



crf

CORPORATE RESEARCH FORUM

EFFECTIVE
**SUCCESSION
MANAGEMENT**

IN THE GULF REGION



Sponsored by:

 **bts**
Strategy made personal

EFFECTIVE **SUCCESSION MANAGEMENT** IN THE GULF REGION



Molly Bolding, Gillian Pillans, John Whelan MBE

COMMENTARY FROM:
BTS

4

1.0
INTRODUCTION

5

2.0
**THE PURPOSES
OF SUCCESSION
MANAGEMENT**

9

3.0
**EFFECTIVE SUCCESSION
MANAGEMENT IS...
ALIGNED TO BUSINESS
AND NATIONAL
STRATEGIES**

12

4.0
**EFFECTIVE SUCCESSION
MANAGEMENT IS...
AN INTEGRATED TALENT
MANAGEMENT PROCESS**

17

5.0
**EFFECTIVE SUCCESSION
MANAGEMENT IS...
THOUGHTFULLY
TRANSPARENT**

26

6.0
**EFFECTIVE SUCCESSION
MANAGEMENT IS...
EVIDENCE-BASED**

28

7.0
**EFFECTIVE SUCCESSION
MANAGEMENT IS...
PARTICIPATIVE AND
EMPLOYEE-CENTRIC**

32

8.0
**CONCLUSIONS AND
RECOMMENDATIONS**

35

9.0
APPENDIX

37

ABOUT **CRF**

Founded in 1994, **Corporate Research Forum (CRF)** is a membership organisation whose purpose is to increase the effectiveness of the HR function, in order to drive sustained organisational performance, through developing the capability of HR professionals. Through more than twenty years of research and the expertise of our team, we have developed a deep understanding of the ways HR can contribute to business outcomes, what works, what doesn't, and in what circumstances. With a network of over 220+ leading organisations, we continue to grow as the respected focal point and knowledge source for improving corporate and individual performance.

We support our members in enhancing their personal capabilities and building organisational effectiveness, guiding them through topics relevant to success, identifying actionable insights and practical recommendations, and facilitating networking opportunities. Our work helps organisations and the HR function make sense of the environment in which they operate, and develop capacity to deal with continuous uncertainty.

For more details on how your organisation can benefit from CRF membership please contact Richard Hargreaves, Managing Director at richard@crforum.co.uk. Alternatively, please visit our website at www.crforum.co.uk.

ABOUT **AUTHORS**



Molly Bolding is responsible for adapting and developing new resources for CRF's research team, for use in short and long-form content across the website and member communications. Prior to joining CRF, Molly spent three years as a freelance education journalist, inclusion consultant and online educator.



Gillian Pillans is Research Director at CRF. Gillian has worked as a senior HR practitioner and OD specialist for several organisations including Swiss Re, Vodafone and BAA. Prior to her HR career, she was a management consultant with Deloitte Consulting and is also a qualified solicitor.



John Whelan MBE – A former HR Director, with extensive experience of talent management (including senior succession planning) and leadership development, now Associate Director with CRF and executive coach.

BTS COMMENTARY

'How can we build a future-fluid organisation through our leaders?', was the question posed by a client CEO to his Chief Talent Officer recently. Her answer emphasised the criticality of designing and building an executive succession process that would provide objective insights on readiness and bench talent.

Executive succession is a priority now more than ever for most organisations – and harder to get right. Even before the pandemic, the failure rate of new executive hires was increasing and costing millions. The strain of the last two years has been gruelling and the need to pivot many businesses towards the future will require different leadership capabilities. For example, we saw many CEOs delay transition throughout the pandemic, even though they were slated to retire in order to maintain stability at the company. As we head into 2023, we anticipate an acceleration in transitions, at a time when the stakes are higher than ever.

What's not working today

With 2023 having commenced in a whirlwind of political turmoil and economic uncertainty, there is ever increasing pressure for organisations to accelerate growth, paving the road to executive and leadership success as rocky. However, [many boards and leaders leave the process of succession](#) at the top of the house to chance and have poorly designed processes and approaches. They compound the problem with insufficient onboarding to ensure success in these high-risk roles. With the 'baby boomer' generation retiring, the odds of success are increasingly uncertain.

What we believe great looks like

So, how can organisations make the right succession moves to equip the enterprise to navigate economic uncertainty, deliver growth, and ensure business continuity? Leading-edge companies are doubling down on clear, [planned executive transitions](#) that reduce risk and create value for boards, shareholders, customers, and employees.

A rigorous executive succession process starts with insight into the enterprise strategy and future needs, and a success profile that creates clarity and resulting criteria for selection. The success profile and evaluation framework guides sourcing and assessing candidates, both internally and externally. The result is a short-list of leaders prepared for executive roles, with specific strengths to leverage and gaps to close before they are ready for the seat. Moving from strong operating executive to steward of the company's growth, driving shareholder value and championing organisational culture, is a significant step for even the most experienced leaders. Great executive succession processes include investing in the development of individual executive leaders and transitioning them into the role, which potentially can include executive development coaching prior to promotion, as well as coaching through the critical transition period.

As we head through the uncertainty of 2023, now is not the time to switch to survival mode. Organisations have the opportunity to emerge from the downturn more resilient than ever with a clear, value-rich, high-impact and executable people strategy around succession management.

Tara Cherniawski, Head of Assessment Practice IMEA, BTS



1.0

INTRODUCTION

The Gulf region is unique in terms of the articulation of a clear Human Resources strategy and skills plan, creating an opportunity for companies, and their HR Functions, operating in the region to connect their long-term resource planning and people development to these national strategies.

As a result, HR's role in the identification, development and succession of talent is critical to these national agendas.

The Gulf states are pursuing national policies on economic and societal development that include the development of Human Resources, in terms of skills and capabilities to support economic growth in the region. Specific goals include:

THE KINGDOM OF SAUDI ARABIA

A refreshed Vision 2030 programme includes the 'Human Capability Development Programme', which aims to develop citizens' capabilities, prepare them for the future, and support them to seize opportunities in government agencies and the private sector.

Many of these principles, as they concern HR, are an extension of ongoing 'Saudisation' goals from as early as 1985, implemented by the Ministry of Labour. This includes goals ranging between 30% and 80% Saudi workforce in private businesses depending on the industry.

THE UNITED ARAB EMIRATES

The UAE has published its 2030 Vision in order to clarify the Emirates' local economic goals.

The Abu Dhabi Economic Vision 2030 includes objectives like 'Drive Significant Improvement in the Efficiency of the Labour Market' and 'Develop a Highly Skilled, Highly Productive Workforce', in line with ongoing localisation aims. In addition, the Abu Dhabi Industrial Strategy has Talent Development as one of its 6 transformational programmes. This involves 'enhancing capabilities to meet the growing demand', 'increase the total output and value-addition of the manufacturing sector', and 'enhance the depth of knowledge and innovation'.

Dubai has announced Dubai Economic Agenda D33: a roadmap that aims to double the size of the city's economy over the next 10 years. Included amongst its objectives is a transformative project to be 'an incubator and enabler of talented nationals.' Among other goals, the Dubai 3D Printing Strategy specifically addresses talent availability and market demands.

THE SULTANATE OF OMAN

Vision 2040 aims to 'create a dynamic labour market that attracts talents and keeps up with demographic, economic, knowledge and technological changes.' Specific goals include fostering a 'Society of Creative Individuals' and supporting a 'Competitive Economy', through a "system of employment, qualification, promotion and incentives based on efficiency and productivity that nurture initiative and innovation".

Most of these initiatives require an increase in the involvement of local talent in the local and international corporations that exist in a region that has relied on a workforce of over 70% third country national talent for many decades. To meet this demand, many organisations are turning to succession management, which has the potential to support meaningful development and progression of local talent. This creates an extra dimension to HR's work: not only does there need to be alignment between business strategy and succession management processes, but also with local and national overarching goals.

Succession planning is central to the development of local citizens and other employees in service of the aforementioned national objectives. Yet today, succession management is still misunderstood and underutilised. Why does this matter – and what can you do about it?

To answer these questions, CRF has created this report as a regional study, to supplement the global version, originally published in January 2023. This new report is intended to highlight the pillars of universal good practices around succession that were uncovered during the research, while considering the specific business contexts of the region.

Tara Cherniawski, Head of Assessment Practice IMEA at BTS, reminds us that *"the mindset, certainly in the UAE, is very open to being able to build local capabilities through experience, through exposure, and through a real lens of global best practice. Nearly every single organisation will say when exploring assessment methodology to support determining their bench strength 'we don't want to compare our leaders capabilities in the Gulf, we don't want to look at local norms, we want to look at global comparisons. What are the best of the best leaders accomplishing in global organisations? How can we elevate our leaders to be truly competitive in the global marketplace? We want to get a sense of how our leaders are performing and where they can get to and then we can look at development strategies to help them', which I think is quite progressive."* However, she cautions that this awareness must be evidence-based, leveraging multi-method assessments and other talent data points to help overcome bias. Going further, she says, ideally the talent assessment approach design is as participative as possible, adopting the mindset that individuals are the authority on their own aspirations, strengths and growth areas and are best placed to direct their own careers (see [Chapter 7](#) for more on this).

RESEARCH METHOD

This report is based on the following data sources:

- Interviews with 28 practitioners, experts, and academics, including 8 GCC-based practitioners. We list the interviewees in the [Appendix](#).
- An online CRF survey, completed by 44 respondents in September 2022. Respondents were predominantly Heads of Talent Management or Leadership Development or similar. They represented a broad spread of industry sectors. 31% worked for organisations with 1,000-4,999 employees; an additional 48% worked for organisations with more than 5,000 employees; and 27% had more than 10,000 employees. 75% were based in the UK, 18% in Europe, and the remainder in the rest of the world.
- A review of relevant academic and practitioner literature. [The Reading List](#) in the [Appendix](#) contains references.

"The mindset, certainly in the UAE, is very open to being able to build local capabilities through experience, through exposure, and through a real lens of global best practice. Nearly every single organisation will say when exploring assessment methodology to support determining their bench strength 'we don't want to compare our leaders capabilities in the Gulf, we don't want to look at local norms, we want to look at global comparisons'."

TARA CHERNIAWSKI, HEAD OF ASSESSMENT PRACTICE IMEA AT BTS

1.1

WHAT'S THE ISSUE?

An important characteristic to note is that around 60% of businesses in the GCC are family businesses, employing over 80% of the workforce. An important characteristic to note is that a majority of businesses in the GCC are family businesses – ranging from small, medium, big and very big companies. These employers employ over 80% of the active workforce. Interestingly, the majority of this workforce comprises expatriates from all over the world. In these family businesses, we find the origins of succession planning, based on the same hierarchy of relationships as found in many other parts of the world – mainly, perceived loyalty based on relationship, number of years served together, language, and other similar factors which bind people together.

When family businesses are successful, they are generally more successful than non-family entities: *“large, long-standing, publicly traded family businesses grow faster than non-family companies, are more resilient, and outperform market returns by several percentage points.”* (Fernández-Aráoz, Iqbal, and Ritter, 2015) This is partly down to the fact that family trees create blueprints to support succession. When this works, it can support leaders’ goals for longevity, but this natural succession is not always supported by formal planning: out of 300 established high net worth individuals (HNWIs) in the Middle East surveyed by Lombard Odier,

almost 90% think that their family business is set up for transfer to the next generation, yet only 24% have a full estate plan in place.

Succession management is one of the core processes for ensuring continuity in a successful business. It is essential to executing strategy and sustaining performance over the long term. Ultimately, it is the responsibility of the CEO, supported by the Executive Team and HR, to ensure the mechanisms are in place to identify successors and replace key contributors and that those processes deliver the results the business needs. In this regard, succession management is far more than just an HR process.

Unfortunately, too often, businesses either don’t do succession management at all or don’t do it well: they spread themselves too thin trying to cover lots of roles; put names on plans to ‘tick a box’; or don’t cover roles that hold strategic value. Another pitfall can be to rely too heavily on the passage of time and incidental experience: someone won’t be ‘ready in two years’ if they aren’t offered development to fill in their skills gaps in the meantime. Cherniawski is clear that building effective succession practices *“[will require] a shift in the culture or the organisational mindset, to remind leaders that this is a purposeful and value add strategy. It has to be holistic and thoughtful: it’s not just a tick box or a talent review once a year.”* What can certainly aid effective talent management is the approach towards realistic transparency surrounding the process and criteria, and as much transparency on outcomes as the organisational culture enables.

Across the GCC, it seems that the question of the use and efficacy of succession management practices is really around the maturity of organisations: concepts like ‘high potentials’, which have been employed and interrogated in mature global organisations for some time, are finding new use in the region as their HR functions mature. As a result, some organisations are finding their people conversations stuck in the logistics of, for example, how to assess ‘high potentials’, rather than looking at the broader mandate of the strategic imperatives of succession management.

Another significant talent concern in the region is around culture. Many organisations are also operating in at least one other country or continent or with the highly diverse workforce typical of the region, so there is no ‘one size fits all’ approach to succession management that organisations can adopt. Any approach needs to be prepared to accommodate dozens of different nationalities, identities, or cultural variances. Instead of a flat approach, consultancies like BTS encourage organisations to establish what their key people priorities are in that country or region and develop local evaluation criteria to measure that this country has been successful within the region. What they have supported many organisations to determine is an integrated talent management process. This starts with a clear talent philosophy and continues with the organisation having the ability to embed consistent practices and gain essential buy in from senior leadership.

1.2

WHAT ARE THE BENEFITS OF SUCCESSION MANAGEMENT?

Studies suggest that succession management, done well, can have substantial benefits for all areas and levels of the business. Strong, well-defined, participative succession management has been shown to correlate with:

- Reduced CEO turnover and increased manager tenure
- Increased executive satisfaction with the leadership transition process
- General employee satisfaction and performance
- Increased feelings of job security, increased retention, and reduced general turnover
- Impact over business value from a shareholder perspective when considering the overall leadership bench strength of the organisation

It is also generally considered cheaper and faster to fill a role with an internal candidate and they can get up to speed in the new role faster.

It is generally considered cheaper and faster to fill a role with an internal candidate and they can get up to speed in the new role faster. In addition, this process can help organisations to create pathways for more junior talent, especially local talent, to assess individuals at an earlier stage and fast-track development.



BENEFITS OF SUCCESSION MANAGEMENT



According to Michael Timms, author of *Succession Planning That Works* (2016).

Succession management can help:



1. Prevent a talent shortage at the executive level in the face of an ageing population



2. Prevent the loss of institutional knowledge



3. Support the execution of business strategy



4. Reduce external recruitment and the associated costs



5. Avoid reliance on temporary workers



6. Minimise risk

7. Increase retention



2.0

THE PURPOSES OF SUCCESSION MANAGEMENT

“Managing succession is a critical area of competence for Chairs and Chief Executives. It embraces risk mitigation, change management, talent management, performance management, and effective governance. The HR function should have a key role. It should use its expertise to provide a critical advisory and guidance role in process management, information gathering, objective assessment, and key employee development.”

MIKE HAFFENDEN, CHAIRMAN, CRF

Succession management is, in one sense, a continuity process. It is both an internal process and a governance requirement, which serves as a way to prevent risk to business continuity by ensuring that roles are filled and the current strategy as a whole isn't endangered by the loss of a particular person. In the words of CRF Chairman, Mike Haffenden, *“managing succession is a critical area of competence for Chairs and Chief Executives. It embraces risk mitigation, change management, talent management, performance management, and effective governance. The HR function should have a key role. It should use its expertise to provide a critical advisory and guidance role in process management, information gathering, objective assessment, and key employee development.”*

To make this process as effective as possible, it is important for organisations to determine what the purposes of succession management are, generally and with respect to their specific needs.

Succession management's central purpose, like many other processes and functions, is to deliver on the business strategy by ensuring continuity through the availability of skills required for success. In addressing this core purpose, succession management can serve several functions.

Depending on which purpose(s) succession management is required to address for a particular organisation at a particular time, this will lead to different choices around how to design different elements of the succession management process, such as definition of critical roles, configuration of talent pools, transparency, mobility, selection and assessment.

Our research highlighted the following common purposes served by succession management:

RISK MANAGEMENT

Historically, the purpose of succession management was to ensure business continuity by managing risk, extending the successes of the present into the future. However, the reality is that many organisations will need something different in their strategy for the future: new people, skills, or perspectives. Moreover, Mark Hudson, CHRO at ADS Securities, points out that relying solely on the transactional talent market to fill gaps when they arise can leave companies open to regulatory issues when this can't happen fast enough, or where local talent is needed to meet localisation quotas.

Managing risk is an important part of succession management, but this should not come at the cost of the business' overall future focus (see [Chapter 3](#) for more).

GOVERNANCE

As a semi-external party, the board can be a valuable source of evaluation and accountability.

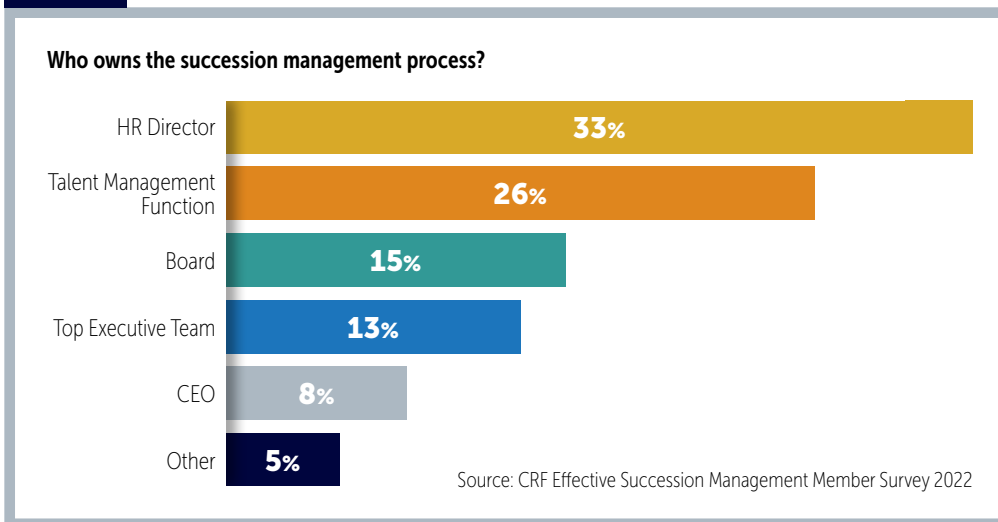
Succession management is also, in many cases, a governance requirement, so companies can demonstrate their commitment to risk management and to legal and political requirements, such as localisation laws. These are an increasingly urgent concern for businesses in the UAE, as are equivalent laws in other countries in the GCC such as Saudi Arabia and Oman.

Excerpts from Ministerial Resolution No.279 of 2022: The 'Emiratisation Law'

Article (2) Current Emiratisation Rates & Calculation Mechanisms

1. Establishments registered with the Ministry employing more than 50 workers, shall increase their current Emiratisation rate from high-skilled jobs by 2 percent annually gradually raising the said rate to 10 percent by 2026.
2. The prescribed Emiratisation percentage shall be calculated based on the total number of UAE nationals working in the establishment in relation to the total number of skilled workers, provided that at least one citizen shall be employed against every 50 skilled workers or part whereof, for each year of implementation...
3. The targeted percentage of Emiratisation in establishments shall increase gradually by 2 percent as of 2023 until achieving the desired rate of 10 percent by 2026 in accordance with Clause (2) of this Article.

FIGURE 1



DEVELOPMENT

A key purpose of succession management is to prepare people to progress in their careers and be successful in bigger and more complex roles. Learning and Development is what transitions replacement planning into succession management: filling candidates' skills and experience gaps and offering opportunities to learn and grow.

Work by Lombardo, Eichinger and McCall showed that an executive's ability to convert raw potential into real-life performance as a leader in larger, more complex roles, is dependent on their ability to extract valuable learning from the development experiences they have during their career. Models such as the 70-20-10 or the '3 Es' used by SABIC (see [page 25](#)) can help to centre this style of learning in the development of potential successors.

Because of the nature of succession, which requires potential successors not just to meet the requirements of a new role but to fit the unique requirements of that role in their organisation, external learning (such as executive education) alone may not deliver the active learning and practical knowledge needed to prepare them. Instead, potential L&D opportunities can be built into an employee's day-to-day work, such as shadowing, development assignments, and project work.

Development infrastructure within companies, or prioritisation for development, can be limited, but it is essential to building resilient talent pipelines. For case studies on development, turn to the McDermott on [page 24](#) and SABIC on [page 25](#).

MOBILITY AS AN ENABLER OF DEVELOPMENT

A key enabler of development in the context of succession management is to create mobility. This supports people to move laterally, vertically, geographically and across disciplines or functions to diversify skills, prepare them for new roles, and fill internal gaps. Mobility is a way to help people build the right experiences over the course of multiple career moves and thereby achieve the required development to progress.

Increasing mobility also has many secondary benefits: it helps to support overall development among talent; makes organisations more resilient to change; reduces turnover and the impact of people exiting the organisation; reduces internal 'time-to-fill'; and ensures that selected people are always being actively developed and rewarded for their commitment. The benefits of mobility are increasingly being acknowledged by major organisations.

For many organisations who have global businesses, international assignments for employees in the GCC can be a valuable way to accelerate development, especially for local talent. An important question, asks E&S's Reed Sylvester, is *"how can we accelerate their development, unique to the Emirati population, rather than the expat population with similar tenure?"* One of the advantages of their globally dispersed operational businesses is that they can give aspiring Emirati leaders opportunities to access stretch roles in other countries, like Pakistan or Egypt, for two or three years.

The promise of international assignments, including opportunities to study at international business schools or work in a new culture, can be a big draw for local talent, says Mark Hudson, ABSS CHRO: *"that forms part of the developmental opportunity that a lot of UAE nationals seek out."*

"The trick is to understand what you are using it for at any one time and to integrate these elements into a talent strategy."

JOHN WHELAN, CRF DIRECTOR,

These are just some of the purposes that succession management can serve: it is a useful tool for the business to determine the most effective allocation of development and governance resources to meet need. In addition, it's important to remember, says CRF Director John Whelan, that *"these purposes can co-exist. The trick is to understand what you are using it for at any one time and to integrate these elements into a talent strategy."*

The following five chapters explore the key features of such an approach, setting out critical success factors and emerging trends in succession management that emerged from our research, namely alignment with business strategy; integration with talent management; thoughtful transparency; an evidence-based mindset; and increasing interest in participative succession frameworks. However, we invite readers to note that while these five themes summarise our findings in terms of current good practices in succession management, they apply to differing extents in the region.

There are several ways that organisations can make the connection between business strategy and succession management more explicit.

Why invest in this? In the words of Bill Pasmore, Professor of Practice of Social Organizational Psychology at Columbia University, *“every strategic discussion has a people implication,”* so people risk mitigation is a core component of business strategy. Therefore, the business is responsible for choosing the priorities that succession needs to address; identifying potential threats to continuity; and working with HR to administer the process and evaluate the outcomes.

The region’s highly transactional labour market, where businesses tend to buy in skills as and when they are needed and then release them, rather than fostering skills internally, can make this more difficult. One Mercer client in the utilities industry has been focusing on greater alignment between business strategy and succession in the region, by employing whole cohort skills assessments and new critical role criteria. At most companies, criticality is largely determined by hierarchy, but this particular client is trying to move beyond this, in order to focus on roles that are required for developing and more importantly implementing their strategic priorities.

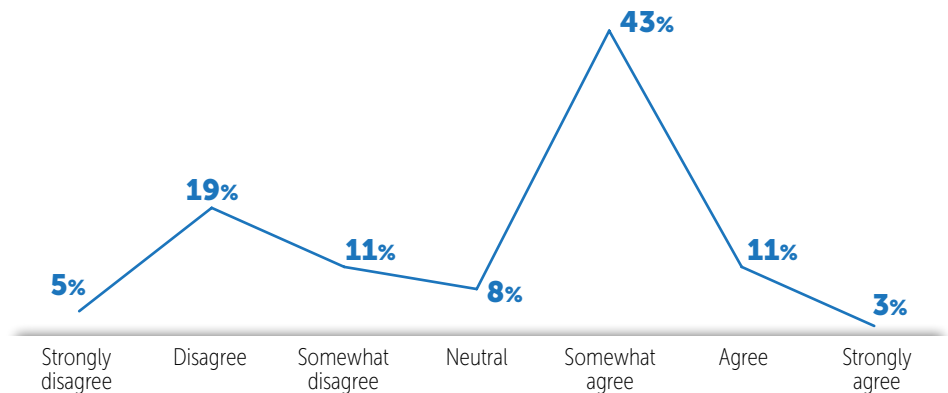
When succession management is not strategically aligned, it can lead to situations where people are developed and put on succession plans for a job that no longer meets these needs, so the job is re-designed and the internal candidates can’t fill it.

The rest of this chapter highlights various frameworks companies can use to make the connection between business strategy and succession management more explicit.

3.0 EFFECTIVE SUCCESSION MANAGEMENT IS... ALIGNED TO BUSINESS AND NATIONAL STRATEGIES

FIGURE 2

My organisation uses succession planning to support and execute key long-term elements of company strategy



Source: CRF Effective Succession Management Member Survey 2022

3.1 STRATEGIC WORKFORCE PLANNING

Organisations are increasingly using strategic workforce planning as a way of making explicit the connection between the business strategy, the organisational capabilities required to execute the strategy, and succession management. Strategic workforce planning is a process which can help leadership teams develop answers to questions such as:

- What strategic capabilities will the business need to master to execute its strategy?
- Which kinds of job roles and kinds of people are critical to delivery of the strategy and likely to be difficult to get hold of? How do we define and shape them?
- Which roles will be most critical to future success of the organisation? How do we match talent to add value in those roles, by matching our best people to our most critical roles?
- What are the risks if we fail to take action to develop relevant talent pipelines and how can we mitigate them?

The answers to these questions drive the design and execution of succession management processes. CRF's research

report [Strategic Workforce Planning](#) sets out our framework for strategic workforce planning.

At First Abu Dhabi Bank, SVP and Head of Talent Management and Assessment Kathryn Wilton outlines two ways that they use strategic workforce planning in their succession processes to future proof the organisation: first, they employ a 'tetris' approach to succession where succession is completed for the top management layer and also business critical roles at more junior levels. This ensures alignment to the future strategy, through the identification of critical roles using a structured evaluation framework that considers 4 key areas: strategic impact, business results, leadership and vacancy risk.

Secondly, they focus on the skills required for future success as opposed to the skills needed for today. FAB provides assessment data and clear frameworks to help line managers distinguish between performance and potential, given that it is critical that those identified on the succession chart demonstrate the aspiration, skills and capacity to be successful in future roles.

3.2 CRITICAL ROLES

Having identified the organisational capabilities required to deliver the strategy, the next stage is to translate strategic imperatives into talent requirements, defining the critical roles and key actions needed to execute the strategy.

One element of this is to define the critical roles required, and to determine where and when they will be needed, which in turn drives the focus for succession management. However, critical roles are those that create outside value and contribution to business outcomes and sustaining competitive advantage.

There are numerous definitions of critical or pivotal roles. Typically, this would be:

- **Value creation.** Value can be financial (e.g. sales) or qualitative (innovation, customer satisfaction).
- **Strategic impact.** Roles that make the greatest contribution to the organisation's competitive advantage, core capabilities, or future strategy.
- **Risk.** This might include roles that are high risk because appointing the wrong person could have disastrous consequences, or failure to have a suitably qualified person

would shut down the business. This often includes specific, highly technical roles.

- **Scarcity.** Difficulty in hiring or developing.

Jill Foley Managing Director at On3 Partners, a strategic talent management consultancy, has developed a methodology for mapping roles – based on their contribution to future success and complexity – to determine which are most critical both long term and short term.

Foley's approach helps organisations to distinguish between four types of roles:

- **Pivotal** – 'game changer' roles, ones that have the potential to create disproportionate value in the future. If there is an unplanned departure in a 'pivotal' role, there's a complex agenda, work that is unfamiliar to the organisation, and future performance may be jeopardised if the role is not delivered successfully. The risks here are much greater, even though consequences may not be felt in the short term.
- **Growth driver** – focused on changing / scaling the business to drive up performance.

“Every strategic discussion has a people implication.”

BILL PASMORE, PROFESSOR OF PRACTICE OF SOCIAL ORGANIZATIONAL PSYCHOLOGY, COLUMBIA UNIVERSITY

- **Sustaining** – focused on maintaining / optimising performance and continuous improvement. Often these are ‘biggest roles’ in the business or the roles that are accountable for short term performance. Typically, in stable, mature parts of the business there will be a clearly understood blueprint for how work is done and there are likely to be others who can provide leadership cover in the medium term.
- **Enabling** – the roles that make the work of the organisation possible.

By evaluating roles in this way, organisations can develop insight into where future success may be at risk and where action and investment is needed to build the right pipeline of talent for the future.

Moreover, transparency around the selection of critical roles ensures that the people making the selections within the business are doing so according to the same strategic priorities.

CRITICAL ROLE SELECTION

According to Nancy Zakharia Ohanessian at McDermott International, critical role criteria in the region might include:

- **Skillset:** What are the skill sets of the individual? Are they easy to find in the market? What knowledge and experience does this person have within the organisation? What is the value of that to the organisation. How do we ensure the transfer of that knowledge if the person leaves?
- **Scarcity:** Is it a specialist role? If so, what are the skills/licenses/technical knowledge are required? What is the scarcity of these skills/qualifications? Is this role affected by localisation requirements? If so, do we have a relevant internal pipeline for the role? If not, how scarce is relevant talent in the market?

3.3 ‘FUTURE BACK’

A key part of business strategy is its view into the future, both in terms of goals and processes. Today’s business landscape requires organisations to be resilient to macroeconomic trends and future people challenges. Moreover, survey respondents felt that the nature of the roles they were trying to fill were as volatile as the available pool of talent. The need to keep both job design and successor selection relevant to the demands of the organisation will be an ongoing challenge.

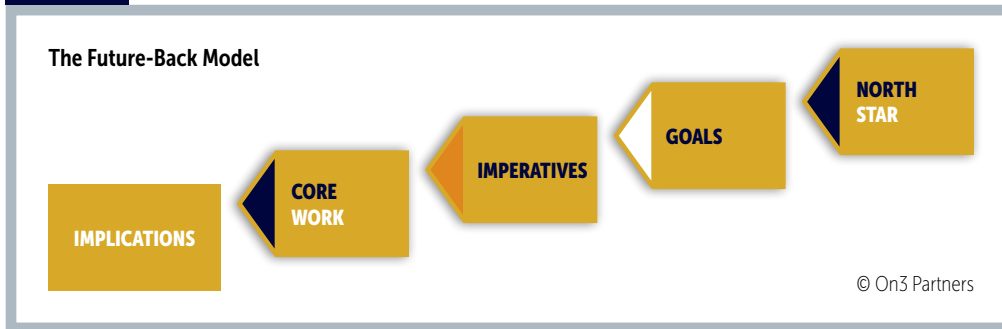
‘Future back thinking’, as defined by Mark W. Johnson, co-founder with Clayton M. Christensen of the strategy and innovation management consultancy Innosight, is *“both a way of thinking that allows leaders to envision the best possible future for their enterprise, and a disciplined process that allows them to bring it into being, embracing its core business units and the collection of emerging, beyond-the-core opportunities that may evolve to replace it.”*

According to BTS’ Cherniawski, organisations in the region that are more strategically oriented are employing ‘future back’ thinking, to align their strategy and to

be supported by their organisational culture. There is criticality to define what great looks like in line with the potential future states of the business and to work back to determine the talent priorities. Techniques like workshoping and scenario planning can support with this, to ask, *“where do we see the direction of the strategy in the future?”* ‘Future back’ planning allows organisations to evaluate what she describes as the three key aspects of people capability: what we need from talent today; what capabilities talent currently has; and what we need from talent in the future.

Taking a ‘future back’ perspective can help overcome the natural continuity bias that we encounter when planning for succession. On3’s Jill Foley has developed an approach that helps executive teams to identify future capabilities and what that means for succession. It follows a structured ‘demand-led’ set of questions which start from the strategic aims of the business and leads to implications for talent and succession.

FIGURE 3

**North Star:**

- What are our ambitions for the business? What does success look like (say) 3 years from now?
- What does success make possible? What would the consequence be if we don't reach our North Star?

Goals:

- What are our strategic goals and priorities? (both qualitative and quantitative)
- Put another way – what are the measurable milestones on the journey towards reaching our North Star?

Imperatives for success:

- What are the conditions we need to create to ensure that we can deliver our goals?
- What do we need to do to create those conditions? What are the things we need to initiate, change or fix for success?

Core work:

- What's the work we need to do brilliantly to deliver those imperatives?
- How does all of this change the 'graphic equaliser' of what is important, i.e. which activities should be 'dialled up' and which 'dialled down'?

From here you can start to discern implications – such as the scale of the difference between future work and current capabilities. Foley's approach involves mapping future work to determine:

- Where and when new capabilities are required
- The value that will be created by building that capability (and the risk of not building it)
- The size of the shift from where we are today, to where we need to be

3.4 A DEVELOPMENTAL CULTURE

Efforts to harness succession management as a means of executing the business strategy through people are unlikely to be successful unless the organisation culture supports the internal development of talent.

A 'developmental culture' is one where, faced with difficult decisions around balancing short-term results and longer-term development, the organisation is prepared to make tough calls to prioritise development. The best organisations take it as a given that a core part of being a leader is the requirement to develop others. Such cultures have qualities like:

- The top team is visibly supportive of development and senior business leaders drive key development processes – with support from HR
- Treating all employees as developable talent, regardless of their level or potential status
- Making training and development opportunities accessible to all, by providing the time, tools, covering the cost, and tailoring the offering to each individual

- Supporting lateral and vertical moves at all levels and reducing the barriers to internal mobility
- Development-focused cultures accept that a degree of failure is inevitable when people are encouraged to learn through being stretched. Organisations can mitigate the risks by establishing the right support mechanisms and having a back-up plan.

Whether it falls within the existing formal definition of a 'learning organisation' (Senge, 1990) or a 'Deliberately Developmental Organisation' (Kegan and Laskow, 2016, CRF's 2017 report [here](#)), in a company where learning and development are readily accessible, aligned with strategic needs; and consistently outfit people with the knowledge and skills they need to progress, then succession management is more likely to be built into the natural run of business.

CASE STUDY:**E& (~40,000 EMPLOYEES)****Reed Sylvester, SVP Talent Management at E&**

- Emiratisation is a major priority in the UAE, creating urgent business need for a change in approach to succession.
- A programme of Emiratisation has been present in the private sector in the UAE for over ten years, but the introduction of the 'Emiratisation Resolution' (Ministerial Resolution no. 279) represented a significant development in intention and enforcement. With effect from 1 January 2023, private sector employers registered with the Ministry of Human Resources and Emiratisation (MoHRE) with more than 50 employees are now required to ensure that at least 2% of their total skilled workforce in the UAE are UAE nationals. Whether or not an employee is considered a 'skilled worker' is determined by their role and whether it requires them to hold a degree-level (or equivalent) higher education certificate.
- As a result, at E&, they are in the process of introducing a range of new processes in order to proactively develop Emirati talent.
 - In the initial stages, their graduate scheme only recruits local talent and talent identification starts several roles more junior for Emirati employees. Reed explains that *"this is helping us to build a strong pipeline of Emirati talent coming into the organisation."*
 - They are also exploring the use of talent pools alongside existing linear succession plans. This will help to give graduates and aspiring leaders cross-discipline or cross-functional experience, to prevent them from rising through the organisation with a limited set of experience.
 - In doing so, they are using future capabilities assessments to identify potential and adjacent skill sets.

In the initial stages, their graduate scheme only recruits local talent and talent identification starts several roles more junior for Emirati employees [...] this is helping us to build a strong pipeline of Emirati talent coming into the organisation.

- An important question is *"how can we accelerate their development, tailored to the needs of the Emirati population, rather than the expat population with similar tenure?"* One of the advantages of their globally dispersed operational businesses is that they can give aspiring Emirati leaders opportunities to access stretch roles in other countries, like Pakistan or Egypt, for two or three years.
- To support the long-term aim of developing and promoting local talent, the planning time horizon throughout the succession management process has been extended from 2 years – 'ready now' – to 5 years – known as 'ready future'.
- A major challenge in this process has been line manager capability, particularly when understanding the difference between performance and potential and being able to apply this during talent reviews and identification processes. E& is now looking at ways to *"provide better data and guidance around how to assess these, because we do rely on line managers for [the bulk of] assessment of talent and that is something of a gap at the moment."*



4.0 EFFECTIVE SUCCESSION MANAGEMENT IS... AN INTEGRATED TALENT MANAGEMENT PROCESS

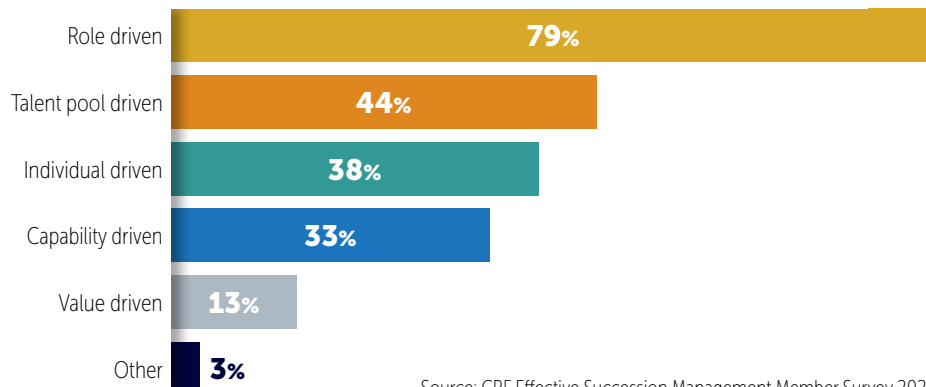
The most effective approaches to succession management not only flow from business strategy, as discussed in the previous chapter, they are also designed so all elements of the succession management system work consistently together and integrate effectively with the wider talent management systems within the organisation.

This is a fundamental principle of effective succession management but may prove difficult to implement when internal talent infrastructure – such as formal development planning – is in its early stages. Thus, in this chapter, we consider some of the foundational elements of succession management, such as structures, assessments, and talent reviews.

4.1 TALENT POOLS OR ROLE-BY-ROLE SUCCESSION PLANNING

One of the choices around succession management is how to structure the process. The two most common options are role-based and talent pools. Whereas role-based planning focuses on identifying candidates for current or future roles, talent pooling involves building pools or lists of talented individuals who have potential to progress more generally. Talent pools can be used to develop talented individuals more broadly for a wider range of potential roles. Participants in talent pools may be considered for multiple roles, offering organisations a wider range of options.

FIGURE 4

What approaches do you use for your succession management process?


Source: CRF Effective Succession Management Member Survey 2022

Talent pools can help overcome common criticisms of role-based succession management:

- When it comes to appointing a successor, many organisations either fail to consult their succession plans or find that none of the potential successors is good enough or ready enough to take on the role.
- Role-based planning tends to focus on roles as they are executed today, whereas often when it comes to appointing a successor, the requirements have changed.

4.2 SELECTION, ASSESSMENT, AND RANKING

How to choose and rank those individuals who are included in succession management processes is a key choice in succession management. Typically, there are three elements to this:

- Identifying individuals who might be considered to be a potential successor. Some companies use a potential model, definition or set of criteria to assess people consistently.
- Assessment, either for selection or development purposes, might involve psychological assessments, development centres or 360 feedback. Assessment tends to be reserved for more senior people, for those who have already been identified as high potential, or as a gateway to being selected for a succession plan, talent pool or development programme. Conversations around assessment in the GCC seem to be shifting from the traditional realm of people acumen towards the ever-necessary HR skills of business and commercial acumen. BTS' Cherniawski says, *"there's a lot of discussion around how you truly evaluate that? How do you assess commercial and strategic mindsets? How do you explore capabilities or competencies that really are going to equip leaders for the future?"*
- Ranking, which compares different individuals and seeks to calibrate assessments so decision makers can make objective comparisons between individuals.

SHELL CAR MODEL FOR POTENTIAL

Shell's CAR model for assessing potential, developed and refined over decades, is used for assessment and development throughout the organisation. It assesses people according to three criteria: Capacity, Achievement, and Relationships. Line managers are trained in how to deploy the model to identify potential, with validated tooling (against performance outcomes, people survey scores, 360 and Hogan assessments) which ensures no adverse impact across diverse groups. Final calibration across groups of individuals is supported by HR. However, in practice we find few organisations have an objective, evidence-driven approach to identification. Identification is most commonly done by the line manager, although ratings may be calibrated by HR or in talent review meetings. The problem with this is that many line managers are not trained or skilled in identifying potential, and they may overlook high potential employees who don't fit their 'model' of what good looks like.

TIPS FOR IMPROVING ASSESSMENT OBJECTIVITY

How can companies support line managers to improve the quality and objectivity of their assessments?

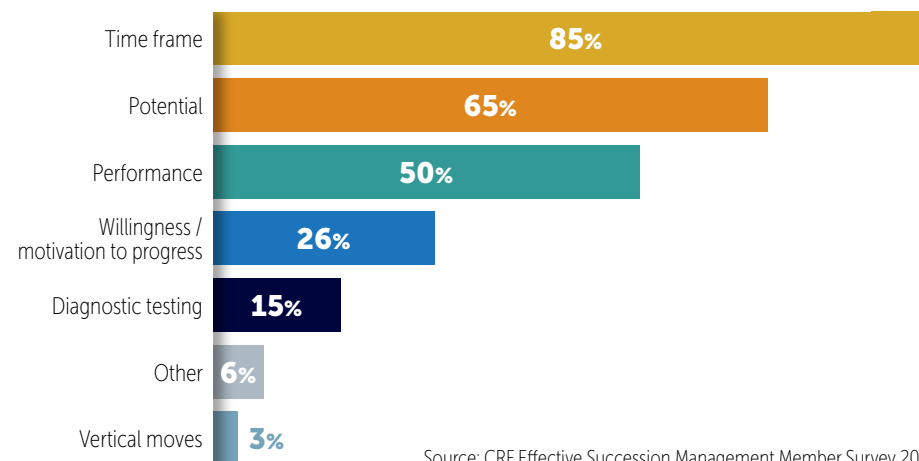
- Require managers to nominate people based on clear criteria that are proven to be strong predictors of potential to grow.
- Provide behavioural descriptors so managers know what to look for.
- Ask managers to provide evidence of behaviours that indicate someone's potential.
- Use as many data points as are available, for example supplementing managers' assessments of performance with data such as psychometric tests or 360s.
- Provide detailed, comprehensive training for managers, regular refreshers, and HR support.

Our research highlighted the following practices.

- The Nine-Box Grid that maps individuals according to performance and potential is still the most commonly used framework in succession management. Although CRF research over many years has highlighted the limitations of the nine-box grid, its simplicity is appealing. It can come into its own when it encourages a structured, objective dialogue about individual progression and development. However, in practice managers find it difficult to differentiate between past performance, future potential and readiness for promotion. It can provide spurious precision to an imprecise subject. We would urge organisations to use it with caution.
- The most common ranking systems were time frames (ready now; ready in 1-2 years, etc), potential status (i.e. 'high potential' candidates), and performance assessments. Time frames, used by 85% of respondents, were by far the most common methodology for sorting candidates, but there is a limit to their usefulness. The passage of time, decoupled from active development, will not necessarily lead to candidates becoming 'ready' for the next role.

FIGURE 5

How do you rank or rate individuals or groups of people chosen for succession plans?



Source: CRF Effective Succession Management Member Survey 2022



4.3

LEARNING AND DEVELOPMENT

Identifying potential successors is only a part of an effective succession management system. Developing people so they are ready to step into a role when the time comes is essential. However, many organisations in the region find that they still resort to external recruitment more often than they would wish. Moreover, due to potential constraints in the availability and skillset of talent, there needs to be an even greater emphasis on learning and development for both successors and current post holders.

A key aspect of succession management, which is often underplayed in organisations, is what happens to develop those people who are listed in talent pools or plans. It's critical that organisations consider not only who should be on the plan, but also what development will help those individuals prepare for those roles.

Succession management needs to answer questions such as: What skills gaps need to be filled before that individual is ready? What actions will we take to fill the gaps? Who is accountable for making sure those actions are followed through? How do we measure progress?

"The underlying principle is if [candidates] are given the opportunity to take part in strategically relevant experiences, and something is done to ensure they learn the lessons of these experiences, it increases the probability of having the leadership talent necessary to lead the business strategy."

MCCAULEY AND MCCALL (2014)

We can think about learning and development from two angles:

'LEARNING' i.e. having an appropriate, personalised learning 'curriculum' that helps high potential future leaders develop the capabilities they need to be effective successors to leadership roles.

'DEVELOPMENT' i.e. strategically relevant developmental experiences, stretch assignments, or new job roles which give people the experiences required to prepare them to be successors to critical roles.

Both serve important functions, but 'learning through doing' is one of succession's most valuable tools. The most sophisticated organisations take a systematic approach to helping successors build those essential experiences. To develop a pipeline of talent, the organisation and the individual need to work together to build a portfolio of job assignments and career moves that help the individual gain the experiences needed to grow into critical roles.

A framework developed by McCauley and McCall (2014) demonstrates the ways that job experience can be used systematically to develop leadership capability. *"The underlying principle is if [candidates] are given the opportunity to take part in strategically relevant experiences, and something is done to ensure they learn the lessons of these experiences, it increases the probability of having the leadership talent necessary to lead the business strategy."*

To develop succession candidates effectively, it is vital to think systematically about how the processes for identifying successors connect with other people processes such as leadership development, reward, internal appointments and retention. It's important to consider:

- What happens when vacancies arise for critical positions? Do identified successors get priority over other internal candidates? Are all vacancies open to all employees or are some only available to people in talent pools?
- What development opportunities are available to people identified through the succession process? This might include opportunities to attend leadership development programmes,

being assigned a mentor, and being offered a rotational assignment. Again, this is where business strategy and the future talent needs of the organisation must drive choices.

- How actively does the organisation manage the careers of people identified as potential successors? Where does the balance lie between individual and organisational responsibility?
- How do organisations manage the expectations of people identified as successors if a vacancy does not occur within a certain time frame?

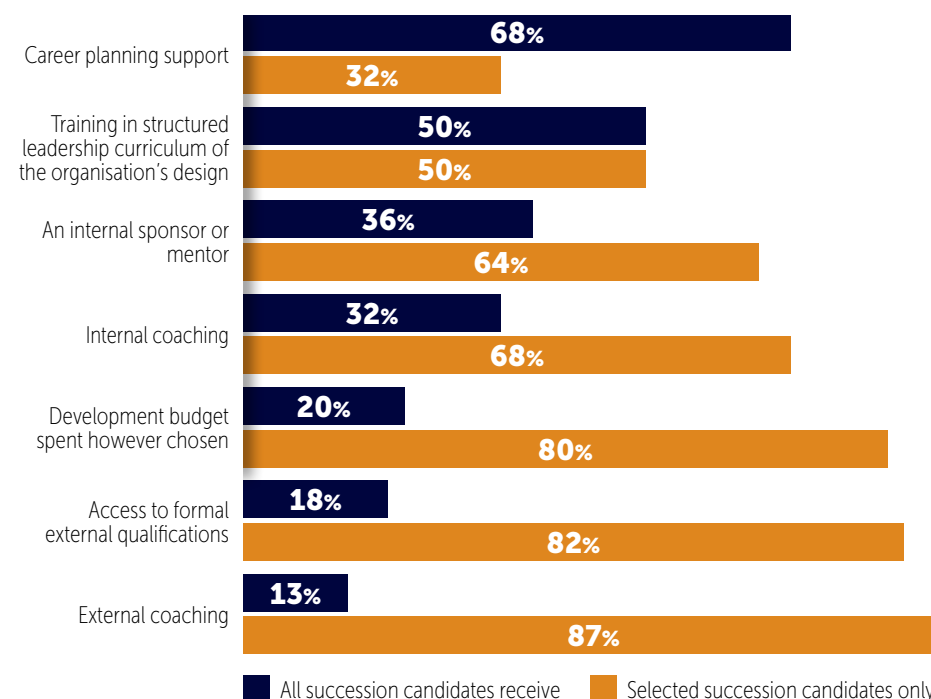
FEATURES OF EFFECTIVE DEVELOPMENT PROGRAMMES

At SABIC, Global Head of Leadership Development Sofian Lamali describes how they use the '3 Es' model, which includes several of the features found in effective development programmes:

1. *Exposure* – this means three key types of development through relationships: coaching, mentoring, and networking. Executives receive external coaching; middle management have access to ICF-certified internal coaches; and the rest of the organisation can opt into mentoring from over 600 mentors globally using an internal database.
2. *Experience* – this component means that successors will be given lots of opportunities to gain new on-the-job experiences: stretch assignments within their current role; cross-function assignments or secondments that bring their skills to a new business context; and international assignments that require them to familiarise themselves with a new culture.
3. *Education* – this formal education piece is typically provided externally, either by visiting a business school programme, through custom classroom and simulation experiences, or through online learning.

FIGURE 6

Once an individual or group has been chosen for a succession plan, do you offer any of the following resources in order to aid their development towards that role?



Source: CRF Effective Succession Management Member Survey 2022

4.4

TALENT REVIEWS

The talent review is typically the forum where everything comes together from a succession management point of view. The key players, including the CEO, senior leaders and HR, are present; data is provided on the performance, potential and aspirations of the individuals being discussed, as well as information on the business strategy, future roles in consideration, and development opportunities for individuals.

However, even at organisations that are trying to push for greater integration, talent management is *“not a significantly integrated exercise”*, says Mercer Middle East Senior Principal Sebastian Fuchs, manifesting as a lack of institutionalised talent procedures like talent reviews or annual talent cycles.

The purpose of talent reviews is to review consistently and systematically the talent in the organisation, so this procedural infrastructure is an essential part of the succession process. This includes mapping current and future talent needs onto the existing workforce, identifying who is ready or needed for a vertical or lateral developmental move; considering roles where successors need to be identified; exploring whether any bespoke or programmatic development would benefit talent pools or successors; examining retention risks; and assigning mentors or sponsors from the senior management team.

For individuals, discussions might focus on their performance and potential; identifying whether they are ready for a vertical move; what development they might need to get them to that point; and to flag any changes in their personal status (i.e. change in mobility, career aspiration etc).

Agreed development actions for individuals should be a key takeaway. However, our research suggests that in many cases, insufficient time is spent on planning development actions for people on succession plans. This suggests many organisations need to reconsider the purpose and agenda for these meetings, to ensure sufficient time is allocated to discuss development.

We would highlight the following critical success factors that differentiate the most effective talent reviews.

- 1. Follow through.** Actions need to be agreed, noted and regularly followed up, both outside the meeting and at the next session.
- 2. Make it a sequence of ongoing discussions rather than an annual event.** More sophisticated organisations tend to conduct talent reviews more frequently than once a year, particularly for key talent pools.
- 3. The right people should be in the room, with the authority to make decisions.** Attendees need to be well briefed and armed with the information that allows them to make appropriate decisions about the individuals being discussed. The meetings should be facilitated by a senior HR person with good business understanding, credibility and expertise in the talent processes.
- 4. Use consistent criteria to consider and discuss individuals.** Rankings should be calibrated for consistency, not just within business units but also across different parts of the organisation.
- 5. Involve peers from other business units.** This can often enrich the quality of discussion, including through pushing for evidence to support a position. It may also lead to opportunities for sharing talent across organisational boundaries.
- 6. Include relevant personal information,** such as mobility, career ambitions, destination roles etc.
- 7. Bring in information on relevant job openings that the people under discussion may be considered for.**
- 8. Make provision for individuals to receive feedback on discussions after the event.**
- 9. Provide training and ongoing support for managers,** both in terms of how to run the meetings and how to provide feedback and ongoing development support to their people.

4.5

INTEGRATING SUCCESSION MANAGEMENT WITH OTHER ELEMENTS OF THE TALENT SYSTEM

The most effective succession management systems are not only linked to the business strategy, they also ensure that the different elements of the system are themselves integrated. In practice this means also considering the following:

- 1. Resourcing and Assessment.** Are the criteria we use for hiring externally and moving people internally consistent? Should we use the same criteria for identifying high potentials when we recruit externally? Is the recruitment function aware of the talent strategy and priorities? Are they simply hiring for immediate vacancies or are they looking further ahead?
- 2. Deployment.** Do our internal deployment processes assist potential successors to get the job experiences they need to drive their career progression? Do we take into account individual development plans when preparing shortlists for internal positions? Are there mechanisms for individuals to declare what job moves they would like to make to support their career progression?
- 3. Retention.** Do the people in critical talent pools or succession plans have retention plans? Do they have a stretching role, clear objectives, and is their contribution clearly recognised? How well embedded is critical talent in the organisation, for example through strong relationships with the CEO and executive team? Do we understand the factors that lead to key talent being more engaged and more likely to stay with the organisation, and do we act on that?

“For critical roles at senior levels, our succession plans are intended to give a credible view of succession to enable us to proactively take action where we have gaps. If our planning exercise reveals that coverage is low, we work directly with our resourcing organisation to implement interventions to address the gap. The insights achieved through succession planning also allow us to consider longer term succession when we hire externally, enabling us to discuss with the candidate both the job they are coming in to do and the opportunities beyond that.”

METTE HERSBY, MANAGER OF LEADERSHIP SUCCESSION, SHELL

- 4. Structure.** How will the succession process be structured, in line with external resourcing and internal job posting? Will a distinction be made between roles that are open to all and specifically intended for local talent? Will there be alignment between similar roles filled by third party nationals and local talent? How will individuals in similar roles support each other in on-the-job development?

In designing the right approach to succession management, there is considerable scope for over-complication, particularly where succession plans and talent pools have to connect. We suggest focusing on the following priorities:

- Making sure your approach is driven by the strategic priorities of the business.
- Focus on identifying and following through on actions to develop – not just identify – future successors.
- Keep lists and plans fresh and up-to-date with regular reviews.
- Make sure the process is owned by the business, not HR.

CASE STUDY: MCDERMOTT INTERNATIONAL (~25,000 EMPLOYEES)

Nancy Zakharia Ohanessian, Senior Talent and Organisational Development Manager

At McDermott, Nancy Zakharia says, *"I'm not a fan of having a one size fits all development programme for everyone."* So, while there are a couple of generic training opportunities, internal development is calibrated wherever possible to the needs of the individual. During talent reviews, feedback is captured from a wide range of sources to work out what development will be most relevant to their progression and suitability for succession. This includes:

- Demographic information
- Performance and potential data
- Managers' feedback
- Individual's career aspirations
- Individual's mobility

The organisation follows the 70/20/10 learning model, which originated with McCall, Lombardo and Eichinger in the 1980s and suggests the 70% of individuals' learning comes from job-related experiences, 20% from others they interact with, and 10% from formal learning. Thus, the organisation works with managers to create opportunities for stretch assignments, shadowing or additional projects, depending on what the person needs to develop. *"We have a very rigorous mentoring programme,"* says Zakharia, *"and when combined with internal coaching, we can support the individuals by assigning them or matching them with a coach."* Finally, they offer a series of programs tailored to different stages of succession plans: a 12-month leadership course for early career 'high potentials', called 'IMPACTT'; 'Rise', that looks at opportunities to develop women who are in the early stages of taking on formal leadership (or management) roles in the organisation; as well as external leadership development programmes for senior leaders.

"I'm not a fan of having a one size fits all development programme for everyone."

The 'Rise' program is an example of targeted development for a group typically underserved by succession management. McDermott provides construction services in the oil and gas industry, combining two largely male-dominated fields. Zakharia noticed that while gender diversity was increasing, there were few women in leadership positions, specifically in engineering or operations. The organisation heightened the focus on diversity and inclusion in every aspect, but was specifically looking at increasing gender diversity. To support this, she worked to develop a new programme that supports and develops women and empowers them to advocate for themselves, and to *"put themselves out there"* for progression and lateral moves. The result was a 12-month, four-module programme. Throughout the 12 months, participants access a range of resources: online elearning modules meetings with and exposure to senior leaders; coaching provided by Zakharia personally; mentoring from leaders; and a peer 'buddy' system for accountability.

The course starts with a psychometric assessment, before the women are split into groups and each group is assigned a real, business-related project that is assigned by the leadership team: a current challenge for the business or a focus on something that they want to implement.

So far, the program appears to be a success: Zakharia reported that most of the participants have advanced within the organisation. Either they moved countries to bigger roles, or they have been promoted, some to global roles.

CASE STUDY: SABIC (~32,000 EMPLOYEES)

Sofian Lamali, Global Head of Leadership Development

- In Sofian Lamali's department, they start the talent cycle by asking, "how are we moving the needle for the company?" He says, "we're not just trying to get to the goal of having nice succession plans, we consider this as a whole lifecycle that is very developmental... whatever we're doing in terms of succession, it's always about how we can help people develop."
- From there, the first step is performance appraisal, to start identifying the top talent. This is done with a variety of tools: '360' feedback, Hogan assessments, and so on. "We need to validate with external views that are unbiased and valid, but at the same time, we'll give ourselves a chance to calibrate based on what we learn from this group of internal people who do know the people they're assessing."
- Lamali describes it as "an evidence-based approach, where we validate initial views from HR and line managers, with external assessment centres... we try to mix both views." This is done in collective talent reviews called 'talent communities', in front of a broad audience of managers, leaders, and HR professionals. "HR is driving the process, but leaders are owning it", which Lamali partially credits to the organisation's insistence that leaders learn and use HR terminology when they engage in these processes: "collective ownership, collective decision making is the one thing that really makes it work."
- These reviews incorporate a range of evidence on the individual, to make it more evidence-based. For example, to combat recency bias in performance data, they take the average of the last three years' performance rather than just last year's.
- Once reviews are complete, development actions are decided. SABIC are well-known in the region for the strength of their development programmes. To this end, they have developed the '3 Es' model, which includes several of the features found in effective development programmes and follows the principles of the 70-20-10 model. This creates greater flexibility in their development programmes but also ensures:
 - *Exposure* – this means three key types of development through relationships: coaching, mentoring, and networking. Executives receive external coaching; middle management have access to ICF-certified internal coaches; and the rest of the organisation can opt into mentoring from over 600 mentors globally using an internal database.
 - *Experience* – this component means that successors will be given lots of opportunities to gain new on-the-job experiences: stretch assignments within their

We're not just trying to get to the goal of having nice succession plans, we consider this as a whole lifecycle that is very developmental... whatever we're doing in terms of succession, it's always about how we can help people develop.

current role; cross-function assignments or secondments that bring their skills to a new business context; and international assignments that require them to familiarise themselves with a new culture. People move geographically, cross-discipline, laterally and vertically very frequently.

- *Education* – this formal education piece is typically provided externally, either by participating in a long-term business school programme, through custom classroom and simulation experiences, or through online learning. They also do immersion training using campus visits, such as a recent visit to a Tesla plant in Berlin.
- As a result of the rate of mobility and on-the-job learning in their development, many people end up in functions far from where they started, which creates an interesting culture. "This appears to be extremely powerful in changing the mindsets of the people in taking on new things and not being judgmental. We move people across the company quite comfortably – so, for example, in HR, you may have people who are former engineers, former manufacturing people, people from finance, a lot of people from IT. In the top leadership in HR, there are very few former HR people – there's probably 10-15%. So, we're very comfortable moving people around, and we take risks."
- The company as a whole operates in over 50 countries, with local hiring prioritised wherever possible. In the UAE, they have over an 80% local workforce, mostly due to their willingness to invest in nurturing local talent internally. This supports the company's localisation targets, but does put them in direct competition with government agencies and semi-governmental businesses for talent.
- The other significant issue is around complexity: the level of complexity within the senior roles of functions can outpace individual leaders' development, making it difficult to train them well in advance of doing the job.



5.0

EFFECTIVE SUCCESSION MANAGEMENT IS...

THOUGHTFULLY TRANSPARENT

Transparency is one of the major considerations when designing succession processes. To tell people or not to tell people – and how much to tell them?

With this dilemma comes some important questions about company values, culture and people policies. 'Thoughtful transparency' is posited here as a framework of judgements, where the benefits of transparency are weighed against any potential drawbacks relative to a particular business circumstance.

Transparency in succession management generally across the region is very low, as processes like these, along with most internal operational processes, are highly centralised and, in family-run businesses, operated by senior family members. Therefore, the following considerations will need to be contextualised relative to the organisation's overall level of transparency.

The first consideration is that of transparency of process versus transparency of outcomes or decisions. Transparency of process, such as the selection criteria for critical roles or individuals in each type of role, is generally encouraged, for the reasons given in the table.

BENEFITS

- Ensures that processes are consistent, strategic and reliable
- Promotes integrity by holding the organisation to account for consistent application of process
- Makes diversity and inclusion efforts and outcomes easier to evidence
- Empowers managers and leaders to discuss succession more frankly with their direct reports

DRAWBACKS

- May cause privacy or data sharing issues if not handled sensitively
- May cause an increase in distrust if stated processes are not consistently followed or exceptions are regularly made
- Can highlight a lack of progress, which is perceived as negative by employees
- Evaluation of individuals and their succession routes may (and often do) change over time, which can create demotivation as individuals discover that they are no longer on a succession path
- May cause privacy or data sharing issues if not handled sensitively

However, transparency of outcome – how people are rated or who is chosen for roles or pools – is a different story. On the positive side, transparency lets high potential people know they are valued by the organisation and can be used to engage them in ongoing dialogue about the plans the organisation has for them and the development opportunities that are available. This can lead to higher commitment and engagement, and also more honest conversations about whether the company's plans align with the individual's motivation and aspirations.

On the negative side, some employers worry about setting expectations they can't meet, or are concerned that 'talented' people will let their designation go to their heads, or make them more likely to leave. In fact, previous CRF research found that people who are made aware of their status are less likely to leave.

THOUGHTFUL TRANSPARENCY IN ACTION

Being thoughtfully transparent means looking at transparency from three angles.

1. Organisation culture, principles and values: *Decisions on transparency of succession plans should flow from the organisation's overall culture and talent philosophy. Consider the following questions:*

- How important is transparency as a general principle for our organisation?
- What objectives are we trying to achieve by being more or less transparent?
- Are leaders prepared – in terms of awareness, communication skills etc – to answer questions about how transparent you have chosen to be?

2. Process transparency. *Overall, we would recommend that you be transparent about your processes and criteria, even if you choose not to be transparent about individual succession plans. Questions to consider include:*

- Have the criteria used been validated and can they be objectively justified?
- Are we clear about the talent 'deal' that flows from choices about how to apply the criteria? Which development opportunities are available to all, which are limited to specific populations? Are there clear, fair, consistently applied criteria underpinning these decisions?

3. Individual transparency: *Where possible, we suggest being transparent about succession status with the relevant individual, whether or not this information is shared more widely. However, transparency does not necessarily mean full disclosure where it is not helpful or necessary.*

- Can we be confident that an individual's succession status will not change significantly year on year? If not, exercise caution in sharing that information.
- Do we inform everyone of their individual potential status, or do we only inform people who are listed on a succession plan, or those labelled as 'high potential'?
- Can we deliver on the commitments we are making about that person's development if we share their status?

6.0 **EFFECTIVE SUCCESSION MANAGEMENT IS... EVIDENCE-BASED**

CRF research over many years has shown that HR struggles to take an evidence-based approach to defining the process for succession management and assessing its impact on business outcomes.

Here, evidence-based practice is taken to mean informed decision making based on the collection, appraisal, and use of a variety of internal and external forms of data, including stakeholder views, internal surveys, and external research such as scientific literature. Our research highlights two main areas where the application of evidence can be strengthened, and which in turn can positively impact the outcomes of succession management – improving the quality of data in the system and improving the capabilities of line managers to manage the process.

6.1 **DATA QUALITY**

Data is a challenge for organisations, whether it's the quality of the data on individuals, roles, and business plans, that underpins succession processes, or the confidence of HR and business decision makers in using data to make decisions.

The best approaches to assessment in the context of succession management involve a multi-trait, multi-method assessment methodology which allows comparisons to be made across multiple data points and can also be used to give employees targeted and objective feedback. It's important to include as many objective data points as possible. This can include performance data over multiple years, sales figures, customer feedback, engagement survey scores, 360 assessments and psychometric and other assessment data. It can also include external data, for example benchmarking data. At SABIC, for example, this is done with a variety of tools: '360' feedback, Hogan assessments, and so on. Global Head of Leadership Development, Sofian Lamali, says *"we need to validate with external views that are unbiased and valid, but at the same time, we'll give ourselves a chance to calibrate based on what we learn from this group of internal people who do know them."*

It's also becoming easier to give individuals access to assessment and performance data to help them manage their own careers. In an example of global practice, Swiss Re began to offer executive succession candidates the opportunity to do personality assessments online and face to face in assessment centres, where they would give candidates a debrief, identify skills gaps, and establish individual development plans to make them ready for either promotion or a lateral move. This was well received and has subsequently been extended to lower levels in the organisation, leading to a positive impact on the number of internal promotions.

Supporting managers to use the data they have effectively is the other half of the battle. Data analysis, whether internal or external data, should be accompanied by scenario planning, where the information gathered is applied to a range of positive and negative possibilities. This helps to make succession processes more agile and can help to visualise a range of different potential moves as well as identify risks or opportunities for change. One strategy that can help is to develop a common language for describing people, that's applied consistently wherever succession is being discussed.

6.2 LINE MANAGER CAPABILITY

Line managers act as a linchpin in ensuring discussions around succession translate into tangible actions with impact on individual development. Managers create micro-cultures that can either support or work against succession strategies. In the best organisations, managers feel ownership for talent development across the whole enterprise, not just in their own team. However, manager capability can be one of the biggest barriers to success in managing succession. There are a number of issues that arise.

- Unless they are extremely well trained and supported, most managers find it difficult to distinguish between performance and potential, leading to talent pools being full of current high performers rather than genuine high potentials. Many leaders do not have the expertise to have the quality of objective conversations required to have an effective talent review. As one senior HR leader and talent specialist in the Gulf region told CRF, *“who we appoint as line managers is a critical transition and selection point, and treating it as such from an assessment and development perspective can ensure line managers start on ‘leading others’ with confidence.”*

- Mobility can be compromised by managers who hoard their best talent. In the words of the same specialist above, *“introducing policies that enable mobility is key, such as 3 to 6 month release periods, means line managers think more about building capability and simultaneously make movement for individuals much easier.”*
- Managers feel uncomfortable delivering a tough message to someone who may be a good performer but is seen as not having potential to progress further. This is usually an outcome where the assessment and selection process is not transparent and/or objective.

Actions organisations can take include:

- Make it clear to all line managers what their responsibilities for developing their people are, and reinforce this in job descriptions, goals and incentives. Consider how to recognise and reward good people developers. As the specialist above says, *“enabling succession is not just a focus for talent development but requires the integrated efforts of the full HR value chain, Talent Acquisition and Performance and Reward being two*

“Who we appoint as line managers is a critical transition and selection point, and treating it as such from an assessment and development perspective can ensure line managers start on ‘leading others’ with confidence.”

SENIOR HR LEADER AND TALENT SPECIALIST IN THE GULF REGION

- critical functions. Ensuring the outcomes being driven from all areas are in alignment to the intended objective.”*
- Select managers on the basis of management skills, not technical proficiency.
- Identify the best talent spotters and look to deploy them in ways that allow them to use their skills more widely, such as mentoring newly appointed line managers who are learning the ropes, or giving them responsibility for career development within their function.
- Encourage managers to have ongoing dialogue with team members around development rather than making it an annual event.
- Teach managers how to spot potential, how to distinguish between performance and potential, and how to support development of individuals in the team. Provide them with tools and data to make these judgements.



6.3 EVALUATION

Finally, evaluation is a crucial part of an evidence-driven succession process. Organisations need to evaluate the outcomes of their succession management, not just the process. The process may work smoothly or appear effective, but not deliver the necessary outcomes. Through partnership with the business, HR needs to establish meaningful criteria for success, e.g. number of internal appointments made minus any strategic external hires, rates of internal mobility, and collect data around these criteria.

This is a key way that HR can demonstrate commercial understanding and translate process into organisational performance. It's also important for HR to not only produce data but use it to persuade leaders to take action. 'Storytelling' through evidence is a vital skill for HR to develop.

The question of how to evaluate succession management is a vexed one for HR. There are many *measures* available, but they generally give an incomplete picture about the outcomes that can be directly attributed to talent management activities, and at what cost. Ideally, it would be possible to determine some sort of financial measure

that compared costs versus outcomes, but this is virtually impossible to do with any degree of certainty.

Measures which are commonly tracked by organisations include:

- Percentage of critical roles where there are internal successors
- Numbers of internal hires and external hires measured against talent strategy goals
- Percentage of appointments from succession plans to role
- Engagement metrics
- Diversity metrics
- Succession coverage for critical roles (although that says nothing about the quality of candidates)
- Rates of turnover for critical roles
- Percentage of people on succession plans or in talent pools who receive a promotion within a defined period, such as 2-3 years
- Percentage of local talent versus expatriates, and a relevant comparison to quota goals

It's also important for HR to not only produce data but use it to persuade leaders to take action. 'Storytelling' through evidence is a vital skill for HR to develop.

These measures can be helpful in tracking how effective the organisation is at attracting, developing and retaining critical talent, and in highlighting the direction of travel. However, it is also important to clearly define at the outset, what objectives and outcomes succession management is being asked to deliver, in order to determine whether the actions taken are delivering results in line with what the organisation expects.

The process for evaluation should be defined up-front and built into succession management processes from the outset, not as an afterthought. The following considerations can be taken into account in designing a method for evaluating the outcomes of succession management.

- What business outcomes would we expect to achieve, if our succession management processes are working as they should? What outcomes would constitute 'success'? How do they connect to the organisation's strategic priorities?
- What baseline are we measuring against?
- What data do we need to measure and how can we make sure the process allows for that data to be collected?

Can we connect the measures to tangible business outcomes such as reducing costs, increasing profitability or decreasing time to market?

- What's the feedback loop between the outcomes of the process and making further improvements?
- Which stakeholders will be most critical in determining whether the system is delivering business value? What are their expectations?
- Were the results achieved in line with what we expected/predicted?

CASE STUDY:**SHELL** (~86,000 EMPLOYEES)**Mette Hersby, Manager of Leadership Succession**

Shell, the global energy company, is a good example of an integrated approach to succession management. It's designed as an end-to-end talent management system, with the process underpinned by data throughout.

The objective of Shell's succession management processes, according to Hersby, is "to have adequate resources in place to support our business aspirations, realistic cover in terms of talent for critical positions and visibility of any gaps." As the energy sector moves through significant transition, Shell is also transforming how they approach talent management.

A digitally supported succession planning tool allows Shell to take a groupwide view on talent to guide long-term planning and development. "Our ambition is to become one of the most diverse and inclusive places to work in the world. Our succession management process and systems are key to that ambition, enabling high quality, diverse, leadership appointments and focused leadership development."

The approach combines succession planning for individual roles, such as the most critical roles (e.g. senior leadership) globally and the creation of 'succession pools' for generic roles. For example, for the most senior leadership positions the approach is one of high touch talent management, it is done with a five-year horizon, and includes succession planning for the individual role and development planning, with focus on experience gaps, potential career moves, destination role(s), for the individual candidates.

Data and people insights are key. Shell's talent strategy is underpinned by its internally developed model of potential, which is used to identify and assess talent across different segments of the workforce. The model assesses three factors: Capacity, Achievement and Relationships (CAR). CAR has been in place for decades and is regularly validated to check for effectiveness and bias. The CAR model is embedded in people processes from graduate recruitment to senior manager development, and individuals' potential is reassessed throughout their career. HR triangulates data on performance ratings, potential and progression to understand the trajectories of high potential individuals and enabling intervention where required.

"Our ambition is to become one of the most diverse and inclusive places to work in the world. Our succession management process and systems are key to that ambition, enabling high quality, diverse, leadership appointments and focused leadership development."

Skills is another dominant data and insight theme in Shell's evolving talent management approach. Hersby notes, "we want to understand our workforce on a much more granular skill level so that we can better work with both internal and external applicants on identifying the best fit role and to highlight suitable development opportunities for employees. Developing our skills technology will enable us to respond to changes in business models and the external environment, enable more flexible sourcing and deployment of talent, and to deliver more personalised resourcing and learning support to employees."

An important element of Shell's philosophy around career development and succession is that experiences are at the heart of how people develop. The company is becoming more explicit about how experiences drive development. Shell expects people to rotate jobs every few years. However, this doesn't mean rigidly defined career paths. It's about the individual amassing experiences that are complementary and accumulative, enabling individuals to work and learn across the Shell Businesses to develop the breadth and depth of experiences required to run and lead an integrated business.

Whilst HR has the talent management tools and capability, it is enabled by a leadership culture that views talent as an enterprise resource, with strong collective responsibility among the leadership for talent management.



7.0

EFFECTIVE SUCCESSION MANAGEMENT IS... PARTICIPATIVE AND EMPLOYEE-CENTRED

An emerging trend we are seeing in some global organisations is succession management becoming more devolved and less the preserve of certain privileged candidates. In other words, a bottom-up participatory process that opens up career development and succession to a wider and deeper audience of talent. This reflects broader organisational trends towards greater employee centricity, a move away from top-down command and control leadership, and the desire to create more inclusive talent pipelines. Doing so increases the likelihood that talent will be available when needed. This is not generally considered a cultural habit for organisations in the region, but it has the potential to increase the efficacy of succession management processes for both early-stage and mature HR functions.

In what ways do these more participatory processes differ from traditional approaches to succession management? Participative succession management tends to have the following features:

- Everyone is considered talent, regardless of potential or ambition.
- Tools and resources to support career development are made available to all employees as a general resource. For example, individuals can self-select to take part in talent programmes, or potential assessments are made available to all employees. This puts employees in the driving seat in terms of their development.
- A core principle is to treat people as authorities on themselves. Succession management can benefit from creating the circumstances where talent is treated as adults with agency to make informed choices around career progression and mobility.
- The barriers to internal mobility are reduced. For example, project roles and internal opportunities are openly advertised on internal talent marketplaces. Coaching and mentoring is widely available to employees. Participative succession management requires that organisations create opportunities for talent to move vertically and laterally to learn and develop, while reducing barriers for diverse talent. First Abu Dhabi Bank take a different perspective on skills-based development, where aspirational roles are broken down into subset skills and the individual moves upwards, sideways, or even downwards to achieve these skills through projects, mentoring, mobility and full time roles – creating what Kathryn Wilton refers to as a “*career climbing wall*”, rather than a career ladder.
- As with many HR trends from the last few years, participative succession management may also offer benefits related to organisational agility. Organisations with looser, less concrete structures leave room for individuals to move, respond and adapt to new market circumstances faster and more effectively.

7.1 MOBILITY

A core component of employee-centred succession is the prioritisation and promotion of mobility: laterally, vertically, geographically, and across disciplines and functions. There are several benefits of increasing employee mobility, including:

1. Supporting vertical moves for business advantage

Ensuring that people have the opportunity to demonstrate their ability to take on greater responsibility, increase the scope of their projects, or move into larger markets, is vital for finding and elevating strong succession candidates at all levels.

At E&J, the leadership pipeline, and the required vertical moves, are used to provide on-the-job training to those aiming for senior positions. It also helps to support the company's Emiratisation goals, by only hiring Emirati graduates and accelerating their development through the pipeline.

2. Supporting lateral moves for development

Moving across business units, functions or geographies can help talent to fill skills gaps, proactively gather new experiences, and provide cost-effective development opportunities through stretch assignments, shadowing or mentoring.

At SABIC, the 'Experience' arm of their '3 E' model requires managers to create and offer stretch, cross-discipline and international assignments to support upcoming leaders. According to Sofian Lamali, Global Head of Leadership development, only 10-15% of their senior HR leaders started out in HR – the rest have come from other disciplines to create a diverse function-wide skillset.

3. Increasing diversity at middle and senior levels

Greater mobility means more chances to boost the profile of underrepresented groups, to build their skills, and counter the traditional barriers that they may face in the workplace with accelerated development and experience.

In the region, there is also a growing recognition of the value of diversity, particularly gender diversity, in succession management. Tara Cherniawski, Head of Assessment Practice IMEA at BTS, says, "I think there's also a lot of clarity around the value that diversity can bring in different ways: gender balance, for example, is becoming a key focus in most regional industries and organisations,

particularly with commitments emerging at country level for the appointment of female board quotas. The recognition and awareness of this priority is being seen as the first step in many organisations towards exploring how that can inform the broader succession practice."

To this end, McDermott has a programme which specifically targets women within the organisation for simulation training, coaching, mentoring, and shadowing, to help them build the capabilities they need to advance. Read more in their case study on [page 24](#).

First Abu Dhabi Bank – AJILE potential model

There are five components to the FAB AJILE model: Aspiration, Judgement, Influence, Learning, and Energy. FAB create a very clear distinction between performance and potential to avoid the common error of measuring performance twice. Their view of potential is essentially founded on that person's interest and capacity to go into more senior and/or more complex roles.

A good analogy is a flight path for a plane or rocket – how far is someone likely to go and how quickly will they get there? Key aspects include learning agility, which will become even more critical in a world where complexity, change and need for agility are the norm.

CASE STUDY:
FIRST ABU DHABI BANK (~11,000 EMPLOYEES)**Kathryn Wilton, SVP and Head of Talent Management and Assessment**

On our quest to elevate a talent centric culture at FAB, we revisited our approach to careers and skill development. Our aspiration was to implement a market leading, innovative approach which leverages AI and puts employees in the driving seat of their career. Over time, the world of work and careers has changed dramatically, moving away from career ladders driven by roles and titles towards career climbing walls where employees move around and across the organisation to achieve aspirational skills, leading to more well-rounded enterprise leaders.

At FAB we have embedded an AI driven talent marketplace which has enabled us to achieve this goal. Incredibly easy to use, employees can create their profile in seconds through uploading their CV or connecting through LinkedIn. As soon as the employee has completed their profile, they can start leveraging the AI to build skills and embark on their career journey. Like a true talent marketplace, there is also a benefit for our line managers who can source skills from across the enterprise to fill resourcing gaps and uncover new talent. It's important to note that this isn't just a case of introducing a new platform but also a full change management exercise. Since the launch we have made strong progress with over 59% of our employees active on the platform, over 169 projects created leading to 2,487 unlocked hours and 374 full time roles. It has also supported with our mentoring offering, with over 406 active mentoring relationships in progress.

Other non-tangible benefits include employees working across organisational boundaries, increased exposure and enabling employees to be more agile and self-directed in their development and growth. To align this to our overall talent strategy we have integrated the platform with our acquisition and learning process to provide a fully self-serviced offering for our talent.

Over time, the world of work and careers has changed dramatically, moving away from career ladders driven by roles and titles towards career climbing walls where employees move around and across the organisation to achieve aspirational skills, leading to more well-rounded enterprise leaders.

EFFECTIVE SUCCESSION MANAGEMENT

IN THE GULF REGION

8.1

CONCLUSIONS AND RECOMMENDATIONS

In summary, succession management is a vital process of talent management in the modern business context, with the potential to reinforce key talent pipelines and support broader business goals.

CRF's key recommendations from this report are below:

- ▶ Determine what purposes succession management needs to serve in your organisation. Be clear about which purposes are in play at any one time: is it governance, risk management, development, or a combination of the above?
- ▶ Establish a clear connection between the national goals, business strategy and succession management processes.
- ▶ Understand and articulate how it fits within an overall talent strategy: the outcomes should be owned and extolled by the senior management team and strongly facilitated by HR.
- ▶ Your strategy must be culturally and contextually relevant for your company in your region. Following an evidence-based practice approach will help you to ensure that your decision making is backed by internal and external data.
- ▶ Be transparent about transparency: there may be limits to how transparent you can or want to be, according to your organisation's culture, so you should openly explain this to your talent pool. Regardless of your level of transparency about outcomes, you should aim to be as transparent as possible about your process.
- ▶ Dedicate time to training your managers in how to operate this important discipline, with focuses on:
 - Assessing and evaluating talent (including the use of tools)
 - Giving rounded and reliable feedback
 - Building and maintaining development infrastructure
 - Data-based decision making
 - Equality, Diversity and Inclusion considerations

Below, as a final summary, we have laid out a framework prompts universally relevant questions about the purposes, populations, principles, processes and players involved in your succession management, with some additional questions to cover regionally specific concerns.

8.2

A FRAMEWORK FOR EFFECTIVE SUCCESSION MANAGEMENT

Wendy Hirsh's 2015 framework for succession management offers some useful questions to help organisations tailor the purpose of their succession management and particularly prompts thought on how to tackle the process' goals, priorities and evaluation procedures.

This framework for designing an integrated approach to talent and succession management brings together five key elements:

PURPOSES

What is talent and succession management going to achieve? How will the organisation address the tripartite purposes of risk management, governance, and development in Chapter 2? How will national people capability goals factor into these purposes? How will the organisation measure its success? What external metrics will these processes need to meet?

POPULATIONS

For what populations or posts does the business need to identify pipelines of 'talent' and/or successors? Will individual posts be considered or broader 'pools'? Are you looking for short-term or longer-term successors or both? If you talk about individuals having 'talent', 'potential' or 'high potential' how will you define these

groups of people, when will you spot them and what will they need to learn? How will you distinguish between third country nationals and local talent, and what will be different about their assessment, development and mobility opportunities? How will these differences be communicated?

PRINCIPLES

Before more detailed design, it can help to agree some general principles, for example concerning transparency, objectivity, equality of opportunity, and so on. Where relevant, it may also be necessary to think about how national policy principles are embedded in your organisation's succession policies.

PROCESSES

Talent and succession management encompasses several processes. What criteria will be used to identify potential successors? Who will identify them, and how will managers work on this together? What career and skill development will be given, over what timeframes and how will it be facilitated? How will talent and succession management link with other HR processes? How will different populations experience these processes? How will you ensure alignment between processes and principles? How will you build in evaluation?

PLAYERS

What do line managers and top teams need to do? What level of leadership buy-in will be needed or facilitated, and in which regions/countries/functions? Which managers are responsible for different levels or groups of jobs and people? How is the employee involved in the process? Who does what in HR, centrally, locally and in learning and development or leadership development?

9.0

APPENDIX

9.1

RESEARCH PARTICIPANT LIST

Dr Larisa Balleani, Head of Assessment Practice Europe at BTS

Ravi Bhusate, Leadership Practice Partner at BTS

Tara Cherniawski, Head of Assessment Practice IMEA at BTS

Supriya Davda, Talent Acquisition Manager at Hidden

Rob Field, Learning and Development Director at APS

Jill Foley, Managing Partner at on3 Partners

Rachel Forbes, Talent Manager at Tesco

Jessica Foster, President of RHR International

Carl Francis, Operations Director at Podium Systems Limited

Sebastian Fuchs, Senior Principal at Mercer Middle East

Adrian Furnham, Organisational and Applied Psychologist

Mike Haffenden, Chairman at CRF

Mette Hersby, Manager of Leadership Succession at Shell

Mark Hudson, CHRO at ADS Securities

Mollie Jarrett, Talent Management Specialist at TfL

Christine Jordi, People and Culture Development at Swiss Re

Cath Jowers, Group Head of Talent & Leadership Development, Anglo American

Nick Kemsley, Director of Henley Centre for HR

Burak Koyuncu, Senior-Vice President of Leadership Development at LHH

Sofian Lamali, Global Head of Leadership Development at SABIC

Jeff Lindeman, CHRO at WD40 Company

Laura Mackie, Graduates Training Manager and Leadership Development Consultant and Vice President of Organisation & People Development at Swiss Re

Magda Male Alos, Corporate Talent Management Director at Coca-Cola Europacific Partners

Erica Moses-Neacy, Strategic Workforce Planning Specialist at TfL

Talia Nikpalj, Head of Executive Development at Associated British Foods

Mary Pender, Global Head of Talent at Abrdn

Jan Schlüter, Head Leadership and Organisation Development at Swiss Re Academy

Sam Screpsis, Head of Learning, Talent Development and Engagement at EasyJet

Stefan Stern, author and *Financial Times* contributor

Reed Sylvester, Senior Vice-President of Talent Management at E&

JC Townend, CEO of Career Transition UK & Ireland at LHH

John Whelan, Director at CRF

Nancy Zakharia Ohanessian, Senior Talent and Organisational Development Manager at McDermott International

9.2

REFERENCES AND READING LIST

Addleshaw Goddard. **Emiratisation**. 2023. <https://www.addleshawgoddard.com/en/insights/insights-briefings/2023/employment/emiratisation/#:~:text=With%20effect%20from%201%20January,the%20UAE%20are%20UAE%20nationals>

Ali, Zulqurnain and Aqsa Mehreen. 2019. **Understanding Succession Planning as a Combating Strategy for Turnover Intentions**. *Journal of Advances in Management Research*

Armstrong, Michael and Taylor, Stephen. **Armstrong's Handbook of Human Resource Management Practice**. 2020

Baranik, Lisa, Gorman, Brandon, and Wright, Natalie. (2021). **Wasta and Its Relationship to Employment Status and Income in the Arab Middle East**. *Current Sociology*, 0(0). <https://doi.org/10.1177/001139212111024705>

Bates Communications. 2018. **Leadership Secrets of High Growth Companies**. <https://www.bates-communications.com/bates-blog/special-report-leadership-secrets-of-high-growth-companies>

BTS. 2023. **The 8 Critical Moves for Talent Leaders to Deliver Value in 2023**. <https://bts.com/2023/01/19/the-8-critical-moves-for-talent-leaders-to-deliver-value-in-2023>

Carter et al. 2019. **Managers Moving on Up (or out): Linking Self-other Agreement on Leadership Behaviors to Succession Planning and Voluntary Turnover**. *Journal of Vocational Behaviour*

Chamorro-Premuzic, Tomas and Gillian Pillans. 2016. **Assessing Potential**. CRF Research Report. <https://www.crforum.co.uk/research-and-resources/assessing-potential>

Charan, Ram. **The Leadership Pipeline: How to Build the Leadership Powered Company**. 2000

Coggins, E. 2022. **The History of Leadership Studies and Evolution of Leadership Theories**. Tough Nickel. <https://toughnickel.com/business/The-History-of-Leadership-Studies-and-Evolution-of-Leadership-Theories>

Conger, Jay and Gillian Pillans. 2016. **Rethinking Talent Management**. CRF Research Report. <https://www.crforum.co.uk/research-and-resources/rethinking-talent-management>

Farashah, Ali Dehghanpour. 2015. **Strategic Fit Framework of Succession Planning: Effects on Career Attitudes and Career Success**. *International Journal of Human Resources Development and Management*

Forbes. 2020. **How Musk, Bezos And Other Visionaries Use The "Future-Back" Technique**. <https://www.forbes.com/sites/kevinkruse/2020/07/06/lead-from-the-future-mark-johnson/?sh=4c95c3c5e99f>

Goldsmith, Marshall and Louis Carter. **Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent**. 2004

Gordon, Pamela and Overbey, Julie. **Succession Planning: Promoting Organizational Sustainability**. 2018. Palgrave Macmillan

Hanson, Jeremy and Tim Gallagher. 2022. **CEO and Board Succession in the Age of Impact**. Heidrick's Board

Hirsh, Wendy. 2012. **Planning for Succession in Changing Times**. CRF Research Report. <https://www.crforum.co.uk/research-and-resources/planning-for-succession-in-changing-times-2>

Lamoureux, Kim. **Succession Management: A Primer**. 2009. Bersin and Associates

Lombard Odier. **The Next Generation**. 2022. https://www.lombardodier.com/files/live/sites/loportal/files/Documents/PrivateClients/Local.Solution/UAE/survey/Part_3_The_next_generation.pdf

Naidu, Richa. 2022. **Unilever CEO Set to Leave after GSK Debacle, Arrival of Activist Investor**. Reuters. <https://www.reuters.com/business/retail-consumer/unilever-ceo-alan-jope-retire-end-2023-2022-09-26>

Perrenoud, Anthony and Kenneth Sullivan. 2017. **Analysis of Executive Succession Planning in 12 Construction Companies**. *International Journal of Construction Education and Research*

Pillans, Gillian, Hirsh, Wendy and Foley, Jill. 2021. **Strategic Workforce Planning – Unlocking Future Capabilities**. CRF Research Report. <https://www.crforum.co.uk/research-and-resources/research-report-strategic-workforce-planning-unlocking-future-capabilities>

Pillans, Gillian. 2020. **Talent: Careers, Development and Succession in a Changing Landscape**. CRF Research Report. <https://www.crforum.co.uk/research-and-resources/talent-careers-development-and-succession-in-a-changing-landscape>

The Role of the Board in Effective Succession Planning. 2018. Bvalco. <https://www.bvalco.com/the-role-of-the-board-in-effective-succession-planning>

Thomas, Daniel. 2022. **Lack of Female Executives in UK Boardrooms 'Appalling', Survey Finds**. *Financial Times*. <https://www.ft.com/content/e05bcfc8-bd8a-4bf5-bd5a-81b3e13fdaf0>

Timms, Michael. **Succession Planning That Works**. 2016

The UK Corporate Governance Code. 2018. FRC. <https://www.frc.org.uk/directors/corporate-governance-and-stewardship/uk-corporate-governance-code>

von Drathen, Christian. 2014. **Do Chair Independence and Succession Planning Influence CEO Turnover?** SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2536653