

# The Talent Wave: Why Succession Planning Fails and What to Do About It

David Clutterbuck

DOC | \*audiobook | ebooks | Download PDF | ePub



## THE TALENT WAVE WHY SUCCESSION PLANNING FAILS AND WHAT TO DO ABOUT IT

DAVID CLUTTERBUCK

FOREWORD BY MARSHALL GOLDSMITH



 Download

 Read Online

#1715522 in eBooks 2012-08-03 2012-08-03 File Name: B008MVVI3W | File size: 65.Mb

**David Clutterbuck : The Talent Wave: Why Succession Planning Fails and What to Do About It** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Talent Wave: Why Succession Planning Fails and What to Do About It:

3 of 3 people found the following review helpful. How and why alternative approaches to succession planning and talent management may well be much more effective By Robert Morris In a remarkably informative Introduction, David Clutterbuck identifies common problems that business leaders face when attempting to "grow" talent in their organizations, then demythologizes four incorrect but durable misconceptions many (most?) business leaders have

about talent management and succession planning, myths that help to explain the nature and extent of failure in those two critically critical area. What to do? "One part of the solution is to question all assumptions about what talent is and how we assist it in rising to leadership positions." He insists that the proper role of HR is not to [begin italics] control [end italics] the succession planning process, but to [begin italics] enable [end italics] it." I agree. At this point, I presume to add three brief points. First, all organizations need effective leadership and management at all levels and in all areas. Therefore, succession planning must address needs and perils throughout the given enterprise, not only at the C-level. Second, those who are frequently described as - or who consider themselves to be - "indispensable" are, with few exceptions, bottlenecks to the flow of work. No one is irreplaceable. Finally, organizational structures must be sufficiently flexible to accommodate changes within their competitive marketplace. Not every employee who retires, passes away, or leaves must necessarily be replaced. Clutterbuck offers a system that is cohesive, comprehensive, and cost-effective. That said, invoking a vehicle metaphor, it must be able to traverse all terrains, have extra-strength shock absorbers, and be guided a GPS system based on its vision, mission, values, core competencies, and strategic objectives. These are among the dozens of passages in the book that are of greatest interest and value to me. They also give at least some indication of the range of subjects on which Clutterbuck focuses.

- o Why [most] succession planning doesn't work: a summary (Pages 39-42)
- o Characteristics of succession planning and talent management systems that are complex and adaptive (46-49)
- o How do definitions of talent affect people's ambitions? (67-73)
- o Is performance really measurable? (82-86)
- o Developing realistic yet flexible and opportunistic career paths (101-105)
- o Creating the environment for alignment (111-116)
- o The Perils of pipelines (132-135)
- o A strategy for career and succession planning (150-151)
- o How the organization can help promote the inner dialogue (166-171)
- o The line manager as coach (179-185)
- o Social networking and succession planning (209-212)
- o Integrating organizational and employee social networks (212-214)
- o Ensuring that talent development and succession planning systems enable rather than control (222-224)

Clutterbuck makes skillful use of eight mini-case studies that provide a real-world context for his key insights. For example, here are three: Succession planning at a UK-based Asda supermarket chain that includes "knowing when to go" (Page 15); how and why succession planning is "bottom up, not top down" at Tetley, a UK subsidiary of India's Tata Group (138); and a social-powered community within the Philips organization called "Connect Us" that enables direct communication between and among all of its employees (218). Clutterbuck does rather well developing several separate but related themes throughout his lively narrative, themes such as job modeling, knowledge transfers, making room for succession (i.e. barrier removal), ownership, and revised alignment of division of labor to changes in the given competitive marketplace. No brief commentary such as mine can possibly do full justice to the scope and depth of material that David Clutterbuck provides in this volume but I hope that I have at least suggested why I think so highly of him and his work. Also, I hope that those who read this commentary will be better prepared to determine whether or not they wish to read the book and, in that event, will have at least some idea of how the information, insights, and wisdom could perhaps be of substantial benefit to them and to their own organization.

If succession planning works, how do the wrong people so often get to the top? Succession planning was once the key to identifying potential leaders to fill important positions. However, in today's rapidly evolving business world traditional succession planning is no longer a viable strategy with research showing that 70% of succession plans fail within two years, simply from lack of management support. In a climate of growing skills shortages and lack of confidence in leadership potential, David Clutterbuck offers a new a process of dialogue between an organization and its employees. The Talent Wave presents a dynamic, flexible approach to succession planning and talent management. Clutterbuck first demolishes most of accepted practice in these areas, and then presents practical solutions which align employee ambitions and business priorities to ensure that organizations have the right leadership in place for ongoing success.

"David Clutterbuck identifies common problems that business leaders face when attempting to 'grow' their organizations. ...[he] offers a system that is cohesive, comprehensive, and cost effective." Full review here (Robert Morris Blogging on Business) HR Professionals, managers, CEOs and HR, Management and OD students "Talent "wave" (as opposed to talent "pool") represents the complexity and dynamism of what a succession planning process should be. Clutterbuck stresses that succession planning is something done with people, not to them. They should be supported and enabled to excel, and be invited into open, continuous career conversations. ...When talented people are given the responsibility for their own succession and career planning, HR's role is to help promote and enable conversations to take place, Clutterbuck explains. Attention is placed on coaching, mentoring, and building wider audiences in performance feedback systems. ...[I]t is definitely worth the time you have to read it. It is an exercise in critical thinking for human resource professionals, organizational managers, and employees. The real-life case studies, plus the practical examples, convinced me that Clutterbuck is spot-on." Full review here