



TALENT CHAMPIONS

GPMT – JUNE 2014

CONTENT

1. What is a Talent Plan?
2. What is your role as a leader?
3. The Process: Present, Future & Closing the Gap
4. Deliverables
5. Additional Information



What is a talent plan?

- A Talent Plan is a way to **identify key talent actions** through a 6B one-page commitment design to support the business agenda and build 1:1 succession over the 1-5 year horizon.
- It serves to **confirm that we have a clear plan** to ensure each GPMT member is building his/her short and long term leadership pipeline.

YOUR ROLE



Your role as a GPMT leader

You are expected to role model a “Talent Champion”, who is long term focused and who impacts the talent at an enterprise level. As such, you need to play a Leadership Role to personally:

- **Identify and develop** potential successors
- **Connect** to those associates and / or their Line Managers
- **Support** in ‘landing’ associates thru a robust development plan and creating the appropriate experiences to accelerate their development

Your role as a GPMT leader

You are accountable for identifying and playing an active part in developing successors for MCRs at your Leadership Team level as well as having one Ready Now / Ready Later and two Ready Future successors for your own role.



THE PROCESS

- Principles
- Rhythm

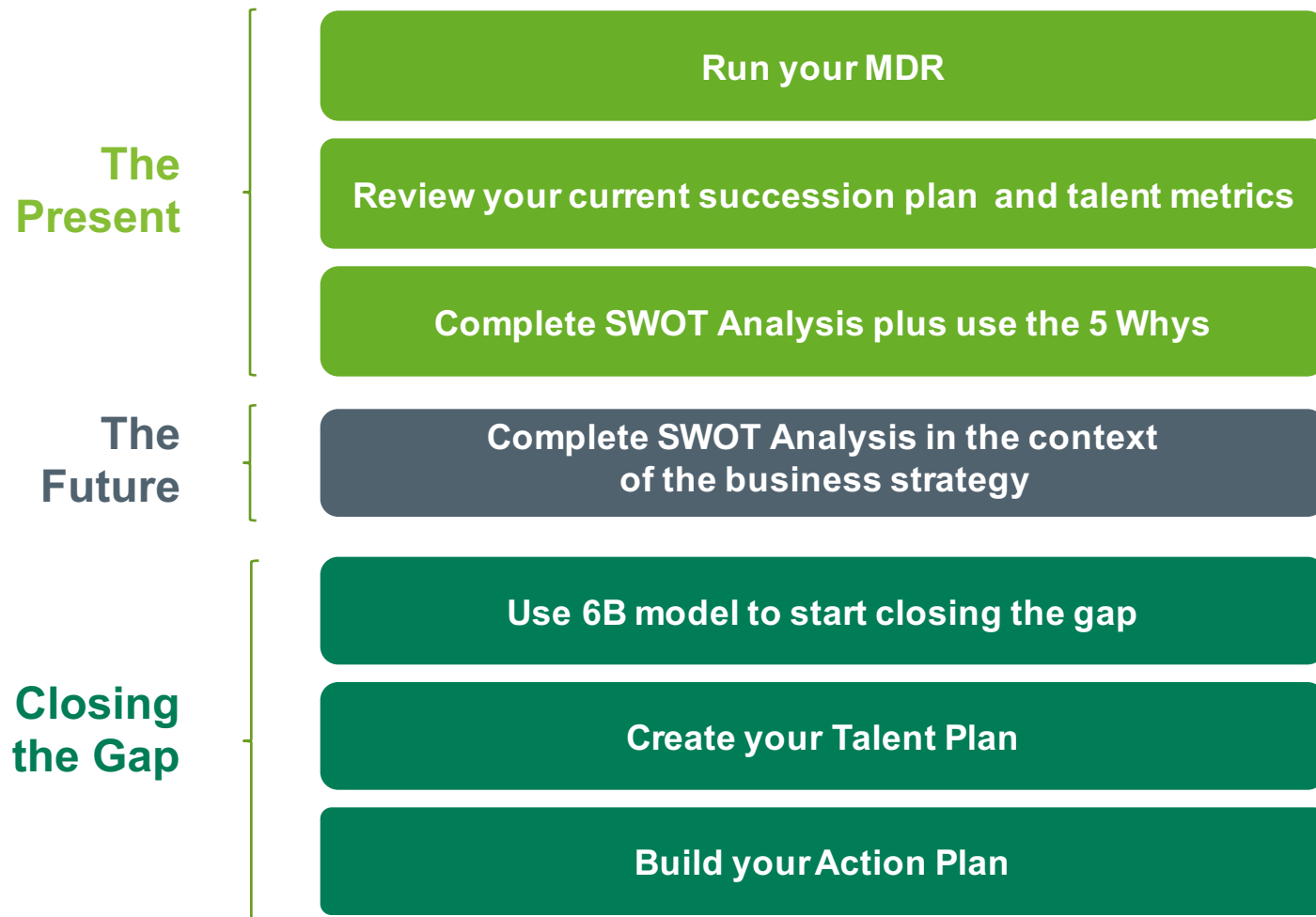


What's the Rhythm of the process?

Principles

- This process is being first launched at the GPMT level to assess effectiveness and success of the tools
- Talent Plans will be discussed 2 times a year (one, ideally after MDR process and then every 6 months) with the target to reach the 80% 1:1 succession coverage
- Business Leaders own the Talent Plan and get support from P&O

What's the Rhythm of the process?



THE PRESENT— “AS IS”

- Metrics
- SWOT
- 5 Whys





Mission Critical Role Options & Metrics from MDR

Example for Training Purpose: Mock Critical Roles' Succession Volatility

KEY ROLES	Role	Marketing Director Coryn D.	CEO John Sunday	CEO John Sunday	Finance Director Mark Monday	Plant Director Melissa Vito	CEO Mark Vito	Finance Director Linda Vito	Plant Director John Tan	National Sales Manager John Sunday
	Current Incumbent		John Sunday	John Sunday	John Sunday	Mark Monday	Melissa Vito	Mark Vito	Linda Vito	John Tan
Time to Fill (in years/months)		6.00	2.00	3.00	0.00	2.00	6.00	2.00	2.00	6.00
Yearly Vacancies		100	100	0.00	0.25	0.25	0.00	0.00	0.00	0.00
Ready Now		Abdul Jabbar*	Abdul Jabbar*	John Sunday	Maya Dora	John Dora				
Not Covered & Risk		1.00	1.00				1.00	1.00	1.00	1.00
Ready Later		0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Ready Later		John Dora	John Dora	John Dora	John Dora	John Dora	John Dora	John Dora	John Dora	John Dora
Not Covered & Risk		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Future Pipeline (2-5 years)										
Contingency Plan										

* During the review, these names would be left off due to Mark and Melissa being present for the discussion. Regional GM will add following the discussion to adjust # as needed.

Legend:
 = 1.00 = 100%
 = 0.50 = 50%
 = 0.25 = 25%
 = 0.00 = 0%

MCR 1:1	2014 Actual	2015 Target	2019 Target
# MCRs			-
MCR % 1:1 Cover			80%
# Ready now (within next 12 months)			
# Ready later (12-36 months)			
# Ready future (3-5 years)			
% of Mgrs Move before Time in Job			90%
% of positions filled from succession plan			10%
% Mgrs with 70 20 10 plans > 25 points			75%

What major themes/insights do you see when looking at your succession plan options and your updated metrics?

Talent themes/insights:

-
-
-

SWOT Analysis of Succession, Metrics & People/Org Issues

STRENGTHS—People & Org

- What advantages does your organization have?
- What do you do better than anyone else people wise?
- How well do you know the talent in your organization?
- What do people in your market see as your strengths to attract and retain ?
- How robust are your development plans for your high potentials?
- What conversations are you having with your people?
- What is your organization's Unique Selling proposition from a Talent Perspective?
- Have you identify your feeder roles? Do you have the right people in those roles?
- Are you having sufficient feeder roles to ensure succession? What is your sourcing strategy from where your succession candidates will come?
- How are you recognizing your talent “champions”?

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

SWOT Analysis of Succession, Metrics & People/Org Issues

WEAKNESSES—People & Org

- What could you improve from a Talent and Org view?
- What should you avoid/stop doing in your org.?
- What are people in your market likely to see as weaknesses?
- What factors lose you sales?
- What are the main turnover reasons you have in your organization?
How does it compare with the market?
- How well is accountability being tracked? Do we have pockets of excellence?
What insights can we derive from this?
- How aligned are your Talent Discussions with your Business Challenges?
- What involvement do high potentials have in driving their careers in your organization?

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS



SWOT Analysis of Succession, Metrics & People/Org Issues

STRENGTHS—People & Org

- Great Potential coming from Demand side
- One to one “right” conversations with Hipos
- Succession pipeline candidates Dev Plans > 25 pts

WEAKNESSES—People & Org

- Few women in the pipeline
- No internal GM/Reg President pipeline
- Too many high professionals and not enough high potentials—we need to find a balance

OPPORTUNITIES— People & Org

THREATS— People & Org

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

Talent themes / issues / opportunities—examples:

- Create a hipo accelerated program to advance them through the org with the right experiences
- Understand market moves and anticipate needs/threats

The “Five Whys” to get to the Root Cause of a Talent Challenge

Challenge:

1. Why?
2. Why?
3. Why?
4. Why?
5. Why? (root cause)

Solution:

What is the Key action?

Which Capabilities are needed?



The “Five Whys”

Challenge:

1. **Why?** *We have more high professionals in the pipeline than high potentials.*
2. **Why?** *We valued high professionals more in the past than high potentials.*
3. **Why?** *We did not have the push from the business to hire for potential.*
4. **Why?** *Leaders were allowed to stay in their role as long as they were bringing results.*
5. **Why?** *We did not have a true “living” succession planning process in place. (root cause)*

Solution:

We need to set the expectation that leaders find their own successor and set a process to hire for potential. We need to build the pipeline long-term and hire associates into the junior pipeline who also have high potential. In other words, we need a true “living” succession planning process in place!

What is the Key action?

Set expectation that each leader in a mission critical role is responsible to find their successor who is a high potential

Which Capabilities are needed?

Learn how to hire for potential.

THE FUTURE— “TO BE”

- SWOT





SWOT Analysis of Succession, Metrics & People/Org Issues

OPPORTUNITIES—People & Org

- What good opportunities can you spot in the talent market?
- What is your competition doing best in the talent/organization space?
- What new capabilities are available in the market?
- What interesting trends are you aware of?
 - Changes in technology and markets
 - Changes in government policy
 - Changes in social patterns, population profiles, lifestyle changes
 - Local events
- How do these trends inform your talent needs ?
- How does your sourcing strategies compare to the market?

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

SWOT Analysis of Succession, Metrics & People/Org Issues

OPPORTUNITIES—People & Org

- What obstacles do you face in terms of talent?
- What are your competitors doing?
- Are quality standards or specifications for your job, products or services changing?
- Is changing technology or market conditions threatening your position to attract and retain the best talent?
- Could any of your weaknesses seriously threaten your business? Or your ability to have the succession you need to build the future?

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS



SWOT Analysis of Succession, Metrics & People/Org Issues

STRENGTHS—People & Org

WEAKNESSES—People & Org

OPPORTUNITIES—People & Org

- Hire a RN & RL high potential successor for position X
- Create a management trainee program for future pipeline focusing on Marketing & Sales MCRs
- Challenge functional experts to broaden their experience by going into sales or another function

THREATS—People & Org

- Vacancy risk of blue print GMs is medium to high
- Only 30% coverage of MCR with no contingency plans
- Retention of current hipos is at risk – competition is aggressive in the market

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

Talent themes / issues / opportunities—examples:

- Create a hipo accelerated program in area X
- Understand market moves and anticipate needs/threats

CLOSING THE GAP





Building the Talent Strategy

BUILD

Develop internal talent,
usually longer term plan

BUY

Acquire required
external talent

BORROW

Assignments from other
units, outsource,
contract

BIND

Retention of key
associates / capabilities

BOOST

Accelerate planned
promotions

BOUNCE

Remove associates
(performance mgt or
redundancies)

6B Framework

Building Mindset

What are the key actions we will take to engage our Line Managers & Associates in this Talent Plan?

BUILD

What few things we should invest/focus on that will make a significant difference to our business.

BUY

What MCRs do we not have obvious successors for and how will we address this externally?

BORROW

Where should we outsource our talent or capabilities? Where can the wider Mars organization support our needs? Can consultants help? Is this area that we do best?

BIND

Who are the key successors we need to focus on—either because they are at risk or need a new experience/promotion?

BOOST

Where do we need to accelerate development with? Are there areas in the business that need acceleration?

BOUNCE

Where is the pipeline blocked and how will we address this?

Talent themes/issues/opportunities:

6B Framework

Building Mindset

What are the key actions we will take to engage our Line Managers & Associates in this Talent Plan?

BUILD

BUY

BORROW

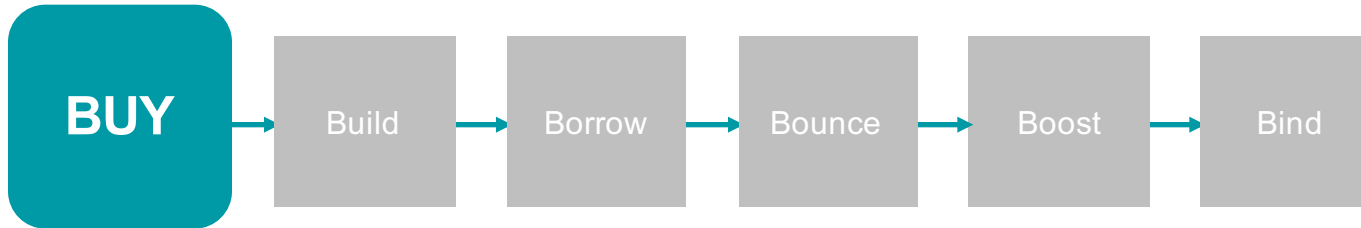
BIND

BOOST

BOUNCE

Talent themes/issues/opportunities:

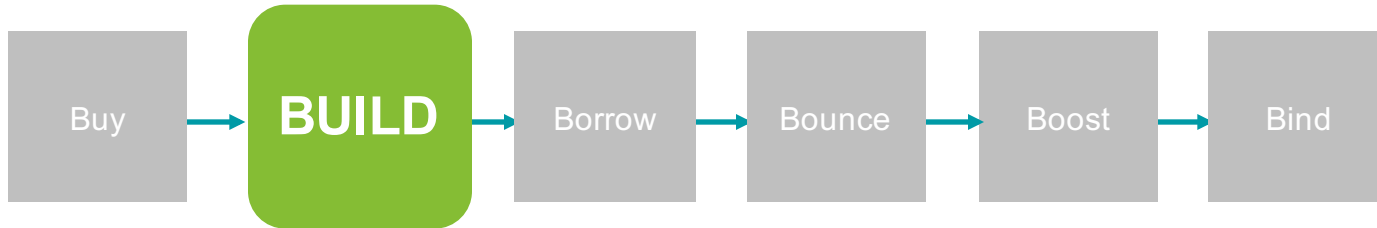
BUY: Building the Recruitment Plan



Key BUY questions

- How will adding headcount help meet a specific objective / differentiate our organization in the marketplace or do we need to change a capability?
- Where do we need to hire to close gaps in Succession Plans?
- For what positions should we have proactive recruitment for net adds and projected replacements?
- Are there any problems with “quick quits” that suggest improvements are required for assessment of candidates or on-boarding of new hires?
- What is our best source of external hires? (e.g., referral vs. search, by company, etc.)
- Should we have approaches to attracting critical talent from competitors? Which competitors are the best source of talent?
- Do we have the right relationships with the right schools to recruit their top students?

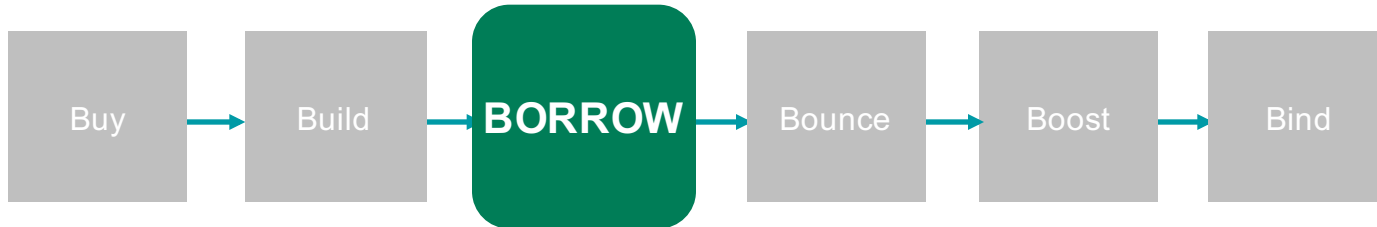
BUILD: Assessing the Data



Assessing BUILD vs. BUY decisions

- What is the right mix of build vs. buy for this business area? For mission critical roles? For Managers? For Senior Leaders?
- Are there capabilities/competencies that need to be developed (as opposed to acquired) in support of strategies?
- How do we educate hiring managers and leaders to change the approach? What programs need to be in place, including entry level recruitment and development programs, to have enough “build”?
- What talent and succession planning do we need to conduct (what do we need to know about our internal talent) to have a good internal pipeline of talent?
- Are there any gaps forecasted that we need to immediately put succession plans in place?
- Do we have the right entry level development programs in place to address future skill shortages or to address critical talent risks of attrition and/or retirement

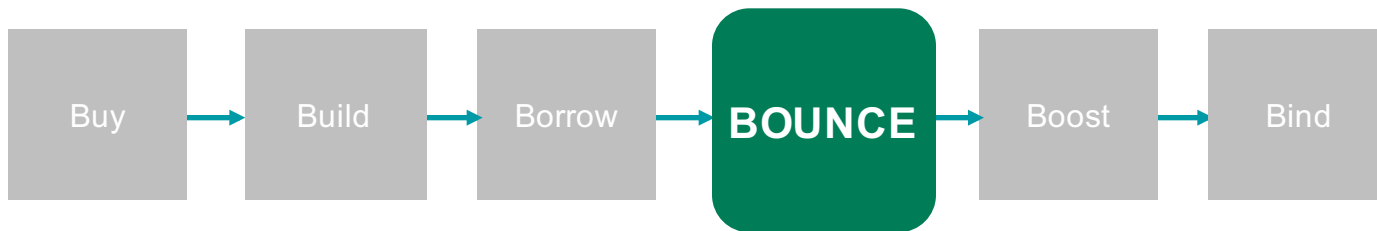
BORROW from the market



Assessing BORROW needs

- What capabilities/work activities are not core, and are better delivered by partners.
Examples:
 - Not good investment to build capability within Mars
 - Cost to build exceeds cost to borrow and it's not a competitive differentiator
 - New or experimental market and risk is better managed through using partners
- What capabilities /work activities are critical but short-term so better borrowed from external experts/partners

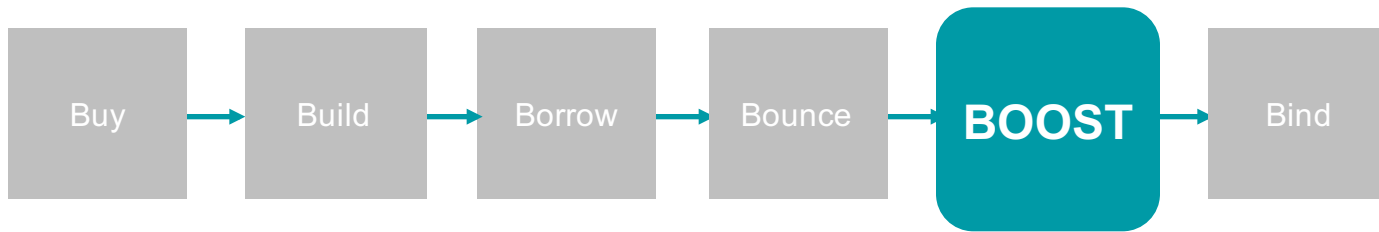
BOUNCE & redeploy where possible



Identify where resources need to be redeployed

- What changes need to be made to long term overhead structure (spans and layers)
- Are there positions that require performance upgrading (through replacement, redeployment or development)? What are the actions, and when are the actions required?
- Role clarity – are there roles with overlap or redundancy with other roles?
- In order to fund the hiring plan for critical roles, are there other roles which need a “Manage Attrition” or “Divest” staffing strategy?
- In general, what non-core positions are potential targets for divesting?
- How will you determine if people can be redeployed who are in non-core positions?
- Are there redundancies within your area or between your area and others that can be eliminated (e.g., duplication of shared service activity; duplication of administrative area)?

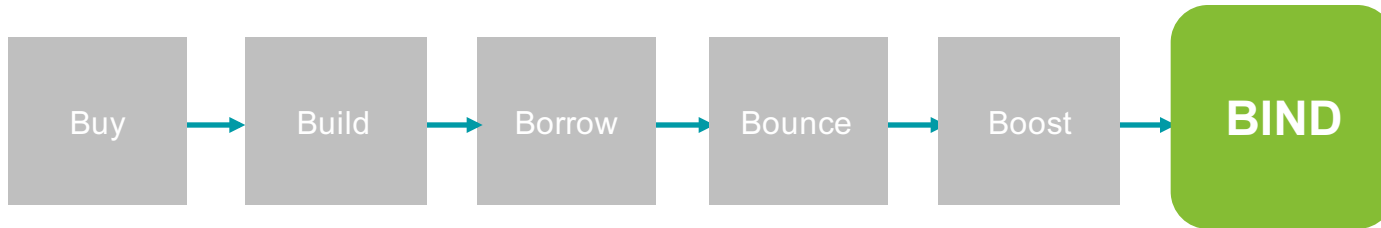
BOOST individual & group performance



Determine how to accelerate performance or BOOST capability

- What do we need to do to properly develop/boost our internal talent?
- Are there capability gaps that need to be closed to improve organizational performance? What are short-term actions? What are long-term /systemic actions?
- What are organizational issues – e.g., spans vs. layers – that interfere with optimal performance? Do we make it easy for people with critical capabilities to succeed?
- What behaviors can we instill through organization?

BIND critical roles & resources



Determine rewards & retention strategies

- Are there any problems with bad turnover (turnover of Executives/Directors, Key/Strategic Roles, High Performers/Top Talent, Quick Quits)? What actions need to be taken to prevent this problem from continuing?
- Is comp strategy aligned with strategic contribution/role criticality?
- Do we lose critical roles and resources? Where and why?
- Are there critical roles for which there is a retention risk? Should a monetary / non-monetary retention plan be put in place?
- Does our organizational structure and culture support retention of most critical roles and resources?
- Are there support positions with high projected retirements or attrition that require a retention plan?

YOUR EXPECTED DELIVERABLES





Talent Plan Template for [organization]

Mission Critical Role Options & KPIs

Example for Training Purpose: Mock "Critical Roles" Succession Worksheet

KEY METRICS	Sales	Marketing Director Counts D	PLD Director Counts D	Finance Director	Plant Director	PLD Director	Finance Director	Plant Director	National Plant Site Manager
Current incumbent	John Tuesday	Jim Sunday	Mark Monday	Maria When	Mark Who	Linda What	Tom Them		Jim Monday
Time to Role (years/months)	6:00	1:00	3:00	0:00	2:00	4:00	2:00		0:00
Succession Options	100	100	0:0	0:0	0:0	0:0	0:0		0:0
Ready Now	Abdour Akonk	Abdour Akonk	Jim Sunday	Mary Emma	Jane Doe				
Not Cover & Risk	1:00					2	0		
Ready Later	0:0	0:0	0:0	0:0	0:0	0:0	0:0		0:0
Not Cover & Risk	1:00	1:00	0:0	0:0	0:0	0:0	0:0		0:0

Using the values, these numbers would be left off due to Mark and Melissa being present for the discussion. Regional GM will add following the discussion to adjust if as needed.

LEGEND

If Vacancy Risk is:

- High Risk (Red)
- Medium Risk (Yellow)
- Low Risk (Green)

MCR 1:1	2014 Actual	2015 Target	2019 Get
# MCRs			-
MCR % 1:1 Cover			80%
# Ready now (within next 12 months)			
# Ready later (12-36 months)			
# Ready future (3-5 years)			
% of Mgrs Move after Time in Job			90%
% of MT Turnover			10%
% of positions filled from succession plan			75%
% Mgrs with 70 20 10 plans > 25 points			100%

What major themes/insights do you see when looking at your succession plan options and your updated metrics?

Talent themes/insights:

-
-
-

Talent Plan Template for [organization]

6B Action Plan for 2014									
Mission Critical Role Actions	6B?	Indicated Action?	Cost \$k Commitments*	Accountable	By When	Status Update	Progress		
							+	0	-

*Cost commitments and budgets must be owned by locations. Choose actions in your area of control and influence.

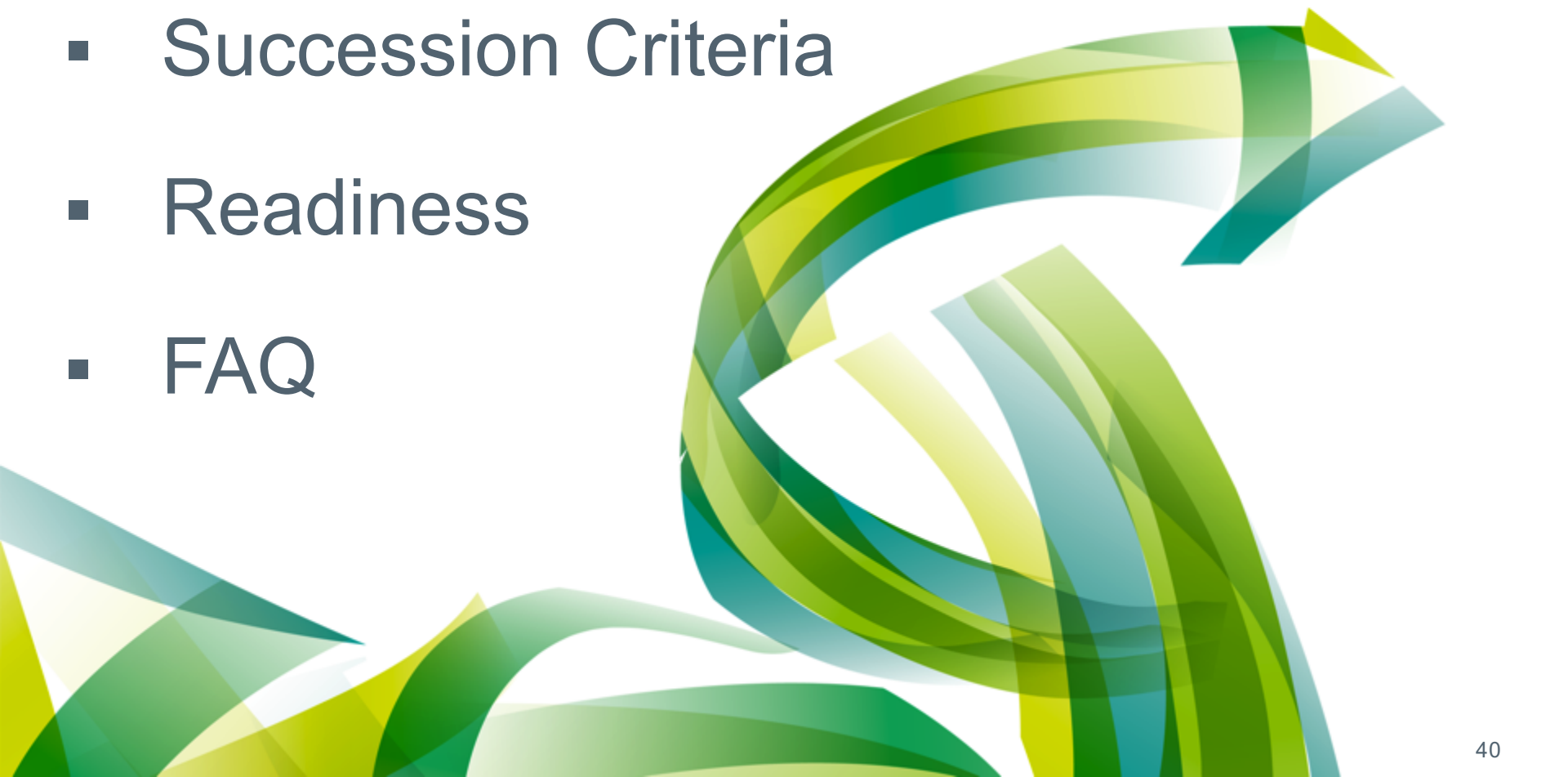


Talent Plan Template for [organization]

6B Action Plan for 2014									
Mission Critical Role Actions	6B?	Indicated Action?	Cost \$k Commitments*	Accountable	By When	Status Update	Progress		
							+	0	-
Free up pipeline in X&Y feeder roles by Dec. 1. Identify & buy in high potentials as stepping stone for GM Z. Have candidates on-boarded by Dec. 31 (MCR)	Bounce & Buy	Ensure the space to get high potential individuals into the organization	250,000	XY and Z	Date	Advert went out to Headhunter XY	x		
Create a management trainee program producing future high-potential associates for MCRs. Program to launch in October 2015. (ORG)	Buy	Buy talent into the organization & Accelerate their development	300,000	XY	Date	Approved by leadership team. Other Mars segments in country will take part.	x		
Hire for potential by using new MLC Recruitment toolkit for all internal and external. Train hiring managers. (ORG)	Build (Capability)	Buy talent into the organization and build recruitment capability	10,000	XY	Date	Training for line managers planned for week of July 2-5		x	
Associate X – goes to Senior Leadership at Mars (PEOPLE)	Boost Development	Boost and bind current ready now and ready later high potentials	9,500	Line Manager and P&O Manager	Date	On list for May session, 2012	x		
Associate Y – gets a coach to work on xy (PEOPLE)	Build (Development)	Accelerate associate self awareness thru coaching	6,000	XY	Date	Looking for “right” coach.		x	
Associate Z – relocate into feeder role for Sales Director in Country A (PEOPLE)	Bind & build (Associate)	Boost and bind current ready now and ready later high potentials	300,000	XY	Date	Get cost projection from Global Mobility. Confirmed associate interest		x	

*Cost commitments and budgets must be owned by locations. Choose actions in your area of control and influence.

ADDITIONAL INFORMATION

- Succession Criteria
 - Readiness
 - FAQ
- 



Succession Criteria

- Nominations must be limited to maximum of four plans
- Nominations can be made for both promotion AND lateral moves
- Ready means:
 - Capable (now or later)
 - Available (now or later)
 - Mobile (now or later), if relevant
 - Time in role requirements met
 - Aspirations align with proposed move
- Consider how your plan improves / impacts diversity
- The main plan should be based on positive, developmental moves
- Contingency / crisis backfill can be a separate discussion

Readiness—a differentiated approach

READY NOW CANDIDATES: next 12 months—Focus on Landing in the MCR

- Prepare for success—put actions in place today to ensure a successful start tomorrow (70:20:10)
- Re-iterate how this moves fits with an overall career plan
- Engage & Align all Stakeholders in the “next best role” for the associate

READY LATER CANDIDATES: 12 to 36 months—Focus on Development to accelerate into MCR

- Identify the pivotal developmental question to accelerate into MCR
- Intentional developmental actions in place to address gap and build on strengths (70:20:10)
- Transparent career feedback and clarity on individual “wishes” (location/mobility, preferred role options, ...)
- Retain and motivate

READY FUTURE CANDIDATES: 3–5 years—Focus on Career planning

- Architect careers to best fulfill associates’ potential and keep learning curve steep
- Create opportunities and take a risk (active sponsorship by Sr. Leaders)
- Transparent career feedback and clarity on individual “wishes” (location/mobility, preferred role options, ...)
- Retain and motivate

FAQ

Can we count One Mars options for my succession?

- Yes, you can count associates from other segments/units/regions provided that there is an agreement on succession with the other party AND the role you are proposing is the best next move(s) for the associate.
- However, It is your responsibility to build your pipeline and therefore, your role to identify candidates within your organization as potential successor to your role.

Who has ownership of succession to a job position?

- Current incumbent is responsible for developing succession as a recommendation for his/her LM2 to make the final decision. It also their jobs to align all stakeholders

How many feeder roles do I need for each MCR?

- For a Generalist position, *at least two*. For a Specialist position, you might have only one, ideally two.

How frequently should we review what we consider the Mission Critical Roles?

- Should be done once a year, as part of the MDR cycle



**THANK YOU
ANY QUESTIONS?**

