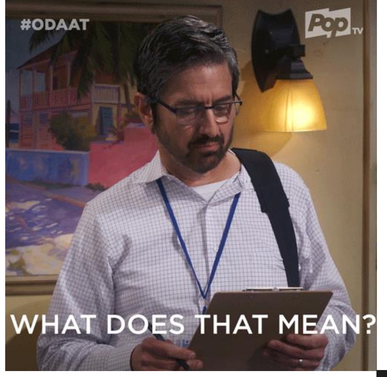
Macorva

Building an informed succession plan with employee experience data

Carley Childress

Macorva

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

Macorva

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

Macorva

Measure the manager

Macorva

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

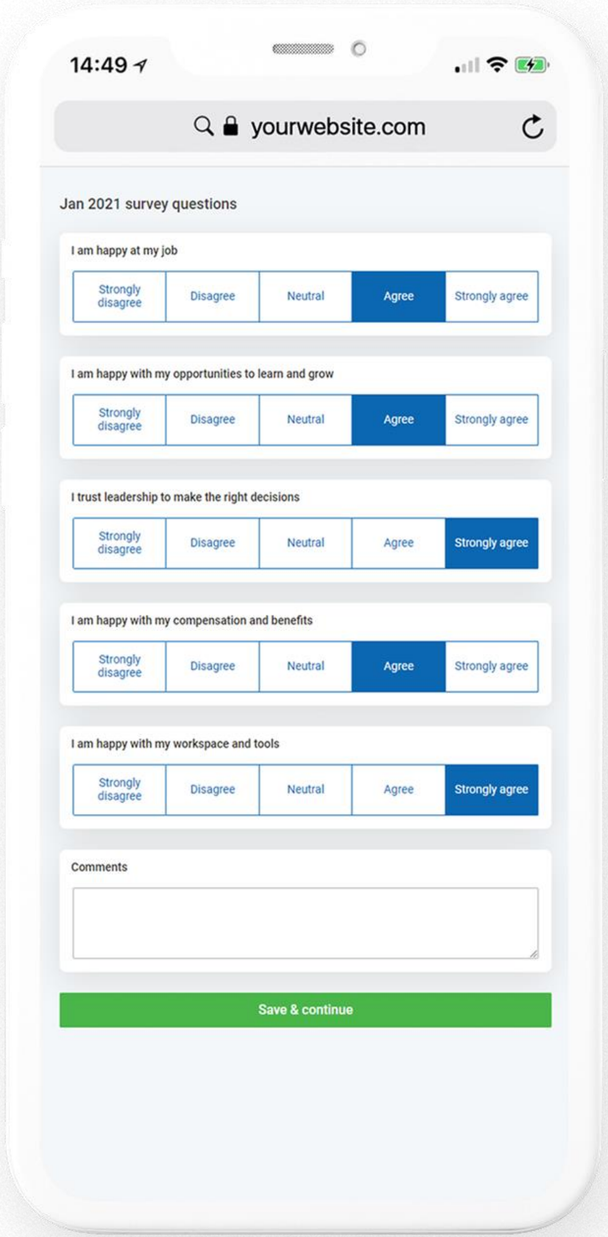
Macorva

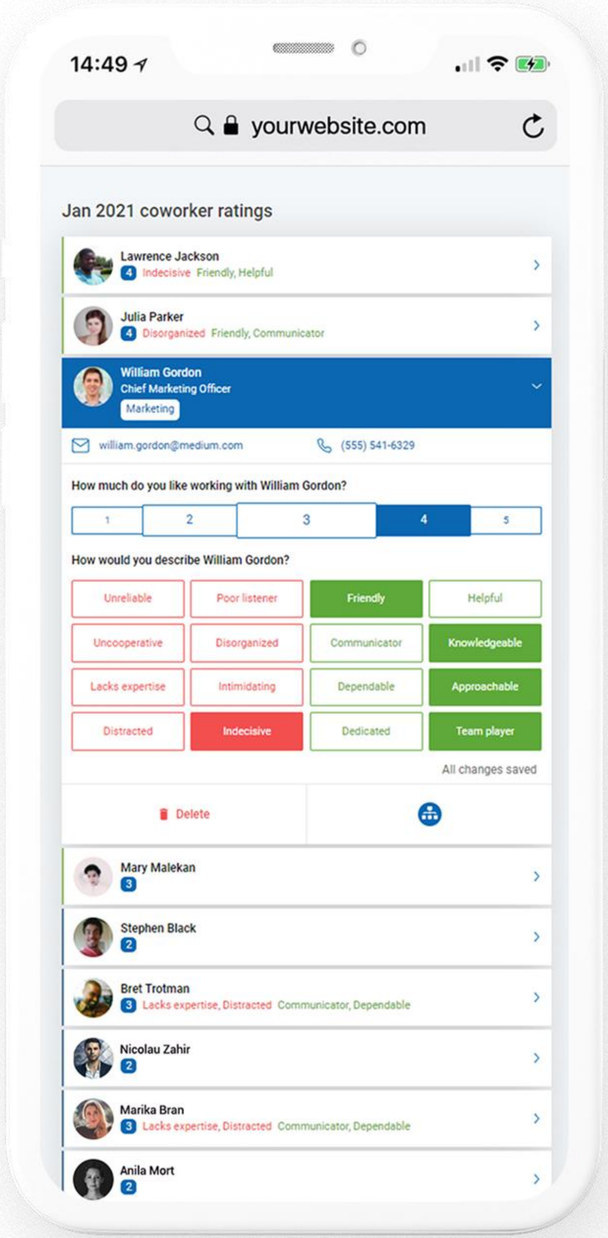
Measure

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





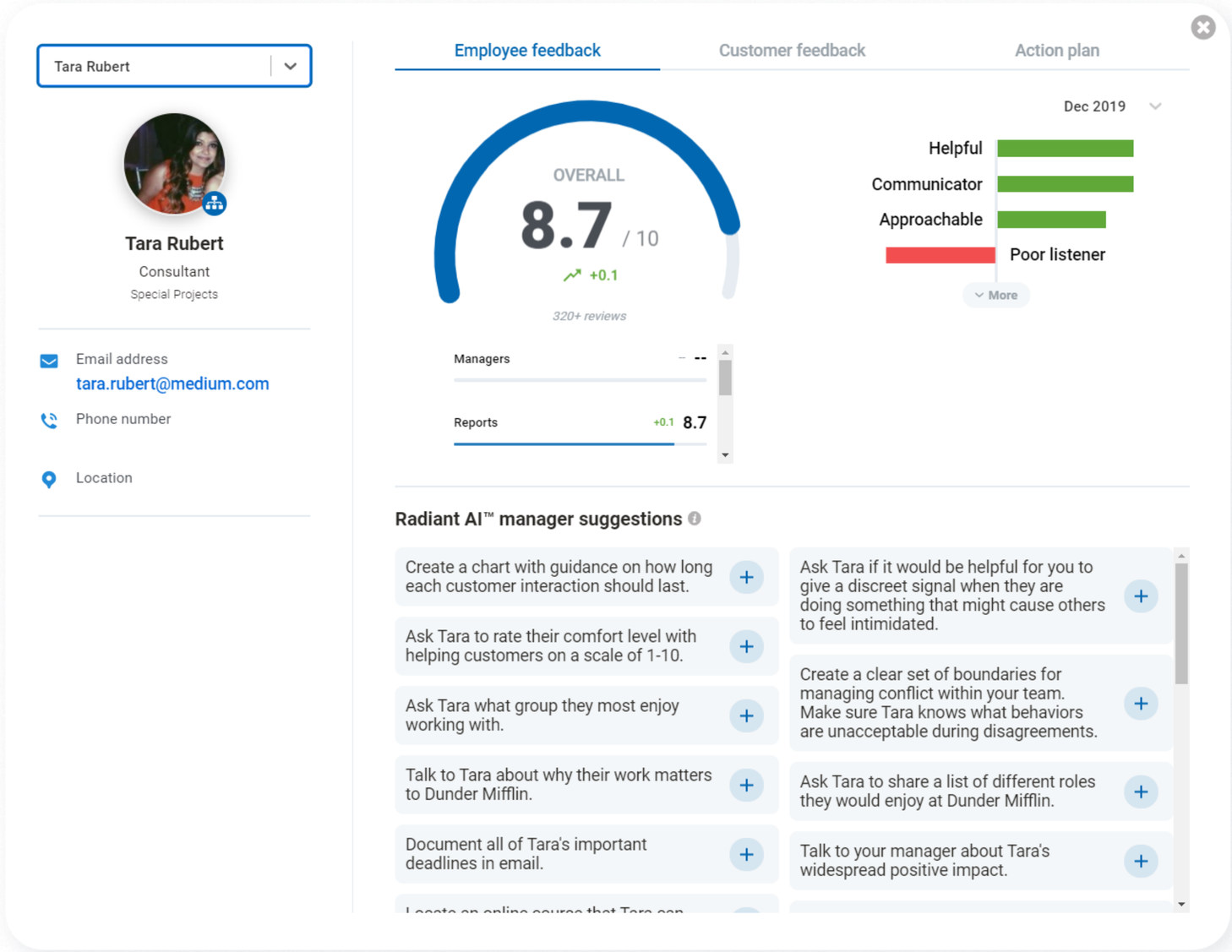
Macorva

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



Macorva

What are the benefits of experience-driven succession planning?

Macorva

Thank you