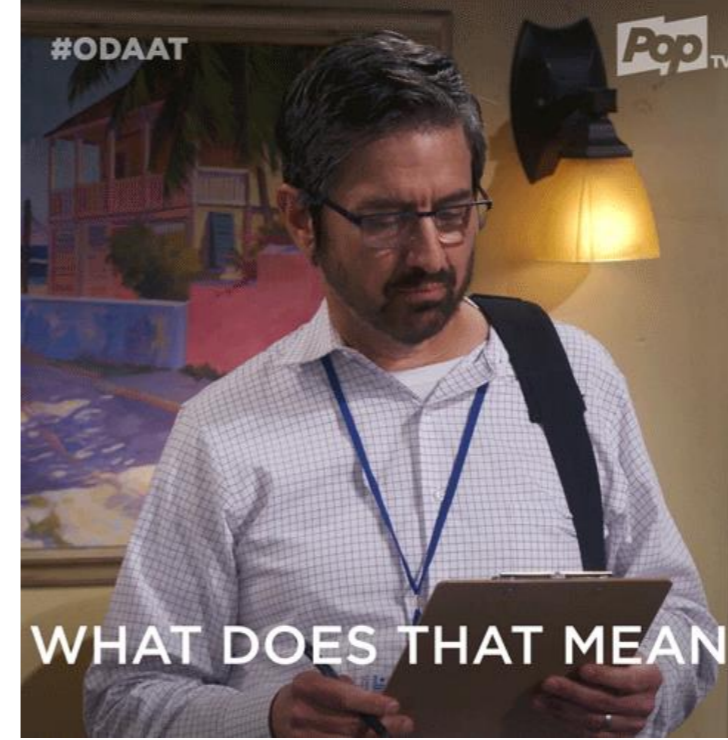




# Building an informed succession plan with employee experience data

Carley Childress

# What obstacles most often occur when succession planning?



Defining the required skills for successors

Evaluating the required skills across a diverse pool of candidates



Identifying the right successors **without bias**

Developing successors for their future roles



Monitoring outcomes through the transition



# What do we need to create evidence-based succession plans?



Robust behavior/soft skills **metrics** for candidates

Evaluation metrics that can be applied across the organization



Metrics that take into account employee perspectives

Metrics that can be linked to development plans and tracked



Metrics that profile a manager's esteem with their team

# Measure the manager



# Define

Map out the skills needed to succeed in the leadership role

IBM research indicates that soft skills are the most important to successful leadership

- Communication
- Managing conflict
- Working with diverse teams
- Creative problem solving
- Time management



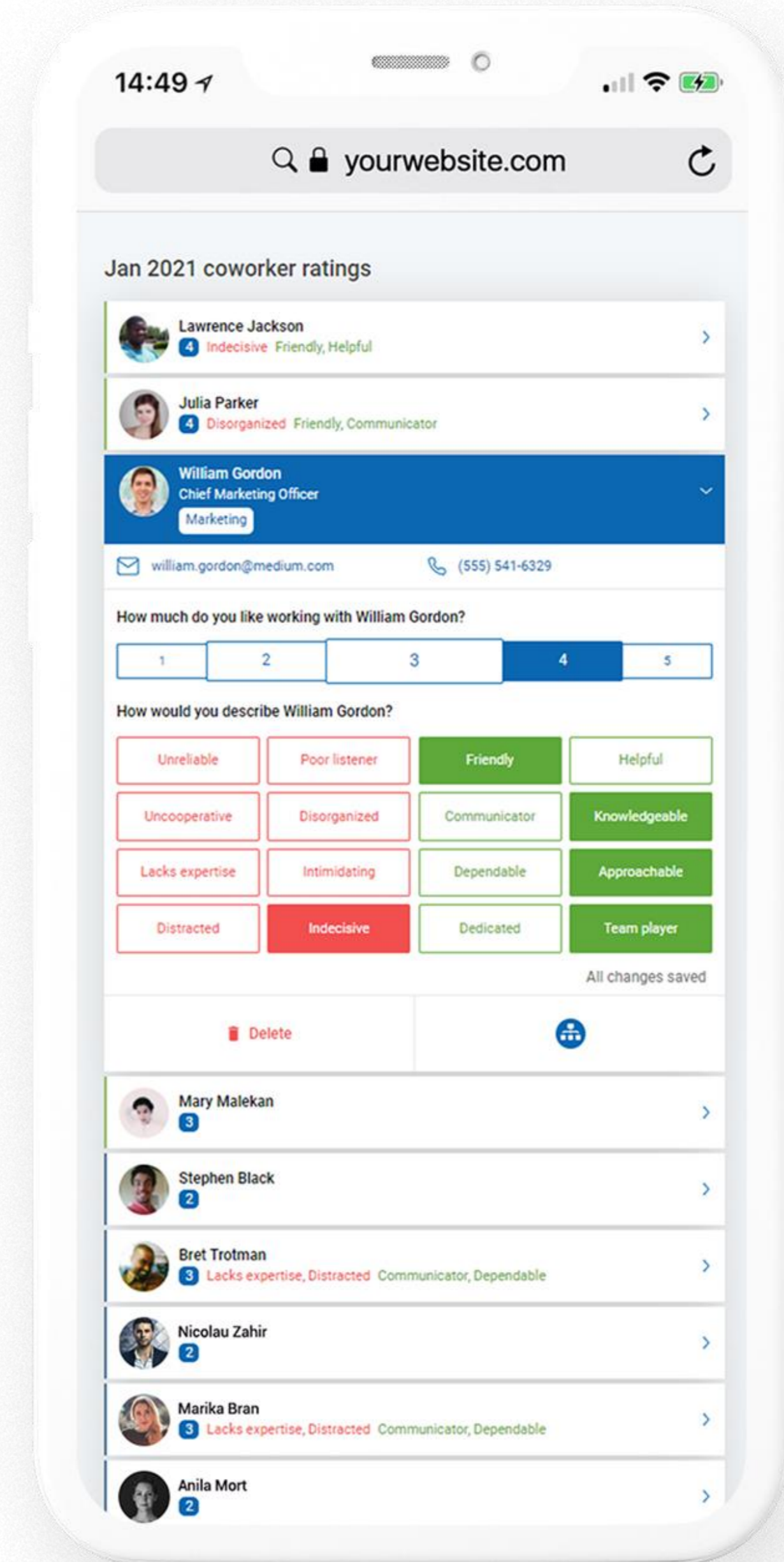
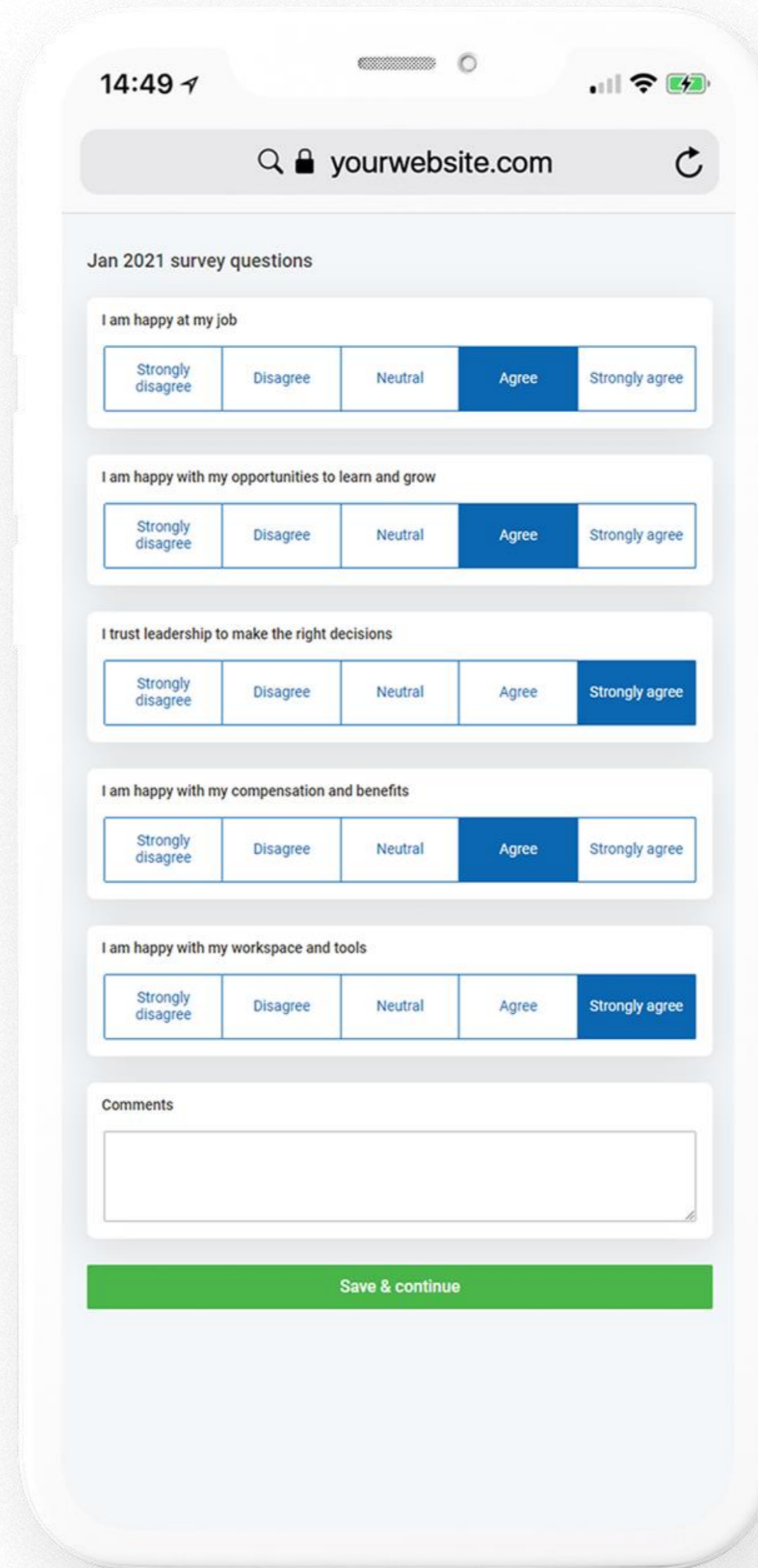


# Measure

Employee experience-driven feedback can produce metrics on both hard skills and soft skills

An open 360 or similar mechanism can collect metrics on all employees while also enabling feedback from a wide range of raters

This minimizes the role of bias in identifying candidates for leadership roles and in creating development plans for those candidates





# Plan

Measuring core competencies for upcoming leadership roles empowers you to enact a data-driven approach to succession planning

Metrics also promote better planning and development of your candidates

Connect candidates with resources and training aimed at helping them improve their skills in key areas in order to optimize their chances of success as leaders

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Phone number

Location

Employee feedback | Customer feedback | Action plan

Dec 2019

OVERALL  
**8.7** / 10  
+0.1  
320+ reviews

Managers: -- --

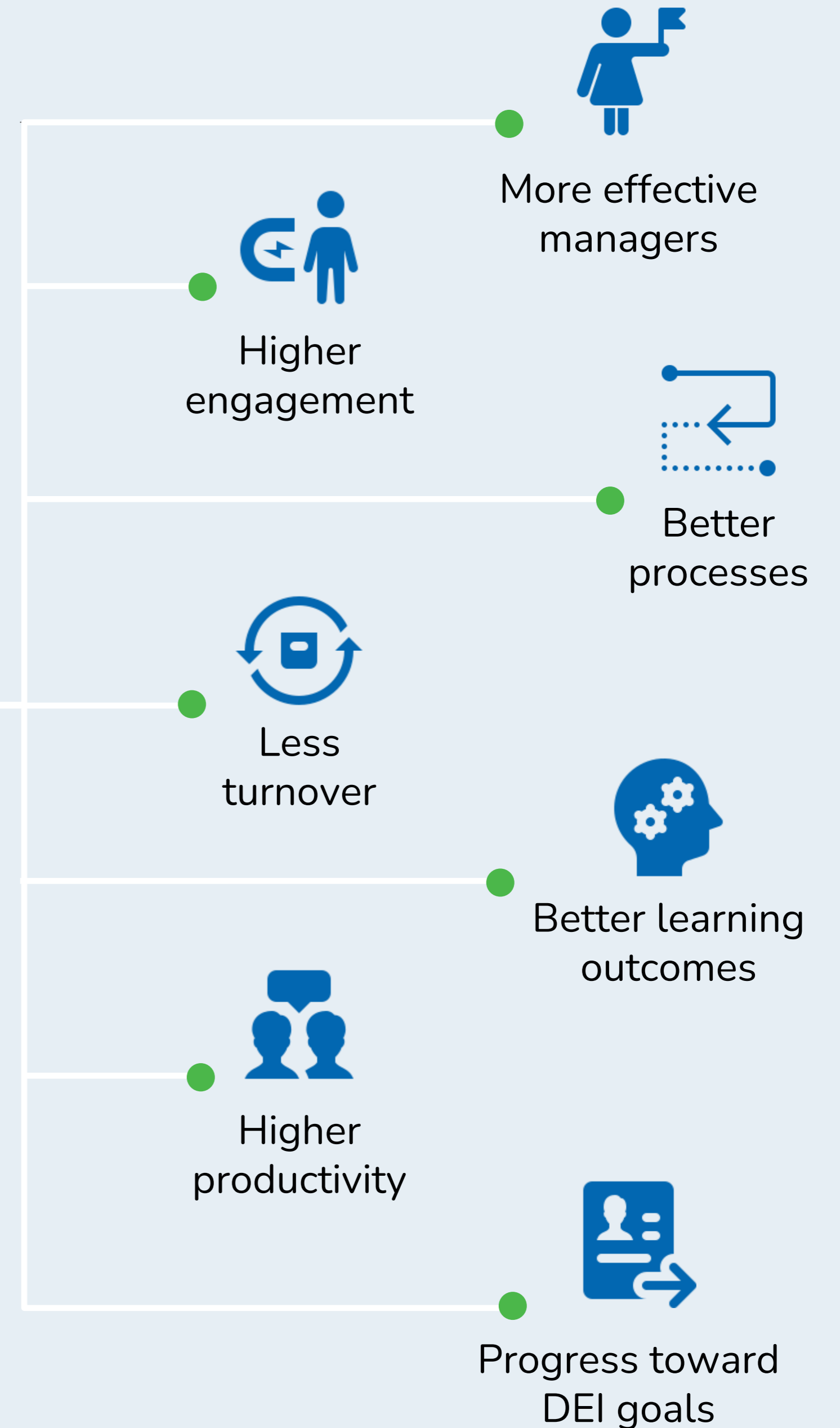
Reports: +0.1 **8.7**

Helpful  
Communicator  
Approachable  
Poor listener

Radiant AI™ manager suggestions

- Create a chart with guidance on how long each customer interaction should last.
- Ask Tara to rate their comfort level with helping customers on a scale of 1-10.
- Ask Tara what group they most enjoy working with.
- Talk to Tara about why their work matters to Dunder Mifflin.
- Document all of Tara's important deadlines in email.
- Locate an online course that Tara can
- Ask Tara if it would be helpful for you to give a discreet signal when they are doing something that might cause others to feel intimidated.
- Create a clear set of boundaries for managing conflict within your team. Make sure Tara knows what behaviors are unacceptable during disagreements.
- Ask Tara to share a list of different roles they would enjoy at Dunder Mifflin.
- Talk to your manager about Tara's widespread positive impact.

# What are the benefits of experience-driven succession planning?







**Thank you**

