


# hello.



# Let's chat...

1. Who's got a succession plan in place?
2. How long has it been since you last reviewed it?

# Let's talk about....



What are our  
succession  
planning aims?



How do we get  
there?

# What are our succession planning aims?



# What roles do we succession plan for?

## Leadership team

- Role and readiness level.
- Ready now – could move immediately.
- Ready soon - ready within 1 year.
- Ready later – more than 1 year.

## Critical roles

- Roles that are strategically important.
- Need a very specific skill set.
- Don't provide a career path to a Leadership team position.

## Developmental roles

- Roles that offer breadth of experience.
- A good stepping stone to a leadership role.
- Move away from linear career path and 'climbing the ladder'.

# How do we identify talent?

## Inclusive

- Focus on the majority.
- 'Talent' is the entire workforce.
- Principle that everyone is ready to do something different, asks 'how can we help?'

## Exclusive

- Focus on the organisational 'superstars'.
- Talent is the 'elite'.
- Develops high potential employees to realise their potential.

## Magic in the middle

- Stretch, challenge, support, coach, develop all.
- 1:1s, Career conversations, PDPs.
- 70/20/10 learning model.

# Ability

General mental ability or intellect.

Ability to think over longer term horizons, strategic thinking.

Ability to deal with ambiguity and complexity.


Resilience, emotional stability, sociability.



# Ambassador

Loyal and can be depended on to make the right decisions for the company.

Lead the values, highly motivated to shape the future of the organisation. Known for a positive, customer centric attitude.



# Ambition

Actively desire the responsibility and rewards that come with senior roles. Demonstrate drive to achieve, committed to making a difference on a more complex scale.

# What to aim for

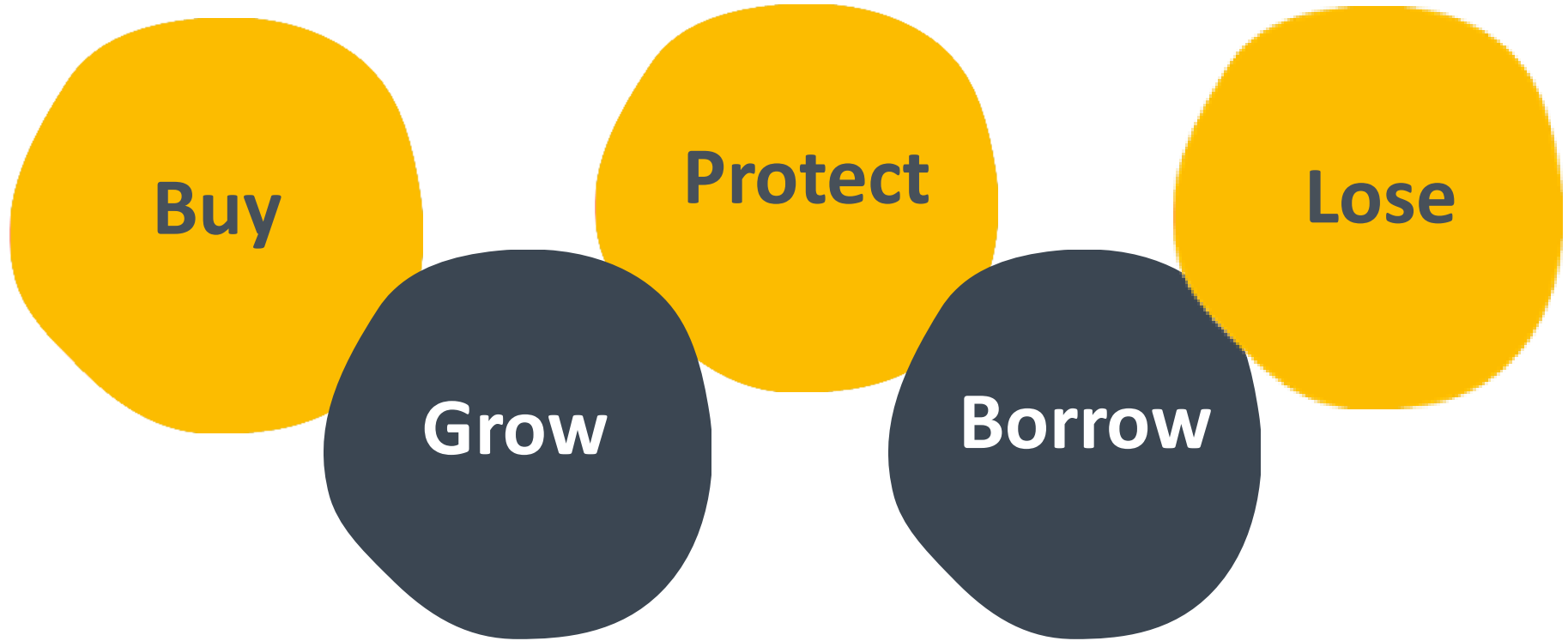
- ✓ 'Ready now' successors have their own successors.
- ✓ Critical roles have 'Ready now' successors.
- ✓ Diverse pipeline of successors.
- ✓ All successors have PDPs that are clear, actionable and aligned to the role they are a successor for.
- ✓ Actively prepare successors through exposure, education, experience.
- ✓ Balance career and wellbeing to avoid 'burn-out'
- ✓ Plans in place to address risks / succession gaps.
- ✓ Retention plans in place where needed.

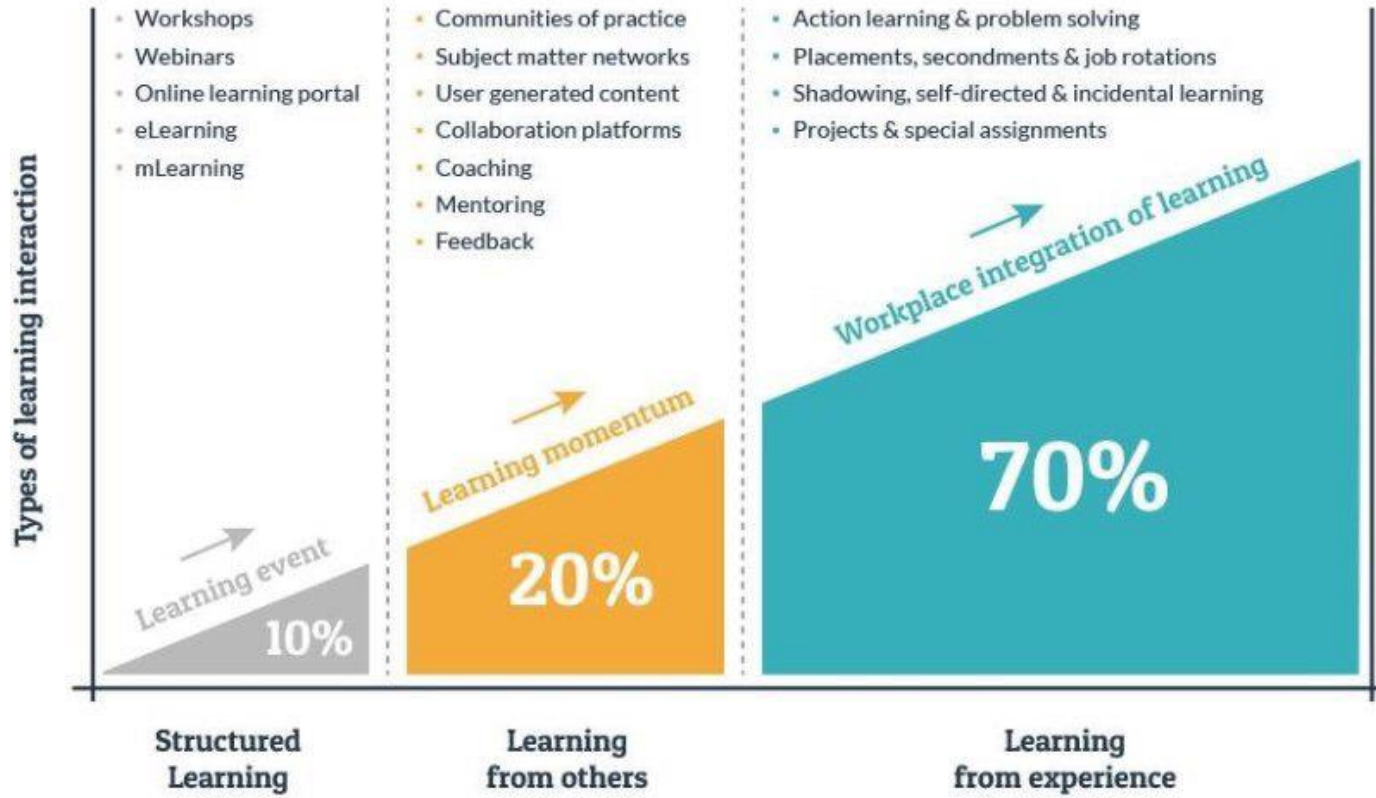


# Future organisation model and skills



# Strategic resource planning strategies







# Let's chat...

1. What are the key skills that you think you require in your business right now?
2. What are the key skills that you think you need for the next five years?
3. Do you have plans in place to develop these skills?

# Skills for the future

## Top 10 skills of 2025



### Type of skill

- Problem-solving
- Self-management
- Working with people
- Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

Source: Future of Jobs Report 2020, World Economic Forum.



CONNECT THREE

# The key categories

## Human

Getting the best out of  
yourself and others

## Thinking

The brain work required  
by all of us in a  
knowledge economy

## Technical

The practical skills  
required to perform in  
your specific role

# Leadership in the future



Empathy



Innovate



Coach



Inspire



Develop



Person not  
process



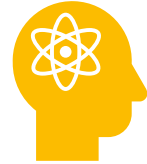
Resilience



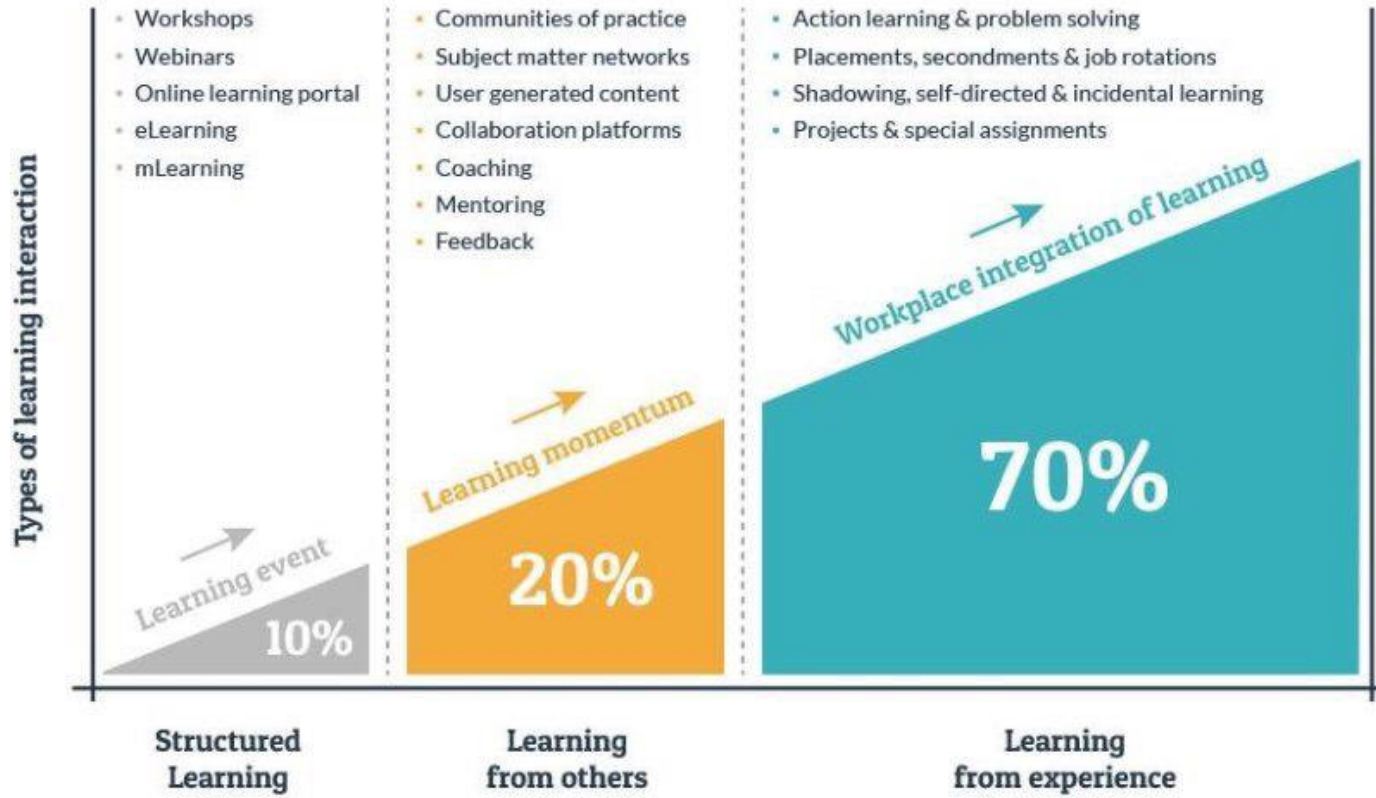
Connection



Learning



Scientific  
thinking

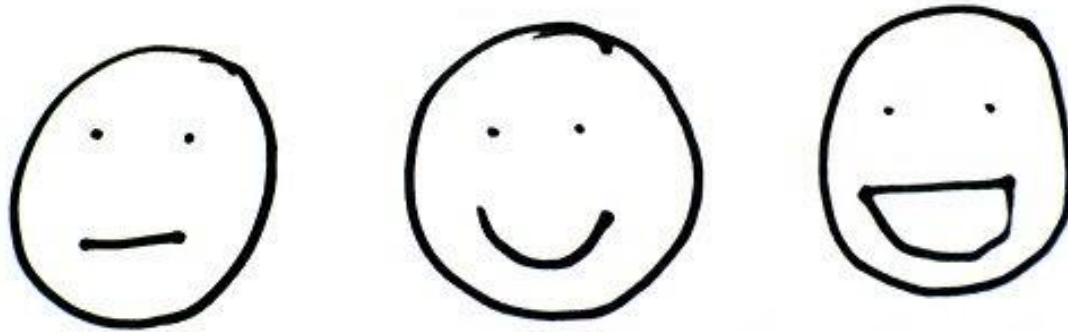


How to...



- Ask questions – flex your curiosity muscle
- Focus on listening
- Plan development activity
- Create an environment of safety and trust
- Create a feedback culture
- Break stuff!
- Celebrate difference
- Take deliberate action to connect

# Your Feedback



# Keep in Touch



[/connect-three-solutions](#)



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