

CHROs as the CEOs of Succession Planning

Succession planning outcomes: Clear Definitions



Successors that have the **right skills** and **behaviors** for the **right roles**, when need the need arises

Developing and **communicating** career paths for employees



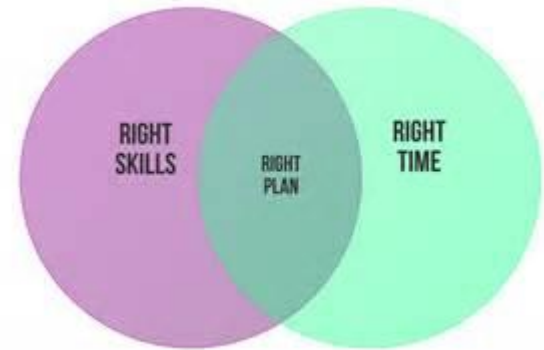
Clear Understanding:

That you have the **right skills** and **behaviors** for the **right roles** for **today** and what is needed in the **future**

Developing and **communicating** career paths for employees – is this a role they want?

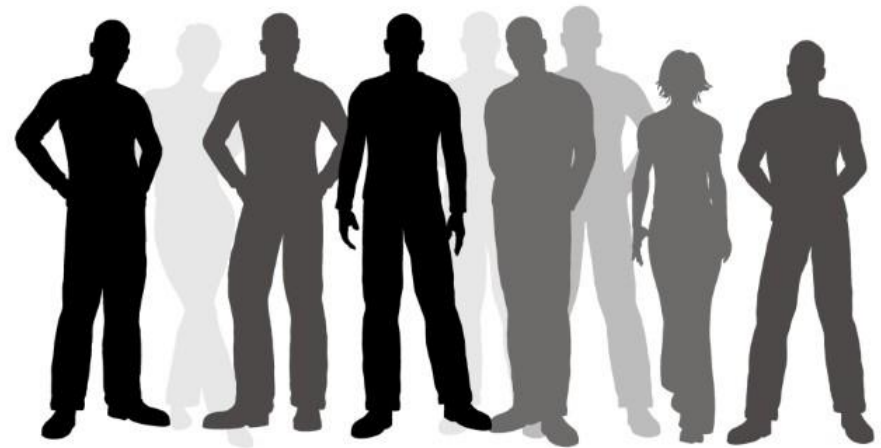
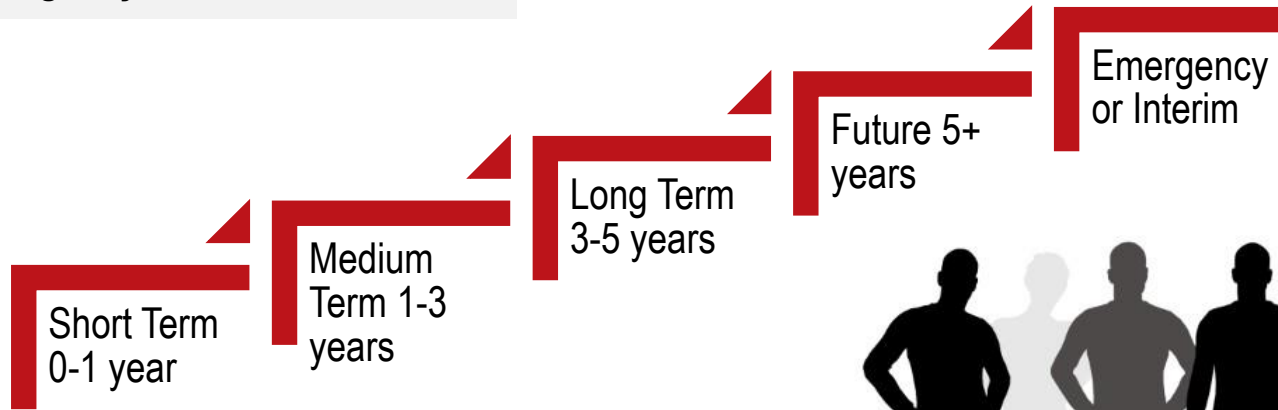
Understanding of **behavior** risk and **risk** and **compliance** profile

- **reliance**
- **resilience**
- **mobilize**
- **motivate**
- **ambition**

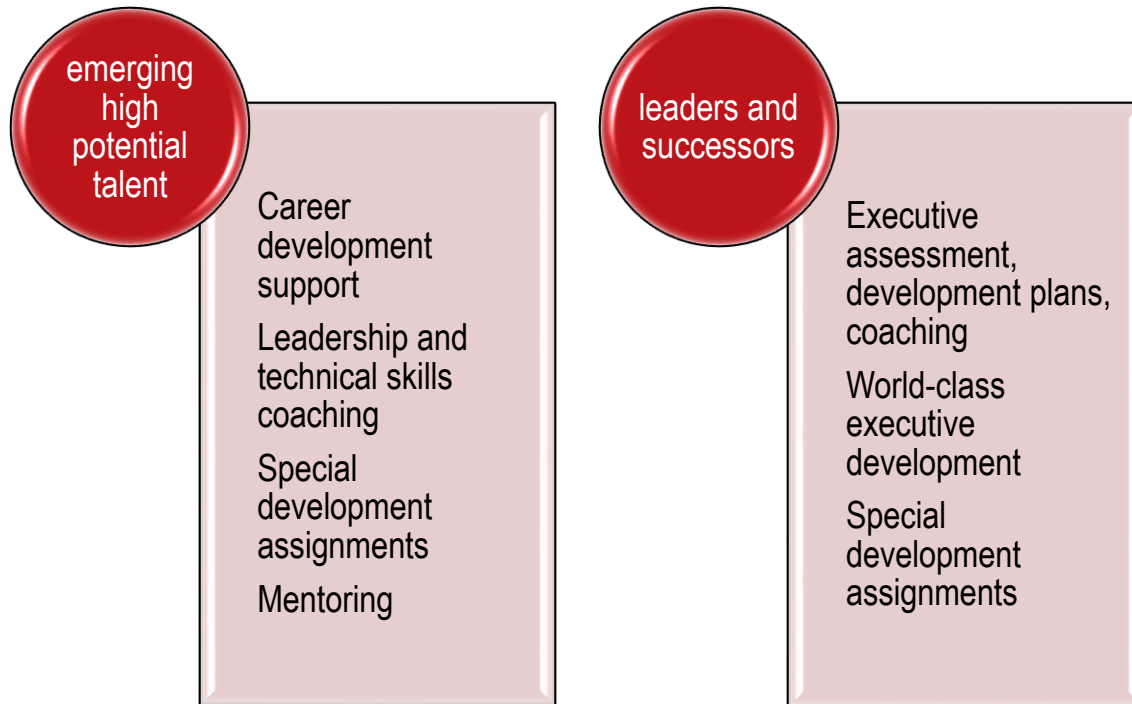


Clear Understanding of roles and timeframe

ST: 0-1 year
MT: 1-3 years
LT: 3-5 years
Future: 5+ years
Emergency



Designing an integrated approach: key components for each segment



Competencies for individual roles at JLL:



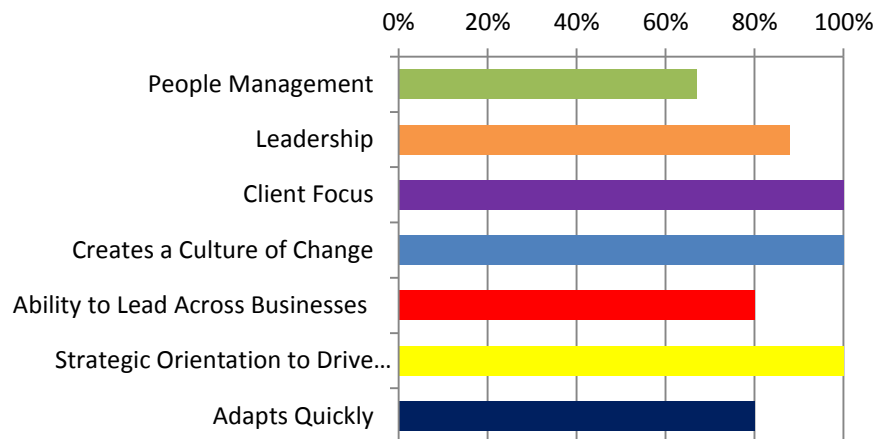
Profile: Leader K



Leader, Business W
Tenure: 10 years

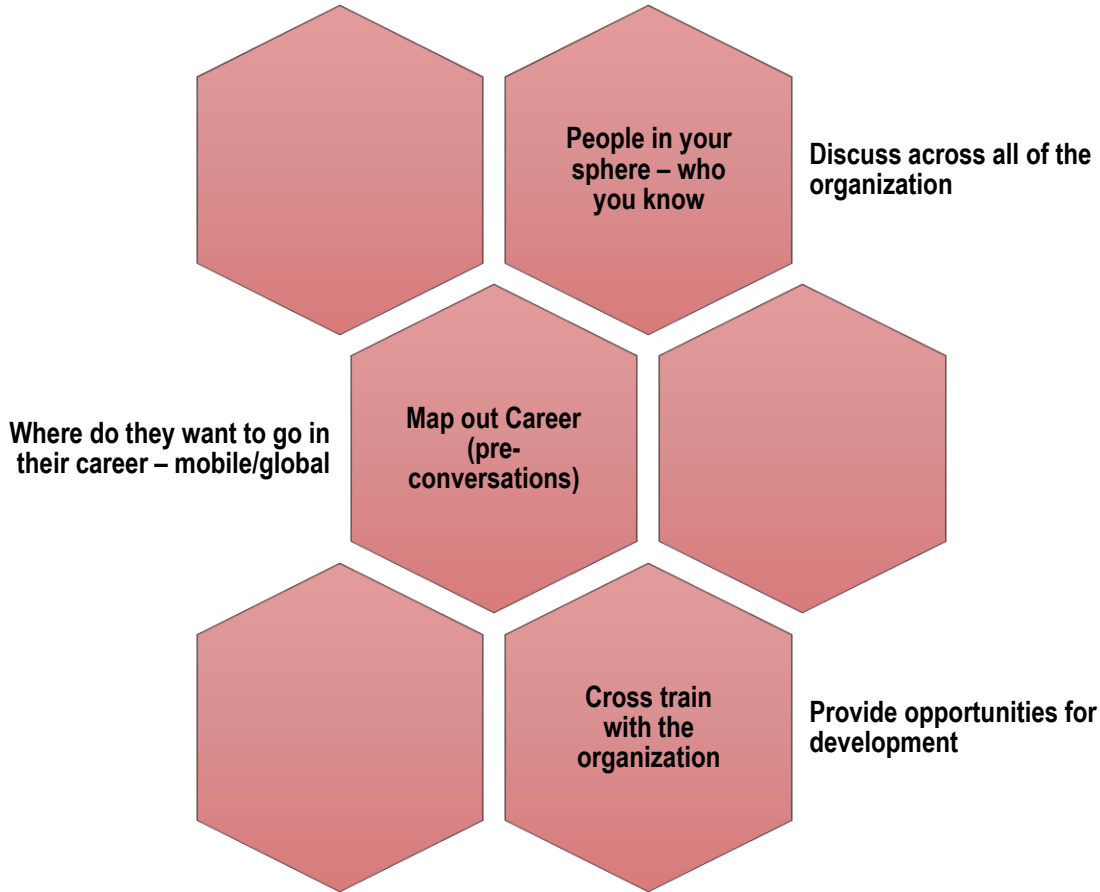
Successor for:
CEO, JLL

2015 Global Survey Scores
Engagement: 90%
Manager Effectiveness: 75%



Critical Competencies (must be addressed to be successful):		
<ul style="list-style-type: none"> Adapts interaction and leadership style to be effective with wide range of groups (adapts quickly) Creates a culture that supports an open exchange of feedback (people management) 		
Development Needs	Actions	Comments / Progress
Corporate Business Involvement	<ul style="list-style-type: none"> Board position with appropriate Corporation Lead role for global corporate client Executive sponsor for Corporate Business Board 	<ul style="list-style-type: none"> Appointment to board of Acme Holdings; stepping stone to global board role Heavily involved in M&A strategy; committed to EMEA structural change
Experience outside Business W	<ul style="list-style-type: none"> Business X or Y Leadership 	<ul style="list-style-type: none"> Confirmed interest in other business roles
Approachability, building personal relationships	<ul style="list-style-type: none"> Coaching 	<ul style="list-style-type: none"> Colin Dyer development conversations HR change has created stronger coaching environment
<p>Attended Stanford Executive Program– felt he benefited, especially from other participants.</p>		

Assessing talent



Sr. Executives discussion of all roles to assess talent

Discuss their employees strengths and weaknesses

What are potential successors:

- capabilities
- emerging talent
- high potential
- development opportunities

Circle back – where do they want to be?



Succession

Part of your job is to build a **successor** for your job

During all 1:1 ask the question – who are you developing? **EVERY TIME!**

Developing metrics for the **strength** of your plan

of successors per role

of unique successors per role

of people placed in those roles,

is succession working



Top Roles for Succession

Global Roles – Reporting to Boards

Driver Roles – Strategically Driving Business Forward

Identify Key Roles

Revenue Producing – as well as Leaders

Key/Risk Roles



Risk Assessment

Always assess risk for

Vacancy in the Role

Risk level of the Role



Stakeholders

Who are the key stakeholders

Boards

Regulators

Advisory Boards

Time period for transitions and announcements

Consideration of former execs as advisors

