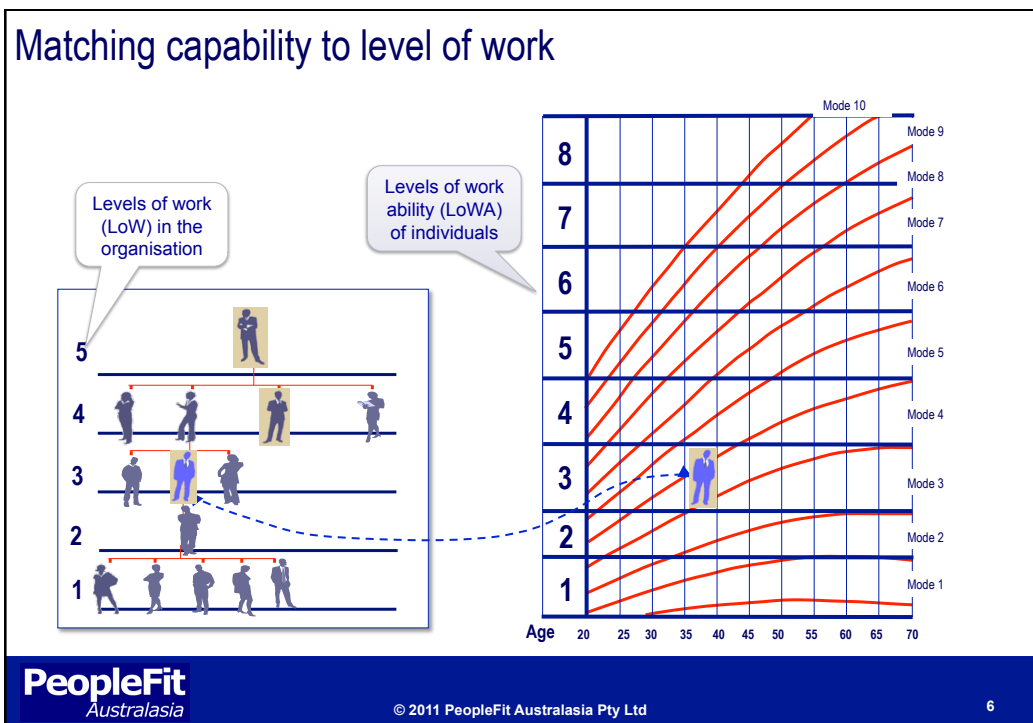
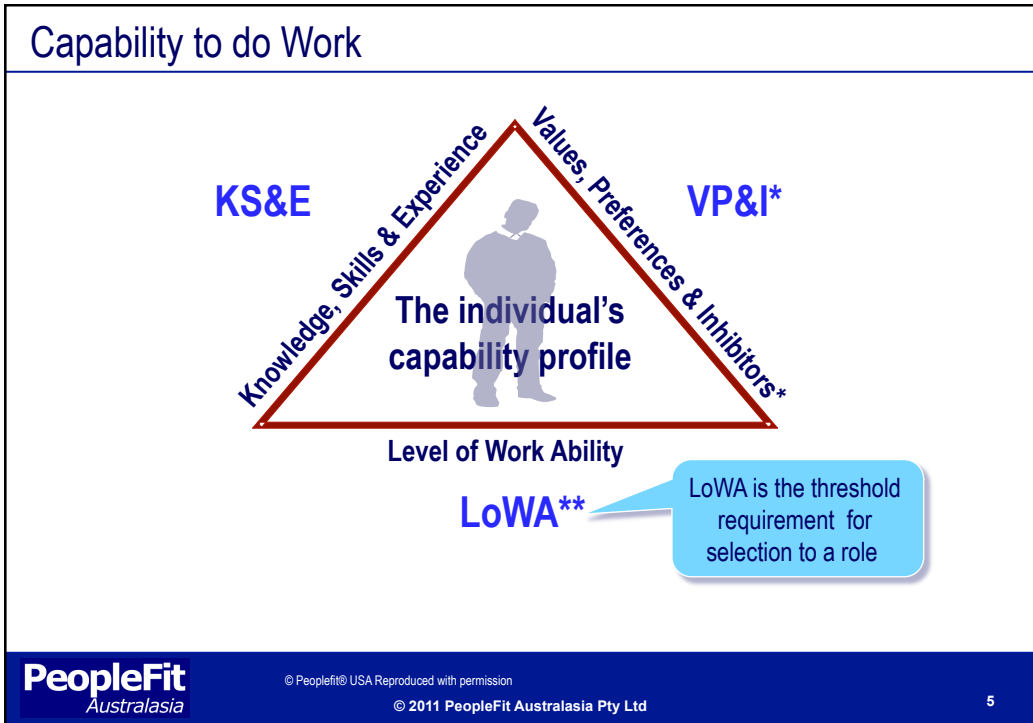
Assessing Employee Potential

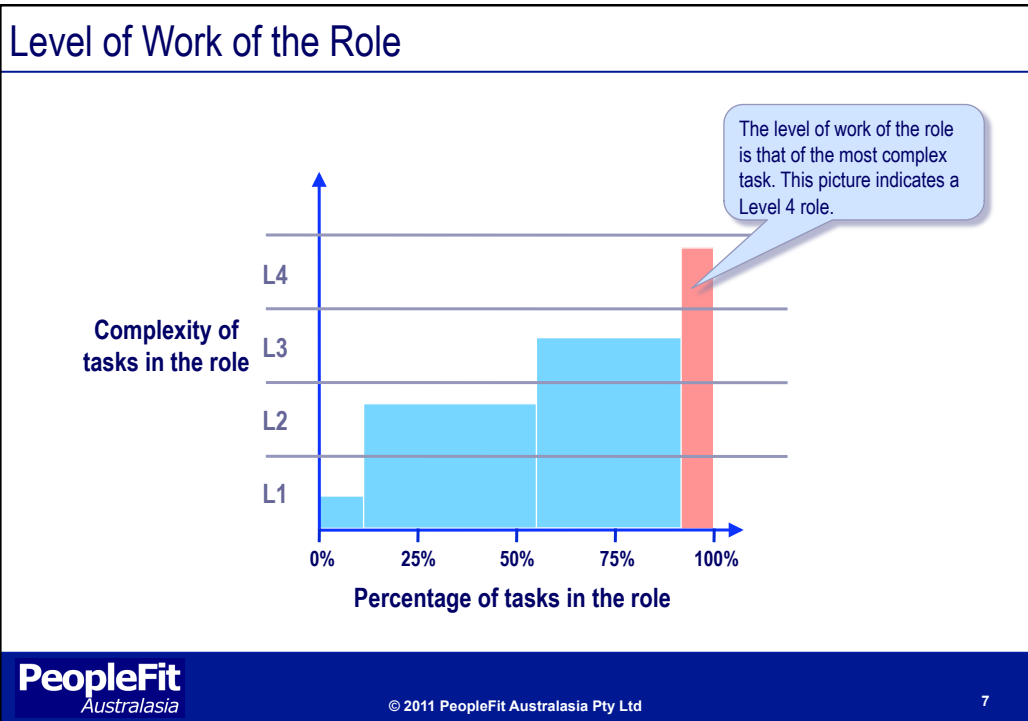
Talent Review: Identification of Readiness for Future roles and Development Plan

Sorted in order of: Functions, Readiness, Role level

Function	Name	Title	Role lvl	PER Rating			Readiness and Development Plan for Roles at the Next Level							
				Overall	Results	Behavior	Ready Now	Role Types	Ready <= 2	Role Types	Development Plan (KSE: VP and T)	Ready <= 5	Role Types	Development Plan (KSE: VP and T)
Asia	Kiri, Umesh		3.5			No		2.1 No			2.2 No			
Asia	Chia, Pui		2.7			Yes		3.6 Yes			3.8 Yes			
Asia	Lam, Ben		3.5			No		3.8 No			3.9 No			
Asia	Mau, Eric		3.5			No		3.8 No			4 Yes			
Asia	Lim, Beng Hong		3.6			Yes		4.4 Yes			4.6 Yes			
Europe	Vascon, <no name>		2			No		2.4 No			3 Yes			
Europe	Sutthoff, Wim		3.5			No		3.8 No			3.9 No			
Europe	delange, Rob		3.7			No		3.8 No			3.9 No			
Europe	Maat, Harjo		3.5			No		4.3 Yes			4.4 Yes			
Finance	Pascot, Eleanor		2			No		2 No			2.1 No			
Finance	Mickleth, Byron		2			No		2 No			2.1 No			
Finance	Dehler, Dennis		2			No		2.1 No			2.1 No			
Finance	Havvina, Dave		2			No		2.1 No			2.2 No			
HR	Smith, Steve		3			No		3.1 No			3.2 No			
Marketing	Fredl, Karri		4.4			No		4.5 No			4.7 No			
Marketing	Truc, Chris		4.2			No		4.6 No			4.7 No			
Marketing	Thorpe, Russ		4.5			No		4.6 No			4.8 No			
Marketing	Mitchell, Herman		4.5			No		4.9 No			4.9 No			
Marketing	Miranz, JoAnne		4.2			Yes		5.1 Yes			5.2 Yes			
Marketing	Bubei, John		4.5			No		5.2 Yes			5.4 Yes			
Mexico	Trasco, Rafael		3.5			No		3.4 No			3.5 No			
Mexico	Vasquez, Cesar		3.5			No		3.7 No			3.7 No			
Mexico	Pendosa, Martha		3.5			No		3.7 No			3.9 No			
Mexico	Hojanas, Franzen		3.5			Yes		3.9 Yes			4 Yes			
Mexico	Morales, Attagracia		3.8			No		3.9 No			4 Yes			

Potential for what?
How do we know?





Judge Levels of Role Complexity before Capability or Potential....

First, managers must build an accurate mental model about **levels** of role complexity.

This requires a fair amount of rigor in role-sizing activities, using **time-span** initially to establish benchmark roles, and then managerial **gearing** to size the remaining roles.

It is in these discussions, when managers actively discuss the underlying basis for complexity in each role, that they come to build a **dynamic model** in their minds as to what the work at each level is really about.

These discussions inevitably trigger issues of status and turf protection and require clear thinking and firm decision-making by the manager-once-removed for managers to be mature, impartial, and objective.

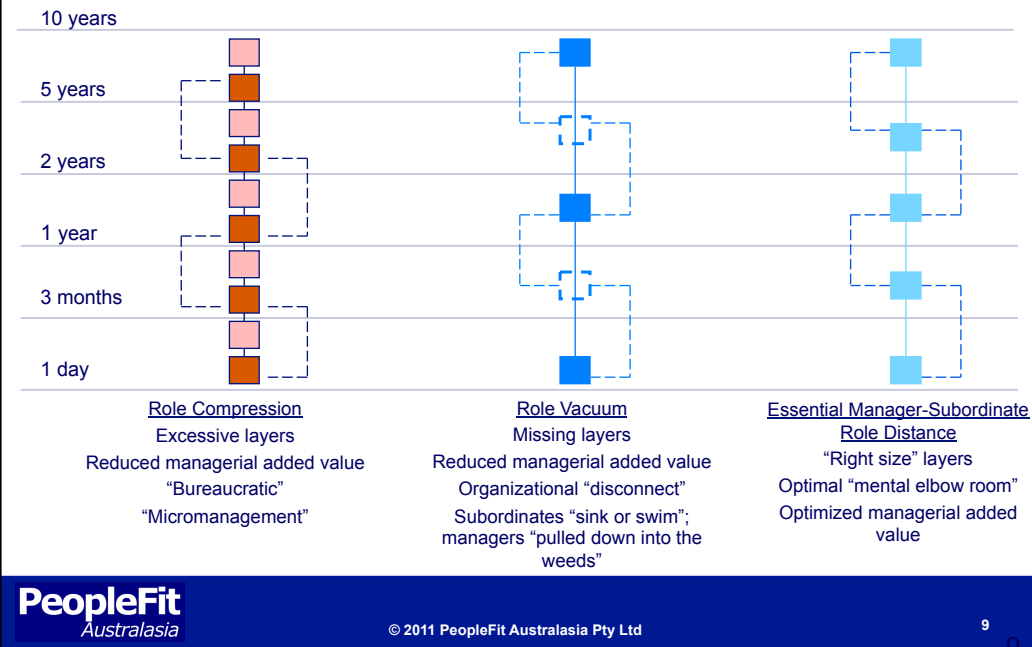
Without **developing and understanding this model of role complexity fully**, judging potential is far less accurate and far less useful.

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8

Organizing for Work Complexity: Natural Layers



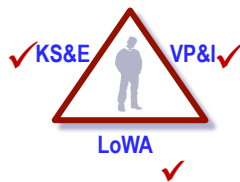
PeopleFit's Talent Management and Succession Planning System



Definitions - CAC

Current Applied Capability (CAC) - An individual's knowledge, skills experience (KSE); Valuing the work, Preferences and absence of personal inhibitors (VPI); and Level of Work Ability (LOWA).

This is the employee's personal effectiveness demonstrated in the current role.



This is what the person can do now.

Definitions - CPC

Current Potential Capability (CPC) - The employee's level of work ability (LOWA) to work at a particular level of complexity, if they had all the knowledge, skills, experience, if they completely valued the work, and if there were no personal inhibitors detracting from delivery of their potential .

This is their raw cognitive capacity to handle complexity now.

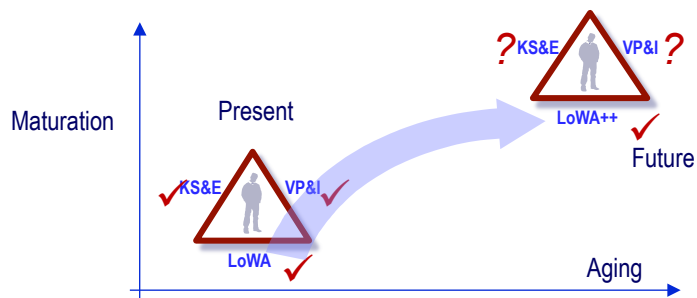


This is what the person could do now.

Definitions - FPC

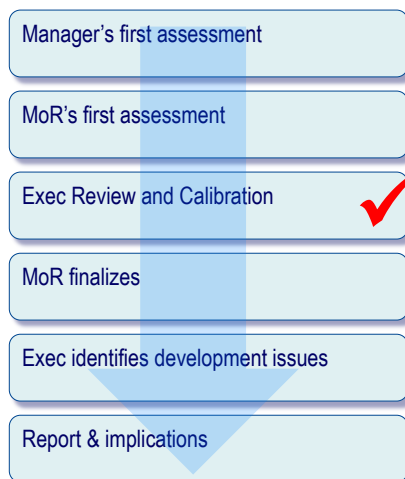
Future Potential Capability (FPC) - The employee's naturally maturing level of work ability (LOWA) to work at a particular level of complexity, if they had all the knowledge, skills, experience, if they completely valued the work, and if there were no personal inhibitors detracting from delivery of their potential .

This is their future raw cognitive capacity to handle complexity.

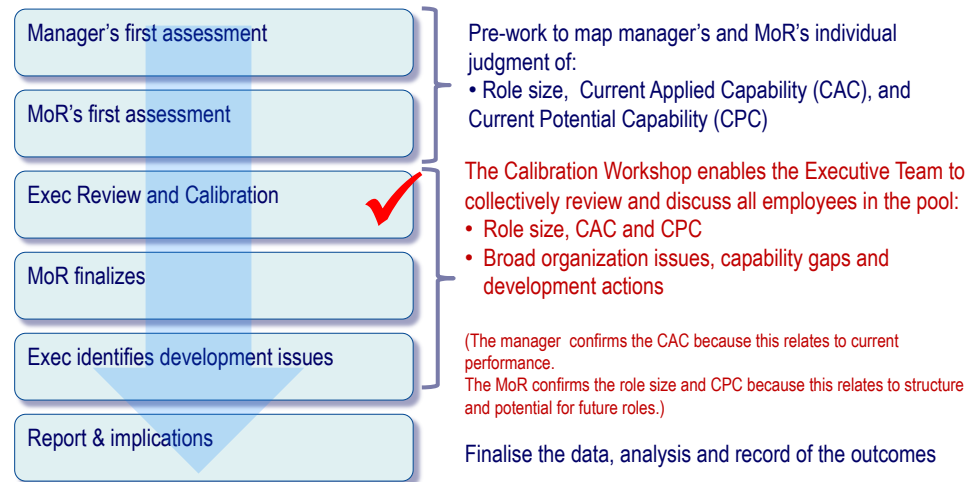


This is what the person could do at some time in the future.

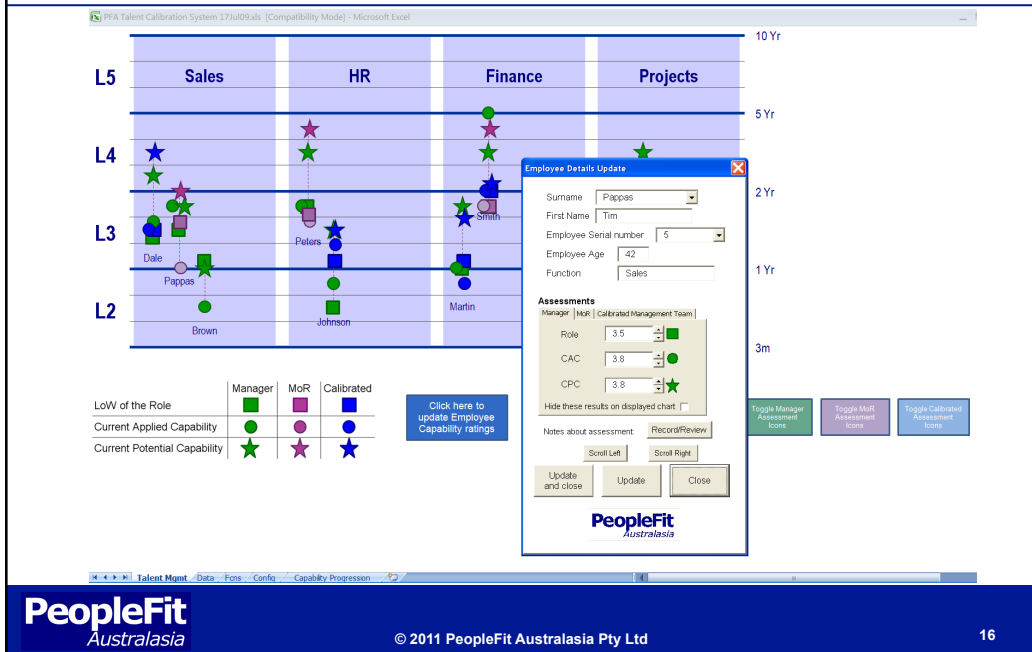
The Talent Assessment Process



The Talent Assessment Process



PeopleFit's Talent Management Application



PeopleFit's Talent Management Application

The process

Manager's first assessment

MoR's first assessment

Exec Review and Calibration

MoR finalizes

Exec identifies development issues

Report & implications

The App.

- Facilitates interview of immediate manager. Graphics assist manager judgement.
- Stores employee data and manager judgement

- Facilitates interview of MoR. Graphics assist MoR judgement.
- Stores employee data and MoR judgement

- Facilitates Exec Team review. Graphics assist team calibrated judgements.
- Provides for manager/MoR development and action comments
- Generates Future Potential Capabilities on 'growth curves' and generates a Promotion Readiness Report
- Stores employee data and calibrated judgements

- Provides a structured, single-source electronic data set with graphical presentation, for ease of review and editing

- Provides a structured, single-source electronic data set with graphical presentation, for ease of review and editing
- Provides for MoR development decisions per candidate

- Generates a Promotion Readiness Report
- Provides graphics for inclusion in miscellaneous workforce/HR reports

Some Screen Shots

Presentation master screen

The screenshot shows the 'Presentation master screen' of the PFA Talent Management System. The main area is a grid with four columns: Recruitment, Remuneration, HR Operations, and Leadership & Tal. The rows represent levels L2, L3, L4, and L5. A vertical axis on the right indicates time in years (3 to 10) and months (3 to 20). Data points are represented by colored squares (green, red, blue) and stars (green, red, blue) connected by lines. A search bar at the bottom left contains the text 'Type text to find...'. Below the search bar is a legend for 'LoW of the Role' with categories: Manager (green square), MoR (red square), Calibrated (blue square). Below the legend are several function buttons: Manage Functions, Manage Employees, Capability Progression, Readiness Report, Program settings, Import, and Export. The Windows taskbar at the bottom shows the system time as 9:43 PM on 12/05/2014.

Manage Functions box #1

This screenshot shows the same 'Presentation master screen' as above, but with a 'Manage functions' dialog box open. The dialog box contains the following text: 'Press add button to add Function or remove to remove Function. Use buttons on each function row in the list to access function related information'. It has 'Add' and 'Remove' buttons at the top. Below, there is a list of functions: Recruitment, Remuneration, HR Operations, and Leadership & Talent. Each function name is followed by a small icon. A red arrow points from the 'Manage Functions' button in the bottom toolbar to the dialog box. The rest of the screen, including the legend and taskbar, is identical to the previous screenshot.

Manage Functions box #3a

The screenshot shows the PFA Talent Management System interface. The main window displays a grid with columns for Recruitment, Remuneration, HR Operations, and Leadership & Talent, and rows for levels L2, L3, L4, and L5. A 'Manage functions' dialog box is open, showing a list of employees to be assigned to a function. An 'Employee select' dialog box is also open, listing employees with checkboxes. The 'Manage Functions' dialog has buttons for 'Add' and 'Remove' for each function category. The 'Employee select' dialog lists employees such as Maree Cleaver, Nichol Ellem, Graeme Parkinson, Sarah McCahan, Karen Greenwood, Les Dallas, April Hunter, Megan Hornshaw, Claire Saker, Sally Abdul-Wahid, Fiona Ryan, and Kim Tran.

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21

Manage Functions box #3b

The screenshot shows the PFA Talent Management System interface. The main window displays a grid with columns for Recruitment, Remuneration, HR Operations, and Leadership & Talent, and rows for levels L2, L3, L4, and L5. A 'Function comments' dialog box is open, allowing users to enter comments for a specific function level. A 'Manage functions' dialog box is also open, showing a list of employees to be assigned to a function. The 'Function comments' dialog has a text area and 'Cancel' and 'OK' buttons. The 'Manage Functions' dialog has buttons for 'Add' and 'Remove' for each function category. The 'Employee select' dialog lists employees such as Maree Cleaver, Nichol Ellem, Graeme Parkinson, Sarah McCahan, Karen Greenwood, Les Dallas, April Hunter, Megan Hornshaw, Claire Saker, Sally Abdul-Wahid, Fiona Ryan, and Kim Tran.

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22

Manage Employees box

The screenshot displays the 'Manage Employees' interface within the PFA Talent Management System. The main area is a grid with levels L2 through L5 on the vertical axis and functional areas (Recruitment, Remuneration, HR Operations, Leadership & Tal) on the horizontal axis. A 'Manage employees' dialog box is open, showing a list of employees: Graeme Parkinson, Sarah McGahan, Karen Greenwood, Les Dallas, and April Hunter. A red arrow points from the 'Manage Employees' button in the bottom toolbar to the dialog box.

LoW of the Role	Manager	MoR	Calibrated
Current Applied Capability	Green Square	Red Square	Blue Square
CurrentPotential Capability	Green Star	Red Star	Blue Star

Bottom toolbar buttons: Manage Functions, Manage Employees, Capability Progression, Readiness Report, Program settings, Import, Export.

System tray: 9:47 PM, 12/05/2014

Readiness Report box

The screenshot displays the 'Readiness Report' interface within the PFA Talent Management System. The main area is a grid with levels L2 through L5 on the vertical axis and functional areas on the horizontal axis. A 'Report Setup' dialog box is open, showing options for Functions (Recruitment, Remuneration, HR Operations, Leadership & Talent) and Readiness (Ready Now, Ready 1-2 years, Ready 2-5 years, Not Ready). A red arrow points from the 'Readiness Report' button in the bottom toolbar to the dialog box.

LoW of the Role	Manager	MoR	Calibrated
Current Applied Capability	Green Square	Red Square	Blue Square
CurrentPotential Capability	Green Star	Red Star	Blue Star

Bottom toolbar buttons: Manage Functions, Manage Employees, Capability Progression, Readiness Report, Program settings, Import, Export.

System tray: 9:50 PM, 12/05/2014

Readiness Report screen

Function	Name	Title	Role lvl	PER Rating			Readiness and Development Plan for Roles at the Next Level							
				Overall	Results	Behavior	Ready Now	Role Types	Ready <= 2 yrs	Role Types	Development Plan (KSE-VP and D)	Ready <= 5 yrs	Role Types	Development Plan (KSE-VP and D)
HR Operations	Abdul-Wahid, Sali		2				No		2 No			2 No		
HR Operations	Ryan, Ryan		2				No		2 No			2 No		
HR Operations	Tan, Kim		2				No		2 No			2 No		
HR Operations	McLanahan, Bonnie		2.5				No		2 No			2 No		
HR Operations	Burgess, Kim		2.5				No		2 No			2 No		
HR Operations	Hornblum, Megan		2.5				No		3 Yes			3 Yes		
HR Operations	Carri, Jackie		2.8				No		3 Yes			3 Yes		
HR Operations	Saller, Claire		2.7				Yes		3 Yes			3 Yes		
Leadership & Talent	Frank, Jo		3.5				No		2 No			2 No		
Recruitment	Cleaver, Marnie		2.5				No		1 No			1 No		
Recruitment	Greenwood, Sargo		1				Yes		1 Yes			1 Yes		
Recruitment	Parkinson, Glenn		2				No		2 No			2 No		
Recruitment	Elmer, Nichol		2.5				No		2 No			2 No		
Recruitment	Dallas, Les		2.5				No		2 No			2 No		
Recruitment	McGahan, Sarah		3				No		3 No			3 No		
Remuneration	Hunter, April		2.5				No		2 No			2 No		

Import box #1

Import box #2

The screenshot displays the PFA Talent Management System interface. An 'Open' dialog box is open over a 'Documents library' folder, listing various sub-folders such as 'AVG service', 'Bats', 'Bluetooth', 'CyberLink', 'Downloads', 'Ext drive backup', 'Insync surveys', 'My Albums', and 'My boating'. The background dashboard includes a timeline chart for 'HR Operations' and 'Leadership & Tal' with markers for 10 Yr, 8.5 Yr, 7 Yr, 5 Yr, 4 Yr, 3 Yr, 2 Yr, 20 mth, 15 mth, 1 Yr, 9 mth, and 6 mth. Below the chart is a navigation bar with buttons for 'Manage Functions', 'Manage Employees', 'Capability Progression', 'Readiness Report', 'Program settings', 'Import', and 'Export'. A red arrow points from the 'Import' button to the 'Excel Worksheets' dropdown in the dialog box.



GO Global Organization Design Society

GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

Note: inspired by the work of Wilfred Brown and Elliott Jaques

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.
- Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.

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