



# Managing Succession

Global Insights on Current Practices

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# A Word from the CEO

The uncertain global economy has many organizations struggling toward a recovery. Organizational stakeholders are demanding improvements in leadership capacity that can strengthen agility and growth and drive performance that achieves long-term success, while also delivering on quarterly results.

There's a growing disconnect between the skills companies require and the skills employees possess. This talent mismatch will intensify over the years as economies rebound, the nature of available work evolves, stemming unwanted employee turnover becomes increasingly challenging, and several decades of lower birth rates through much of the world impact the talent pool.

Leaders are under extreme and continuous pressure with competing priorities. Many organizations are exposed to risks associated with undisciplined and non-systemized processes for identifying high potential employees and creating a talent pool of future leaders.

Managing succession is the cornerstone to strategic viability, ensuring business continuity, retention of high-value talent and a formidable culture. It secures future leadership capability, critical for driving organizational performance, and is an active and vital ongoing business process that integrates the identification, assessment and development of talent with long-range strategic planning. Corporate health depends on the effectiveness, depth and breadth of your succession management efforts.

Right Management conducted research to learn more about the current succession management practices within global organizations. We trust these findings will provide a barometer for you to learn from the experience of others, as well as gain insights and ideas based on the research implications and our recommendations.

Read on to learn more about effectively managing leadership succession.

**Owen Sullivan**  
**Chief Executive Officer**  
**Right Management**

# Introduction

## MANAGING SUCCESSION IN THE CHANGING WORLD OF WORK

In the global economy, there are multiple dynamics at play which are making succession management an urgent business issue. At the broadest level, the growing talent mismatch will intensify as *demand* for workers with specialized, highly-valued skills continues to grow and *supply* continues to dwindle as working age populations shrink and boomers retire. There is greater power for individual employees with highly-valued skills to exercise personal choice regarding the type of work they do and for whom they do it. Attracting and retaining skilled, knowledge-based talent will be a key competitive differentiator in the coming years. In fact, talent will be the only sustainable differentiator.

Succession management is recognized as a high priority by many top level leaders.<sup>1</sup> Organizations can be thrown into turmoil when leaders have to be replaced suddenly and unexpectedly due to unforeseen circumstances. This is true even when leadership transitions are anticipated due to mergers, acquisitions, retirement, career change or restructures. Boards of directors are either lauded or denounced for their handling of executive transitions. It's the cornerstone of maintaining strategic viability. Yet, in spite of its importance, succession management is not well-executed in many organizations with significant opportunities for improvement in most organizations.

*Attracting and retaining skilled, knowledge-based talent will be a key competitive differentiator in the coming years.*

We conducted this study to gain a better understanding of the priorities that inform decisions around aligning talent strategy with business strategy. Talent is the number-one enabler or inhibitor to executing on business objectives. A solid succession management plan can facilitate growth and prosperity. We learned that nine out of ten study participants had an interest in succession, and some level of plan in place to address it. But most acknowledged they needed help to make the plan stronger, viable, sustainable and integrated with the broader short- and long-term strategic intent of the organization.

Companies have been tested over the past few years as they experienced heightened levels of economic turmoil and unpredictability. Weaknesses in leadership capabilities are showing. As many as one out of every two managers fail.<sup>2</sup> Not just at the top of the house, but throughout many firms, leadership bench strength is proving to be shallow. Why? Because the way we do business is radically changing.

Looking for a quick fix, some companies opted for short-term approaches to declining revenues by cutting costs. Such firms are now restructuring and changing their business models, but struggling to find managers well-equipped with the leadership capabilities and behaviors needed to handle the kinds of changes required in today's ever-quickening pace of work. Engagement, retention, productivity and performance are suffering as a result of poor communication, lack of customer focus, ineffective strategic thinking and the inability to link one's workforce with the business strategy.

**WHEN EXECUTED EFFECTIVELY, SUCCESSION MANAGEMENT IS A CORE BUSINESS PROCESS, BUILT INTO THE FABRIC OF THE ORGANIZATION. IT IS INTEGRAL TO AN ORGANIZATION'S CULTURE AND IS SYSTEMICALLY LINKED TO THE FOUNDATIONAL UNDERPINNINGS OF PERFORMANCE.**

### **INTEGRATING SUCCESSION MANAGEMENT INTO BUSINESS STRATEGY, PLANNING AND PROCESSES**

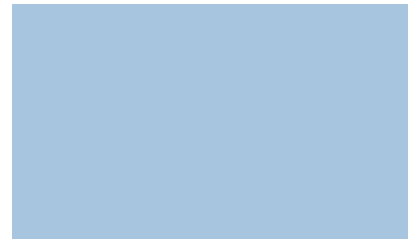
Succession management secures future leadership capability, which is critical for driving organizational performance that wins in the changing world of work. It is an active and vital ongoing business process, which embraces the dynamic market imperatives and integrates the identification, assessment and development of talent with long-range strategic planning.

When executed effectively, succession management is a core business process, built into the fabric of the organization. It is integral to an organization's culture and is systemically linked to the foundational underpinnings of performance. It is not enough to focus merely on replacement planning. It is a systemized business imperative; critical for long-term planning, capability development and execution of business strategy. Over time, succession management becomes a continuous process integrated with an organization's business planning cycles—as well as its talent management processes.

### **THE CONSEQUENCES OF A WEAK PIPELINE**

Recent research by Stanford University found that more than half of companies cannot immediately name a successor to their CEO should the need arise.<sup>3</sup> Additional research by Bersin & Associates<sup>4</sup> proves that meaningful succession plans for individuals and important roles dwindles the further you dive into an organization's employee ranks. While more than half of research respondents said their companies implement succession management processes at the most senior executive levels, fewer than 40% said they included mid-level managers and skilled professionals in succession planning initiatives. Further, only 11% included first-line supervisors. Very few (12%) of the companies' succession management programs were integrated with talent management programs, such as performance management and employee development.

By our definition, succession management is far broader than the more common focus on succession planning. The latter almost exclusively focuses on replacements for only the most senior levels of leadership. Our experience in studying<sup>5</sup> global organizations shows that a more robust workforce solution is warranted.



The consequence for not getting it right is a strain on the organization and the pipeline of critical talent. Leadership failure rates are at an all-time high. Employee disengagement is at record levels. The mismatch between demand for talent and the skills available continues to increase. Succession management can be the fabric that enables your organization to thrive rather than dive.

#### IN PURSUIT OF STRATEGIC VIABILITY

Companies are looking longer and harder for leaders with the right skills and capabilities needed in their organizations. Many organizations haven't built a talent management process on their own so they are now being forced to look outside, rather than promoting from within. Promoting from within is an opportunity that, when executed well, can have significant positive impact on the organization's future success. It maintains the integrity of the company's brand, fosters strong corporate identity and provides continuity of the organization's culture. It also instills confidence in leadership, sets expectations for career advancement within the organization, and leverages shared knowledge and the investment made to develop that knowledge. Yet, instead, many companies need to default to hiring outside talent because their pipelines are weak.

It all starts with a focus on business strategy to determine current critical talent needs and gaps. Then, as an integrated business process, effective succession management requires an understanding of the leadership behaviors that drive success in the organization. It also requires the implementation of a dynamic, systemic approach to identify, assess and develop talent for future critical leadership roles to ensure continuity, effective organizational operations and a high-performing culture.

We invite you to read on and learn insights on current succession management practices and their relevancy to your organization.

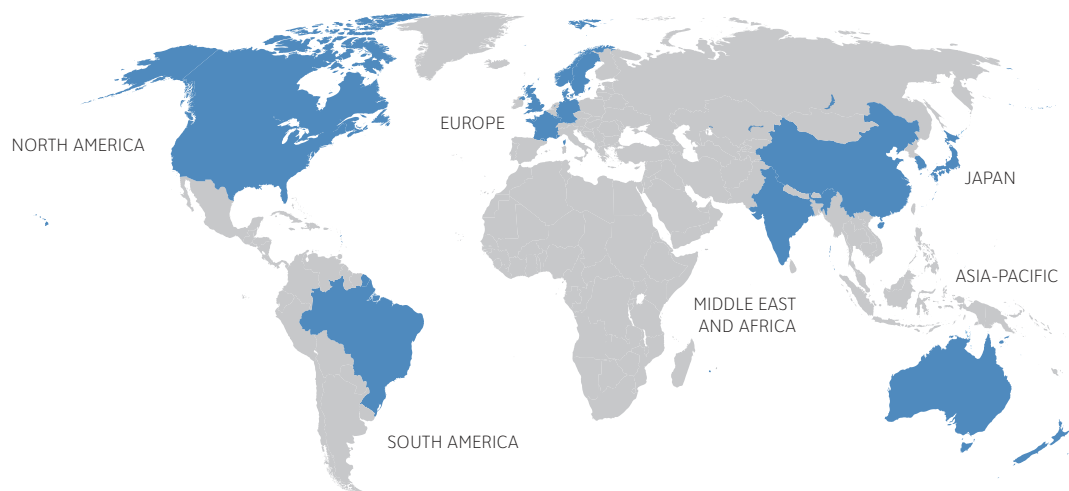
*Promoting from within is an opportunity that, when executed well, can have significant positive impact on the organization's future success.*

# About This Study

## METHODOLOGY

Right Management conducted a qualitative study with 43 organizations from 10 industries across the globe to learn more about their succession management practices.

Interviews were conducted with senior business leaders and senior human resource leaders at the participating organizations. The organizations ranged in size from 100 employees to 127,000 employees. Forty-two percent of the organizations were identified as multinational. Industries represented in the study include: Agriculture, Forestry and Fishing; Mining and Quarrying; Manufacturing; Electricity, Gas and Water Supply; Construction; Wholesale and Retail Trade; Restaurants and Hotels; Transportation, Storage, and Communication; Finance, Insurance, Real Estate, and Business Services; and, Government, Social, and Personal Services.



## KEY RESEARCH QUESTIONS IN THIS STUDY

1. What are the key business drivers for succession?
2. What are you currently doing to address succession in your organization?
3. What are “must have” elements of succession efforts? What are “nice-to-have” elements?
4. What is working well in your succession efforts? What is not working well?
5. What metrics do you examine to track effectiveness?

### PARTICIPANTS’ EXPERIENCE WITH SUCCESSION MANAGEMENT

The vast majority (91%) of participants had made efforts to implement some components of succession management within their organizations. Only 9% of the participating companies reported no formal succession processes at all.

Of those who have some practices implemented, 46% handled the succession management process completely in-house. The remaining majority (54%) looked to the expertise of outside partners to provide some aspect of the process or technology platform.

### DEFINING SUCCESSION

- **Succession Management:** The comprehensive approach to systematically identifying, assessing and developing talent for future critical roles throughout the organization to ensure continuity and effective organizational performance.
- **Succession Planning:** The identification of successors in line for specific positions, focused primarily on only the very top levels of leadership.
- **High Potentials:** Individuals at various levels within the organization identified as having significant “upside potential,” but who may not be immediately slated as successors or may have a somewhat longer timeline for development.

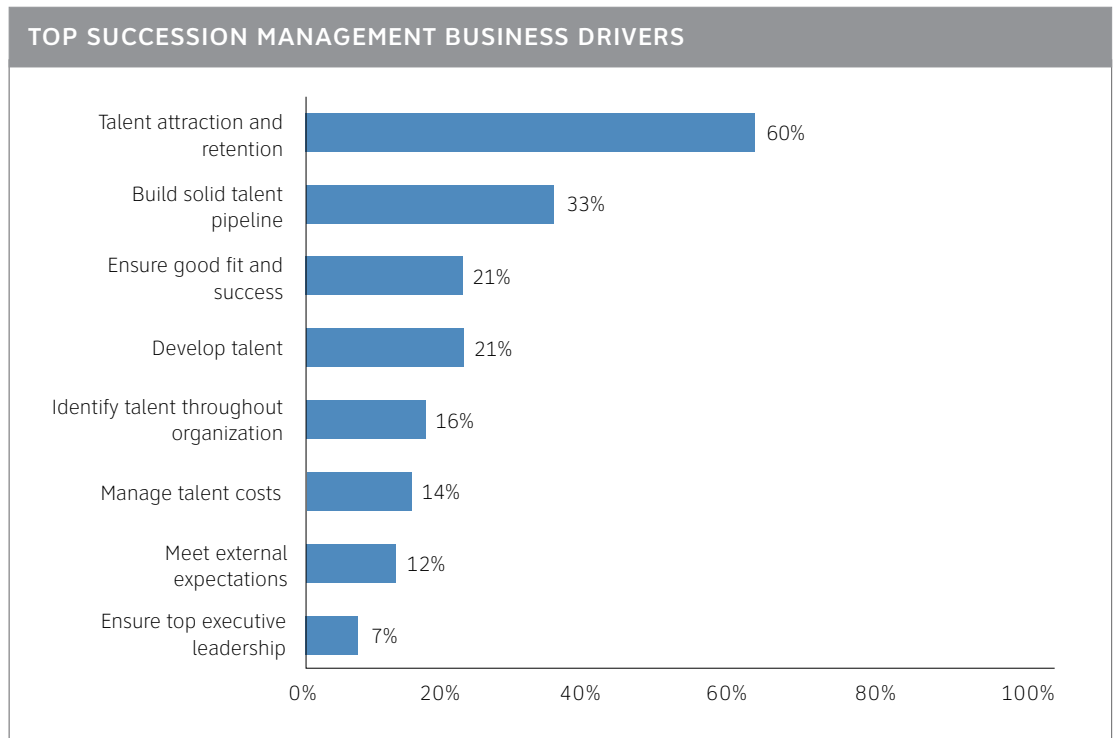
# Key Findings

## BUSINESS DRIVERS FOR MAKING THE INVESTMENT

Organizations undertake succession management efforts for a wide variety of reasons. Most participants cited more than one reason. The most common business drivers for making the investment were:

- Attract and retain quality employees—60%
- Ensure a solid talent pipeline is available to contribute to business continuity and success—33%
- Put the right people in the right roles and ensure they are prepared—21%
- Grow and nurture talent—21%
- Gain awareness of the talent throughout the organization—16%
- Manage costs as internal development and hiring is viewed by respondents as cheaper and more efficient than external—14%
- Address external pressures (either by Boards of Directors or external agencies)—12%
- Ensure superior executive leadership is in place to drive success—7%

**Figure 1** Top Succession Management Business Drivers



## WIDESPREAD DISPARITY IN ITS PURPOSE

We learned that there are wide variations in how organizations conceptualize succession management and the elements commonly understood to be part of a process.

Nearly all (80%) mentioned their succession management efforts involve “processes for identifying or categorizing some portion of the organization’s talent.” Half of the respondents use a standardized rating process of some sort to do so. Unfortunately, half do not—leaving great variation in the approach to each succession management intervention.

Fewer than half (39%) reported that “talent review conversations” occurred with some regularity, and that these conversations take different forms. For instance, some include executives only, some include peers and some seek Board of Directors’ input.

What surprised us was the wide array of objectives driving succession management in many organizations. Organizations reported the following succession management goals:

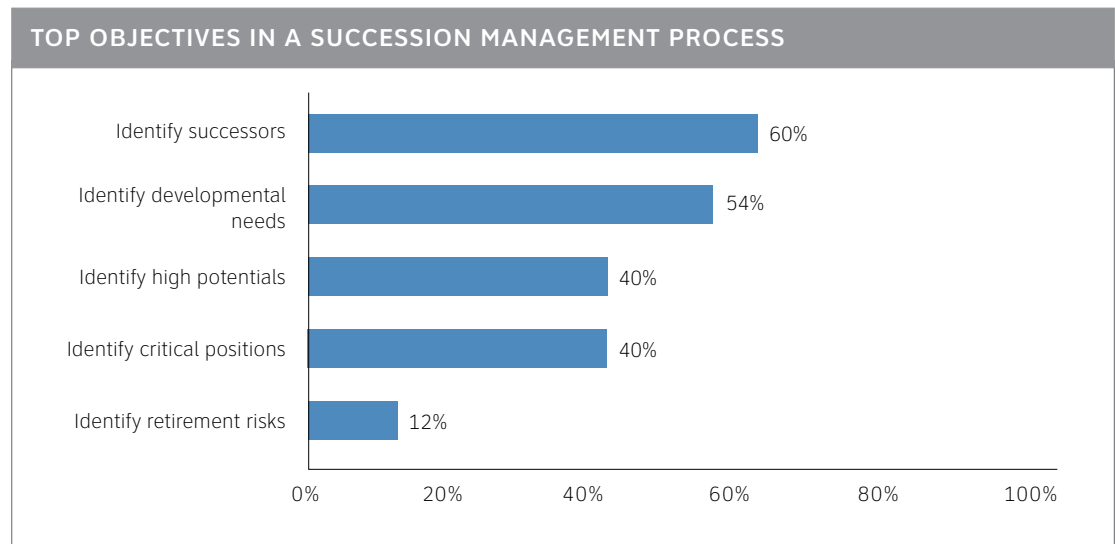
- Identify successors at various levels of the organization—60%
- Identify developmental needs—54%

Related to this topic, “delivering against the developmental needs” was a less common element and identified as an area of opportunity by a number of respondents. Of those who are focused on “delivering against the developmental needs,” interventions such as rotational assignments, internal and external training programs, coaching and mentoring were mentioned. Only 12% of respondents were able to “monitor and track the effectiveness of developmental efforts,” highlighting a great opportunity for improvement.

- Identify high potentials—40%
- Identify critical positions, but most acknowledge the difficulty of identifying what these are—42%
- Identify those who will retire soon—12%

*What surprised us was the wide array of objectives driving succession management in many organizations.*

**Figure 2** Top Objectives in a Succession Management Process



### REQUIREMENTS OF EFFECTIVE PROCESSES

Participants were asked to determine what elements were essential for a succession management program to be successful, versus what were deemed to be “nice to have.”

#### Essential:

- 86% of respondents indicated they need an effective system for assessing/evaluating talent
- 37% need the commitment of leaders
- 30% need learning and development interventions that are integrated with succession efforts
- 25% need a strong link to business strategy

#### Non-Essential, but Nice to Have:

- 30% want to select and utilize technology based on the process design, rather than allowing functional limitations of the technology drive the process
- 20% want learning and development interventions that are integrated with succession efforts

## GAPS AND OPPORTUNITIES GATHERED FROM THE CURRENT STATE OF PRACTICES

- **Commitment at the top.** In spite of (or perhaps because of) the relatively low importance ranking that “commitment of leaders” received in this study, our research demonstrates that senior leader ownership is working well. Over two-thirds (67%) of respondents reported that senior leaders embrace, lead and model succession management in their organizations, with HR supporting and guiding processes.
- **Consistent execution.** Another bright spot is consistency of processes. Forty percent indicated that their succession processes had elements that were executed consistently across business units, albeit these consistencies were not as established as would be desired or considered optimal.
- **Measuring.** The most common gap inhibiting the success of succession management processes is the issue of measurement. Forty percent of respondents cited this as an issue, including variances in areas such as identifying competencies; rating potential; improving raters’ understanding of assessment/evaluation techniques at all levels; and, improving objectivity.
- **Making data actionable.** Another gap is the apparent inability to ensure that the valuable data collected during the succession management process translates into developmental action. This was cited by 37% of the sample. The heart of this issue relates to holding people accountable for development.
- **Enabling technology.** Twenty-five percent of the sample indicated that they were operating with less-than-optimal succession software

## THE IMPORTANCE OF RELEVANT METRICS

Our study also focused on how organizations are measuring the effectiveness of their succession management efforts. Most respondents indicated that succession-specific measures were far more valuable than traditional ROI measures. Some even noted that ROI measures make stakeholders suspicious because of their inherent and sweeping assumptions. Interestingly, none of the respondents were particularly pleased with their organization's measurement systems to track results. Metrics being tracked included:

- **Turnover/retention statistics**—such as assigning dollar figures to cost of vacancies
- **Internal versus external staffing statistics**—such as internal hires, cross-business-unit transfers, time to fill, external recruiting costs and ability to fill roles with local nationals instead of expatriates
- **Measures of pipeline strength**—such as the percentage of “ready now” versus “ready in 2+ years” candidates and holes in the succession chart that have to be plugged with external staffing plans
- **Diversity statistics**—such as age, race and ethnicity

More qualitative assessments of succession management efforts were also mentioned, such as:

- Cost of having the wrong person in the job
- Reduction of time for a new person to onboard and “get up to speed”
- Demonstrated progress on individual development plans year over year
- Increased awareness of talent across the enterprise by senior leaders
- Improved individual leader performance linked to improved business performance overall



# Conclusion

This study provides evidence that while there are plenty of bright spots in the practice of succession management within organizations, such as the growing trend toward increasing senior leader ownership of the process, succession management practitioners identify significant areas of opportunity.

Clear opportunity exists to hard-wire succession efforts to business strategy, to improve the assessment and evaluation processes, and to strengthen accountability for delivering on commitments made during the talent review/succession management processes.

Identifying metrics to monitor effectiveness of succession management that satisfy key stakeholder groups is another opportunity that needs to be addressed in order for processes to be more effective and to prove their business value.

Finally, leadership development is perhaps the greatest area of opportunity as there are not only gaps in execution, but also a lack of shared understanding of how development can be integrated with an effectively functioning succession management system.



# Best Practice Recommendations

We believe succession management is at the core of strategic, long-term organizational viability. Aligning talent with business strategy in this way enhances the prospects of delivering on short- and long-term objectives. Having a solid, systemic approach to succession management is essential for organizational growth and sustainability.

Our best practice recommendations are based on more than 30 years of experience in helping organizations align talent strategies with business objectives. In essence, there are five key steps involved in developing an effective succession management process:

1. Review and refine with executive leadership the strategic business imperatives required for success;
2. Determine critical roles required to achieve the business imperatives;
3. Conduct systematic talent reviews integrated with the business planning process, then assess future leadership capabilities;
4. Reinforce the execution of development plans; and
5. Monitor progress against success measures and adapting where necessary.

## **1. REVIEW AND REFINE WITH EXECUTIVE LEADERSHIP THE STRATEGIC BUSINESS IMPERATIVES REQUIRED FOR SUCCESS**

It is our perspective that leadership and succession challenges can only be understood in the context of current and strategic imperatives for the business. To ensure relevancy and “fit,” succession management practices need to support the organization’s vision and strategy while also being aligned with the organization’s core values and culture.

Succession management is an enterprise-wide business process owned by the CEO and executive leadership and executed by leaders at all levels throughout the organization. It is an integrated part of an organization’s workforce strategy and systems, supported by Human Resources.

Developing a robust pipeline of leadership capability is a long-term business proposition, and requires a systemic and systematic approach to identifying, assessing and developing the succession of leadership talent, facilitated by technology.

## **2. DETERMINE CRITICAL ROLES REQUIRED TO ACHIEVE THE BUSINESS IMPERATIVES**

A necessary step in the process is to identify the roles, skills and capabilities needed to be fulfilled by talent today, as well as understand how these will be different in the future. Many skills and capabilities needed yesterday are no longer working today and the key competencies today will likely continue to evolve and change over time. Changes in how leaders need to lead will drive the creation of new leadership models. The ultimate goal is to continually align the leadership talent and succession needs with the business strategy.

To begin, pinpoint the unique set of characteristics that drive the business strategy. These are the qualities and attributes dictated by the organization’s culture and values. One way to accomplish this task is by studying the strategy and culture to determine the kind of employees needed to make the strategy work. Another is to evaluate the characteristics of top performers already in the company since those behaviors are likely to be predictors of future success. Finally, it is important to “reverse engineer” the talent profile using forward-looking business plans and strategic directions, as well as a view of how the culture will need to look in the future.

## **3. CONDUCT SYSTEMATIC TALENT REVIEWS INTEGRATED WITH THE BUSINESS PLANNING PROCESS, THEN ASSESS FUTURE LEADERSHIP CAPABILITIES**

Approaches to talent reviews vary considerably across companies. When conducted effectively, talent reviews are focused on the business strategy and consistently deployed and integrated with the business planning process in a disciplined and rigorous manner. When senior leaders sit down to discuss the demonstrated capability of their top talent, they have sound data (as a result of the tools utilized and the due-diligence process) for understanding the capabilities and capacity of the proposed candidates. They engage in candid conversations about strengths and needs with a continued lens on the business imperatives.

*Many skills and capabilities needed yesterday are no longer working today and the key competencies today will likely continue to evolve and change over time.*

To identify high performers, a tailor-made assessment process is crucial. This involves determining the correct “targets” to be assessed for in the overall success profile. Care should be taken to not just identify the cultural and values expectations to be met for successful performance but also to identify the future role requirements necessary for success. Broad stakeholder involvement in envisioning these future requirements is often a very good way to establish these targets and complete the profile. Multiple assessment tools then need to be fitted to the assessment targets such that the best assessment tool is being used for the type of target to be assessed (e.g., personality inventories to assess for trait-based targets, simulations to assess for behaviorally based targets, etc.). Training in how to deliver assessment tools, interpret reports and give feedback is another step toward deployment. Finally, a good communication plan around the assessment initiative and how it is linked to the overall business strategy needs to be developed as part of the deployment. The result is a considerably more accurate way of predicting the suitability of a candidate and the likelihood he or she will have the values alignment, skills and behaviors needed not just for a given position, but also to fit the organization’s broader role requirements as it evolves over time. Likewise, to identify high-potential employees, a customized assessment process is important. This process focuses on key criteria for being considered “high potential”. It is essential that a Leadership Success Profile be created as part of the design and implementation of a succession process. This process focuses on key criteria for being considered high potential:

### **1. Ability**

- A track record of achieving objectives (based on archival data) for a period of at least two years
  - Consistent performance over time (based on archival data), including at least two jobs and two different managers
  - A results-driven personality
- 

### **2. Desire**

- The motivation to continually prefer opportunities with stretch goals or broader assignments
  - The strong preference to be included as part of moving the organization forward
  - The willingness to be held accountable
- 

### **3. Commitment**

- The patience to wait for opportunities that might arise over an indeterminate time frame
- The drive to work through any number of developmental assignments and tasks
- The belief in the organization’s overall strategic direction, company culture and value proposition

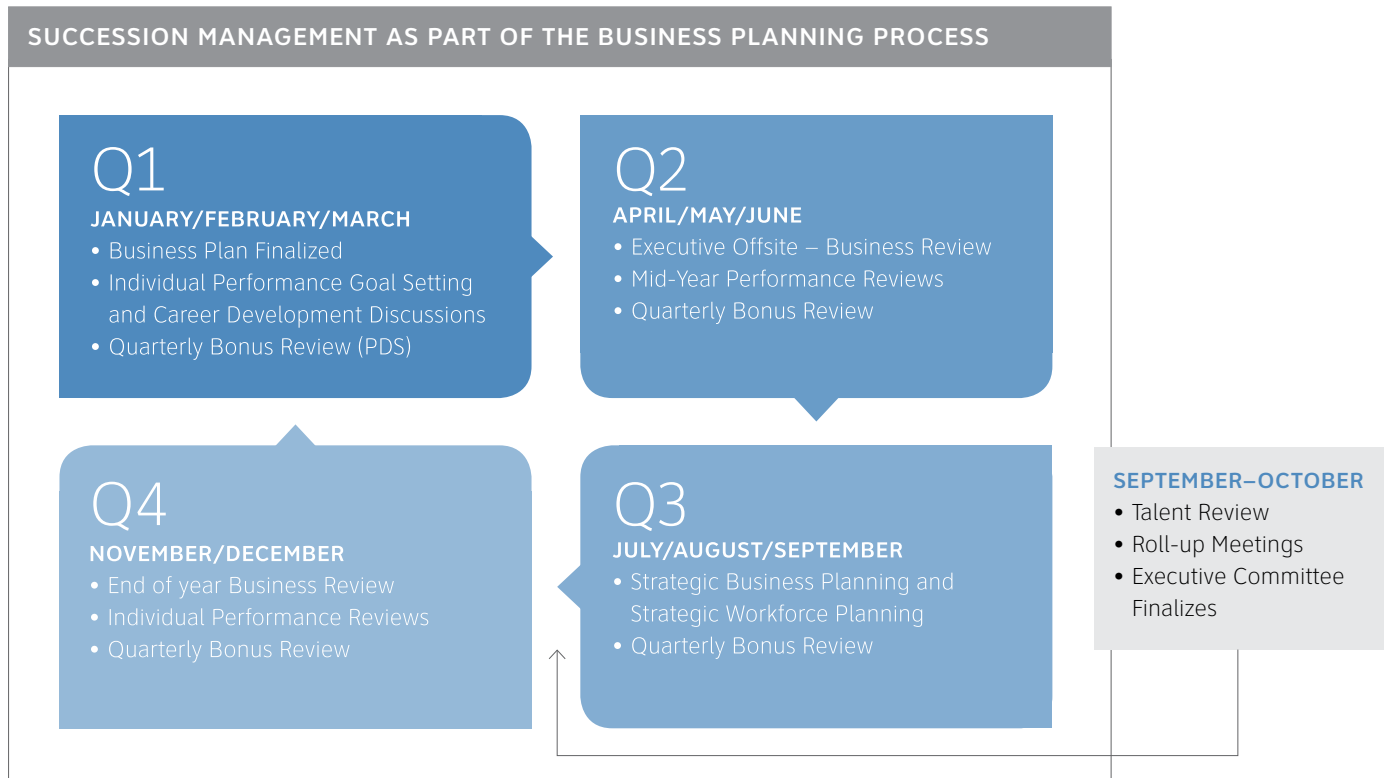
## WHAT COMPETENCIES MIGHT A LEADERSHIP SUCCESS PROFILE INCLUDE?

It is essential that a Leadership Success Profile be created as part of the design and implementation of a succession process. What competencies might a Leadership Success Profile include?

- |                               |  |
|-------------------------------|--|
| 1. Excellent listening skills | 9. Able to handle stress and pressure well |
| 2. High integrity             | 10. Recognizes contributions of others     |
| 3. Trustworthiness            | 11. Empowers others                        |
| 4. Respects employees         | 12. Unselfishness                          |
| 5. Continual learner          | 13. Effective communication skills         |
| 6. Innovative thinker         | 14. Global mindset                         |
| 7. Strong business acumen     | 15. Cross-cultural capability              |
| 8. Flexibility and agility    |  |

As markets, industries and companies change, rules of the game need to change. Organizational structures and role expectations may also need to change. It follows then that the players may need to change. As “blockers”—those who are unlikely to advance further or are no longer providing critical skills—surface, they must be discussed and perhaps redeployed or replaced with leaders who have the necessary skills to drive innovation and change in the organization.

**Figure 3** Example of how an organization can integrate succession management into the business planning process.



*Having a solid, systemic approach to succession management is essential for organizational growth and sustainability.*

#### **4. REINFORCE THE EXECUTION OF DEVELOPMENT PLANS**

As the challenges confronting organizations proliferate, such as globalization, economic turbulence, new business models, transformational technologies and changing demographics, bringing leaders to the peak of their potential with maximum efficiency assumes increasing urgency and attention to development.

Building an effective pipeline of leaders requires commitment to making the investment and addressing the development of current and future leaders in ways that keep them engaged. This often includes executing development plans with a blend of learning methods, such as individual coaching, business case study, large- and small-group discussion, individual and team feedback, simulations, games, executive interaction, applied learning, problem solving, and personal reflection. Assuming high-potential employees are identified through the succession management process, it will be necessary to customize the development approach. That approach must focus on the overall business, the culture and the development of the organization at an accelerated rate of learning to stretch the thinking and business application of those high-potential employees. The time and attention given to the execution of development plans and ensuring the achievement of desired outcomes serves to accelerate the capability and capacity of a company's leaders and drives competitive advantage.

#### **5. MONITOR PROGRESS AGAINST SUCCESS MEASURES AND ADAPT WHERE NECESSARY**

There are four main reasons for monitoring and measuring the progress of your succession management process: to validate, direct, justify and intervene. Monitoring and measuring provides the validation that assures the right steps to drive the necessary business outcomes. It sets direction for activities to meet desired targets. It delivers factual evidence or proof that a course of action is required. It identifies a point of intervention for changes and corrective actions. It will help you to reduce the risks associated with failing to retain a pool of future leaders. It ensures readiness to address unanticipated leadership changes so that you can respond with agility and foresight to changing workforce and market dynamics. The resulting organizational culture will be one competitors aspire to and one that candidates vie to join.

# Conclusion

Succession management is at the core of strategic, long-term organizational viability. Aligning talent with business strategy in this way enhances the prospects of delivering on short- and long-term objectives. Having a solid, systemic approach to succession management is essential for organizational growth and sustainability.

## Contributors

We would like acknowledge the following Right Management employees for their contribution to this study:

### Anita Belani

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Anita Belani is Country Head and Market General Manager for Right Management in India. She has 23 years work experience in Strategic HR and Consulting positions in multi-nationals both in India and the U.S. Her areas of expertise include helping clients solve their business issues through human capital solutions in areas such as change management, restructuring, organizational effectiveness, talent and performance management. Prior to joining Right Management Anita was Country Head for Watson Wyatt India and was responsible for building a successful Human Capital Consulting brand for the organization. She has worked with Sun Microsystems in San Francisco in a global Senior HR Business Partner role in charge of a strategic HR and was in a senior business partner role with KPMG prior to that, also in the US. She was instrumental in starting the India operations of Jardine Fleming and was the Head of HR for India. She subsequently became a Director of the company as well and led a number of global projects to professionalize the HR function. She has also

worked with companies like American Express & Pfizer and is a specialist in the areas of global restructuring, organizational design & effectiveness, and executive coaching. Anita has a MBA with specialization in Human Resources from the XLRI, India. She has a degree in Economics from University of Delhi and is a certified Executive Coach as well as trainer in various areas of personal growth and leadership development.

### Jeremy Borys, Ph.D.

#### **Vice President, Talent Management**

Jeremy Borys is Vice President, Talent Management Consultant with Right Management. Jeremy specializes in areas of individual and team assessment, leadership development, organizational culture, succession management, and employee engagement. His area of expertise centers on configuring comprehensive, simulation-based assessment processes for selection, promotion, and high potential programs. Jeremy is adept at creating competency models, designing selection systems, developing strategic succession programs, and providing feedback that drives decision making.

*Continued »*

Steve Doerflein, Ph.D.

**Vice President, Talent Management, U.S.**

Steve Doerflein is a Vice President in Talent Management with Right Management. Steve's consulting practice has included Fortune 50 to small businesses in health care, pharmaceuticals, manufacturing, financial services, banking, and energy. His work with clients includes succession management, building a talent pipeline, executive assessment, high potential development, team building, competency model construction, employee engagement, and strategy execution. Steve has held human resources leadership positions in the pharmaceutical, health care, and hospitality industries where he linked people, strategy and business outcomes. Steve has delivered improvements in customer satisfaction, increased productivity, and cost savings to the organizations in which he has served. He is adept at helping individuals, teams, and organizations build key capabilities and change to achieve business goals.

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**Talent Management Consultant**

Leslie Evola is a Talent Management consultant with Right Management, specializing in areas of individual assessment, test development, assessment validation, statistical analyses, and leadership development. Leslie is skilled at creating competency models, developing and refining assessments, and utilizing assessments for selection and developmental purposes. Leslie is a doctoral candidate at Wayne State University in the area of Industrial and Organizational Psychology.

John Ferguson, MIOD, FCIOB, FCIPD

**Managing Principal Consultant, Talent Management, U.K.**

John Ferguson is a Managing Principal Consultant within Right Management's Talent Management UK Team. With over 18 years business leadership background, John's consulting experience is broad and deep and has majored in helping clients across the entire spectrum of the business, talent and HR spectrum. John has enjoyed working in a number of sectors supporting senior executives in Oil and Gas, Financial Services, Public Sector, Telecoms and FMCG organizations. He places particular emphasis on achieving tangible business performance outcomes relating to individuals or teams, enabling alignment and engagement to organizational goals and strategic intent.

Robert Lim

**Principal Consultant and Country Manager, Malaysia & Vietnam**

Robert Lim is Principal Consultant and Country Manager for Right Management in Malaysia & Vietnam. Robert brings with him years of experience in human resource, learning and development, and organizational change. Extensive experience as both an internal and external consultant, and as a leader of human resource and learning and development teams, equips Robert with a thorough understanding of the business environment. His skills and knowledge as a consultant and leader are supported by a sound knowledge of the theories and techniques of adult learning and organizational change and development. This knowledge, combined with his consulting and implementation experience, provides him with a thorough understanding of how to best apply these techniques to achieve results.

Deborah Schroeder-Saulnier, D.Mgt.

**Senior Vice President, Global Solutions**

Deborah is responsible for overseeing the firm's Leader Development, Organizational Effectiveness, and Employee Engagement solutions portfolio—focused on aligning talent management strategy with business strategy.

Dave Thomann, Ph.D.

**Senior Vice President and Principal Consultant, Midwest Region, U.S.**

Daniel Thomann is Senior Vice President and Principal Consultant for Right Management's Midwest Region in the U.S. Dan specializes in the areas of talent management, leadership development, and organizational performance. He is deeply committed to helping organizations drive sustainable and profitable business results. All coaching and consulting engagements start with the need of the business and focus on building personal and organizational capacity to thrive in a rapidly changing business environment. Dan has proven ability to build strategic relationships, work with all organizational levels, and contribute in a team environment. He has managed large project teams and has collaborated with corporate partners to implement large-scale strategic change initiatives.

## End Notes

- 1 The Conference Board. (2010). CEO Challenge 2010: Top 10 Challenges. (Research report R-1461-10-RR, p. 12). New York, NY.
- 2 J. Hogan, R. Hogan, and R. B. Kaiser (in press). Management Derailment: Personality Assessment and Mitigation. In the American Psychological Association Handbook of Industrial and Organizational Psychology. Sheldon Zedeck (Editor). Washington, DC: American Psychological Association.
- 3 Research conducted by Stanford University's Rock Center for Corporate Governance and Heidrick & Struggles, as reported in WorldatWork's WorkSpan Weekly, June 18, 2010.
- 4 Lamoureaux, K., Campbell, M., and Smith, R. (April, 2009). High Impact Succession Management. (p. 9). Oakland, CA: Bersin & Associates and Center for Creative Leadership.
- 5 Right Management surveyed 43 organizations globally, representing 10 industries, in August 2010.



# About Right Management

Right Management ([www.right.com](http://www.right.com)) is the talent and career management expert within Manpower, a world leader in innovative workforce solutions. Right Management helps clients win in the changing world of work by designing and executing workforce solutions that align talent strategy with business strategy. Our expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes. More than 80% of Fortune 500 companies are currently working with us to help them grow talent, reduce costs and accelerate performance.

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