

Whitepaper



Successful Succession Planning and Management (SPM): A Scientific Approach

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Introduction

For organizations faced with more demanding leadership requirements in a changing world, more competitive business environment, the installation and use of a new process for succession planning may be the most important human resource management investment they can make.

(International Association for Human Resource Information Management)

It has long been advocated as good practice to have some form of succession planning (SP) process. Family owned businesses have always wrestled with the issue of whether the children would take over, and if not, then what? However, the focus of this white paper is on the issue of succession planning and management (SPM) in larger businesses. The term “management” has been added to succession planning where appropriate, to reflect the more flexible and dynamic approach to developing strong leadership teams for strategic tasks (Liebman, Bruer & Maki, 1996).

Corporate SP aims to identify and develop short-term and often longer term successors for key, usually senior roles (Hirsh, 1998).

- But what kind of SPM is appropriate in the rapid business changes and volatile labour markets of the 1990s?
- What are the key elements of a successful SPM?
- What does the SPM process look like?
- Who is responsible for SPM and how should it best be managed?
- Finally and most importantly, what benefits, if any, do larger organisations gain from SPM?

This white paper provides an overview of SPM and addresses the above key questions.



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“Talent should be developed at multiple levels where the development of a good supply of future leaders from within is a key business issue.”

What is SP?

Some Definitions

Butler and Roche-Tarry (2002) view SP as “an ongoing, dynamic process that helps an organisation to align its business goals and its human capital needs. It also ensures that an enterprise can keep pace with changes to the business, industry, and the overall market place. To achieve outstanding results using SP, an organisation must develop an effective and highly focused strategy that centres on organisational excellence”.

According to Gratton-Vaughan (2003), “SP is a process by which an organisation:

- identifies organisational levels which will be key to the organisation’s future viability, growth and development (within the strategic plan as a backdrop);
- identifies the expertise and competencies which will be required to fill positions within these organisational levels (the capabilities of the next generation of leaders); and
- develops the competency and expertise of staff so that they are potentially able to fill positions within these organisational levels when the need arises (i.e., a succession pool).”

SPM is a Broader Process

SPM usually implies a broader process for examining a range of senior jobs, not just the CEO, in which executives relate the supply of senior people and their successors to the future needs of the business. Talent should be developed at multiple levels where the development of a good supply of future leaders from within is a key business issue. This supply will not emerge without a pro-active process of SPM to ensure that their development takes place. In lean high performing organisations, every vacancy needs to be filled by someone who can “hit the ground running” – having the right people ready is crucial. Furthermore, SPM is also about ensuring appropriate people are available in readiness for contingencies, for unexpected events, for organisational expansion, for entering new markets, and for handling changes in the nature of technology. SPM is therefore a key factor in determining business success by ensuring an organisation has capable and trained managers to guide its growth. Ultimately SPM helps corporations leverage the full value of their human capital.

The Purpose of SPM

Organisations may adopt SPM for a number of purposes including:

- auditing for resourcing purposes linked to the future needs of the business (to determine whether there are enough successors in the organisation, enough good people coming through);



- job filling and deployment (so that a short list of people exists when a vacancy arises);
- development (so that by identifying successors ahead of time, then something can be done about their experience or training to better equip them for what is envisaged in their future role); and
- “glue” (by putting the needs of the whole organisation ahead of any one part, as those people developed to meet that need, experience work in several parts of the organisation).

Talent Management has made SPM a More Critical Issue

Attraction and retention - the biggest challenges post - 2000. There is a war for talent and it will intensify! The average executive will work in 5 companies.

(The War for Talent, The McKinsey Quarterly, 1998)

Talent development, engagement and retention have been elevated in many enterprises to the top tier of objectives, on a par with generating revenue and managing costs.

(Training and Development 2002)

“Talent management has become a much more critical focus as one of the means to secure and achieve business success.”

The Talent Shortage

Major trends such as globalization, consolidation, deregulation, mergers and acquisitions, are forcing organisations to search relentlessly for talent. Talent management has become a much more critical focus as one of the means to secure and achieve business success. The dearth of qualified people is one of the top concerns of most managers (Csoka, 1998). In a study by McKinsey and Co. (Chambers, Foulon, Handfield-Jones, Hankin & Michael, 1998), 40% of corporate officers said they couldn't pursue most of their organisation's growth opportunities because they didn't have the right talent. Of the executives surveyed, 75% said their company either didn't have enough leadership talent at times, or is “chronically short of talent.”

Experienced, knowledgeable and loyal employees are the lifeblood of any organisation. It is in these people where the corporate memory resides. They are often the people charged with winning market share, attracting investors or new clients, securing large contracts, and having the technical and operational know how to complete large projects.



“...it is clear that a strong motivation argument exists for developing your own talent from within!”

As we move into the knowledge economy:

- the increasing need to secure and optimize talent becomes extremely crucial;
- managing talent through identifying and developing competencies is a survival strategy;
- SPM is important to generate efficient business results.

By maximizing and nurturing the capabilities and competencies of their talent pool, organisations will not risk being left behind, in the light of rapid changes. When no SPM is in place, the net effect is that middle managers do not have the breadth of experience required for higher level positions. People can't be adaptable, agile and comfortable with the unfamiliar if they have had all their experience in one area, or they have been confined to a functional silo. At many businesses, having little or no SPM wreaks havoc when the organisation's leader retires.

Love the One You're With!

Against the above background, it is clear that a strong motivation argument exists for developing your own talent from within! Like farming, the quality seed material with growth and potential must be planted in a supportive environment, nurtured and developed, rather than throwing these seeds at barren ground, and hoping some will sprout. A more scientific farming approach in which the organisation identifies the seed with the most potential, cultivates the ground, and nurtures and feeds the plants as they grow, is much more likely to bear fruit. A grow-your-own strategy sends a positive message to the workforce and is much less expensive than searching for the best external candidates. Looking for external candidates takes time (an executive search can take up to 6 months or longer), leaving open positions and subsequent lost opportunities.

Note:

Whilst a grow-your-own is the preferred option, the importation of talent can provide new ideas and skills because they have unique experience, education, or training not available inside the organisation. Also they may be unencumbered by traditions and past practices, and they can be more objective in looking at people and projects, and have a greater readiness to act. The correct ratio of internal to external recruiting will depend upon the age and growth rate of the organisation. It may be the case that the need for experienced managers exceeds the capability to develop them internally, or the requirements of the organisation are such that the knowledge of new technology, markets and operating methodologies are not available internally.

Critical SPM Issues - Objectivity, Fairness and Diversity

Senior executive have a prime responsibility in ultimately choosing those suitable candidates for successors. However, identifying successors is tricky and leads to rivalry (if open) and misunderstandings (if secret). To a certain extent, SPM cuts across the contemporary workplace espoused values of openness and honesty.



However relatively open, candid communication is best where the process is seen to be transparent.

Succession judgments should be seen to be objective and fair, and therefore based on shared criteria and good quality information about people. The danger is that we still choose people rather like us (i.e., clones), people whose behaviour fits the current regime, people who won't "rock the boat"! Whoever is chosen, it is difficult to prove that management judgments made in secret are objective and fair – but staff need to see the process as fair if they are to have trust in it (Guest & Mackenzie Davey, 1996).

Development or assessment centres may still be used to check out line judgments about individuals, but are not regarded as the most important mode of assessment. Competency frameworks (see next section), are widely used to provide a vocabulary and a structure to discussing individuals, but such discussions will range wider than these frameworks.

Even if individuals don't have access to succession information, they should understand how the process works, and have confidence in the judgments made about people. Integration between performance management and succession is one way of improving this confidence. The performance and/or development review provides an opportunity for the individual to communicate their career preferences, and for the organisation to provide feedback on how performance and potential are perceived. If these linkages are absent, then high potential staff may not know that they are valued and may become demotivated and leave. SPM therefore needs to be developed within the framework of other people management programs, including performance management programs, compensation systems, selection systems, etc. It needs to be internally consistent and be mutually supportive of other HR programs. SPM is tangible evidence of the often repeated mantra that "people are our most important asset."

The Three Key Elements of SPM

SPM incorporates three key elements:

1. **identification** (to find a successor, a person to take over from the incumbent sometime in the future);
2. **development** (for the successor to be learning now that which will help them succeed when the incumbent is gone); and
3. **retention** (of successors, otherwise the investment in them is wasted).

Identification

Identification for membership of a talent pool may be based on the following criteria:

- performance;
- potential;
- other characteristics such as versatility, resilience, etc.



“...SPM encourages individual employee advancement and development.”

Development (including Leadership)

Apart from ensuring leadership continuity for organisations, SPM encourages individual employee advancement and development. Development usually involves some kind of career planning for successors (see next section). Individual development plans (IDPs), need to be clearly linked to key areas of competence in which the individual requires development (i.e., specific skills, behaviours and values). This ensures that development is targeted to both the needs of the organisation and the individual. More specifically:

- the areas of competency need to be clearly articulated;
- individuals need to be validly assessed against those areas of competence;
- then the resulting development programs can be produced with appropriate goals (i.e., specific, measurable, achievable, relevant and time bound).

A SPM process lacking any of these elements lacks the rigor necessary to achieve its aim.

Methods for identifying development needs, such as psychometric instruments, provide greater validity and reliability in the identification of development needs. The value of this approach lies in targeted development, more objective assessments, and consequently a far more efficient and effective SPM system.

Of particular importance is the area of leadership which, whilst it may be viewed as a one of a number of important competencies, is often singled out for more concentrated focus (unless of course the role has more of a technical or specialist orientation). Some organisations use specific tool(s) to assess leadership potential and development. These tools need to be sufficiently flexible to allow for those leadership styles which are appropriate for the business and strategic needs of the organisation. For example, if the business strategy includes moving into new markets, new lines of business, or better ways of serving customers, the skills needed to successfully accomplish these objectives may well be different from those that are currently being honed. However, it may be impossible to predict the full spectrum of change that a corporation will confront, so creativity and flexibility are the keys.

Hence by nature, SPM is future oriented and executives need to therefore spend time reflecting on the competencies required in the future. Increasingly, corporations will need to focus on developing executives to work in and provide leadership for teams. Beyond the traditional business and people-leadership skills, companies are typically looking for visionary leaders who excel at collaboration, partnering and communication, grasp the big picture, are able to handle the vast ambiguities, deal with wider issues, drive organisational change, and strive for results.



Retention

Organisations face major challenges from employees willing to "jump ship" for various inducements offered by competitors. Attracting good people is just one side of the employment equation; retaining them once they have been hired is the other.

(Anderson & Pulich, 2000)

Retention of key employees constitutes a core business strategy. Ultimately, retention of valued people is directly related to how an organisation manages its relationship with those people (Beames, 2002). Regrettably it is often the smartest and most talented employees who are disproportionately likely to leave the organisation. Talent seeks creativity, freedom of expression, performance options, growth and supportive environments with capable owners, managers, team members and pay for performance systems (Gratton-Vaughan, 2003). SPM in itself represents a key retention strategy.

However, there is little point in developing and investing in a sophisticated SPM system if indeed there are systemic issues (e.g., dysfunctional organisational factors or limitations), that are contributing to retention risk. High turnover rates are an expensive burden to employers, and can leave them facing a void when searching for qualified employees familiar with their corporate ideals and culture for executive promotion.

For employee groups with the highest turnover rates...often-cited causes were unhappiness with job fit, the culture of the company, or manager-employee relations.

(Puget Sound Business Journal).

Creating greater organisational agility, faster response times, and valuing people were identified as major issues facing HR management over the next three to five years. The people issues is expected to become even more problematic because of the decreasing numbers of skilled workers and "the changing psychological contract" whereby employees feel less loyalty in the past and a greater willingness to seek out greener pastures.

(International State of the Art / Practice Study conducted by the US-based Human Resource Planning Society, 1999)

Cascio (1998) has estimated that the typical cost of voluntary turnover ranges from 0.5 to 2.5 times the annual salary of the job in question. The accumulated costs of turnover and loss of key talent in particular, can thus have a significant adverse impact on the bottom line.



The direct replacement costs (e.g., recruitment fees, training expenses), comprise only a small portion of the total cost of turnover (estimated to be less than 20% of the total cost). Indirect or less visible costs (which are not immediately apparent in an organisation's financial reporting), include:

- lost customers or damaged customer relations;
- additional marketing and sales expenditures needed to win replacement customers;
- reduced productivity at the start of employment;
- loss of intellectual capital and corporate memory;
- disruption to systems and operations caused by the loss of key people;
- lost opportunities (particularly in the development of new technologies and products);
- a decrease in the "bench strength" required for effective SPM;
- advantage to competitors from their knowledge acquisition of their new recruit's ex-employer;
- decreased morale and increased stress among remaining employees; and
- the negative effect on an organisation's reputation.

A sound infrastructure should be in place to support regular attention to retention issues. As part of the SPM process, retention risk needs to be assessed and addressed, both at a systemic as well as at an individual level.

Careers and SPM

“SPM needs to develop linkages to individual career planning and development...”

The paternalism that characterised the past, where corporations assumed the major responsibility for their employees' career development has largely disappeared (i.e., the “old deal”). The “new deal” employment contract is one where employees are now expected to take more responsibility for their own careers. SPM needs to develop linkages to individual career planning and development, with less emphasis on future positions, and more emphasis on providing the experiential and educational opportunities to fulfill potential. The best people will only stay if they feel that they are getting pro-active career and skill development.

Career development therefore represents a vital retention strategy, particularly so for those aged 30 and under. Typically the employee views career development as a path to upward mobility, the manager sees it as a retention and motivational tool, whilst upper management views it as a tool for succession planning. Career development initiatives can therefore benefit multiple stakeholders. Large organisations in the UK are continuing to embrace organisational career management of their high potential and most senior staff (Guest, 1996; Herriot & Pemberton, 1995).

Career development involves establishing a partnership and dialogue with the individual that includes the views of that individual and a shared responsibility for their skills and career development. Working with employees to set clear, realistic, career goals and establish a desirable career path within an organisation, leads to higher levels of satisfaction and commitment, which in turn leads to higher retention.

Individual development plans (IDPs) should record specific work and job experiences, stretch or special assignments, training (which may be integrated with assignments), education, mentoring relationships, etc.

What are the Key Stages of the SPM Process?

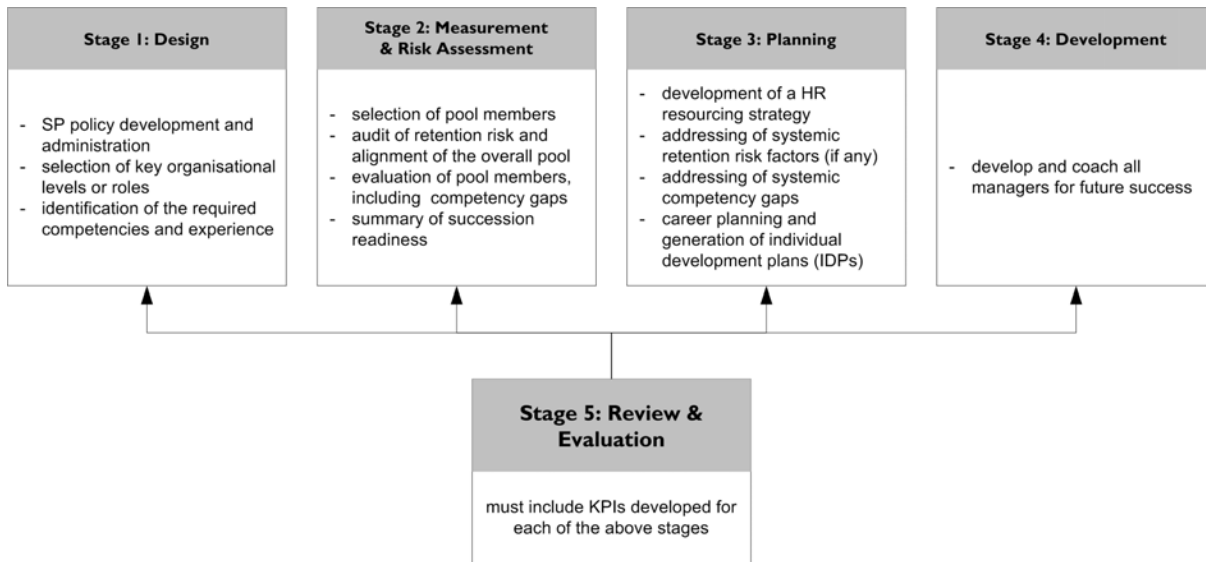


Figure 1: Succession Planning and Management Stages

The SPM process includes five (5) critical stages.

I. Design

“...the modern approach to SPM emphasises planning for “pools of people”, rather than for each job separately.”

- SPM policy development and administration
- selection of key organisational levels or roles
- identification of the required competencies and experience

Notwithstanding the need to select key organisational roles, the modern approach to SPM emphasises planning for “pools of people”, rather than for each job separately. The required competencies should be tied to the competencies of the firm, consistent with the business strategy. No longer is SPM grounded in organisational stability. In today’s evolving business world, organisational structures and job responsibilities change too rapidly for overly precise planning. Corporations are requiring more lateral moves and varied types of experience to demonstrate leadership success, and they are also recognising multiple paths to senior leadership positions.

In identifying the required competencies, it is not a case of “one size fitting all”. With flatter organisational structures, the rungs on the corporate ladder are further apart, requiring very different competencies at each level.



2. Measurement and Risk Assessment

- selection of pool members
- audit of retention risk and alignment of the overall pool
- assessment and evaluation of pool members, including leadership and competency gaps
- summary of succession readiness

Note:

There may be a number of pools (e.g., supervisors, middle managers and professionals, senior managers).

Emerging from completion of Stages 1 and 2 will be a HR inventory which includes:

- an analysis of numbers of people with potential for promotion and where they can be found;
- an analysis by age;
- an analysis by length of service (evidence of survival rates);
- a ratio of employees by workforce segment (e.g., managers to team leaders, skill to semi skill, office staff to production, etc.) to address supply problems; and
- an analysis of turnover by workforce segment.

3. Planning

- development of a HR resourcing strategy
- addressing of systemic retention risk factors (if any)
- addressing of systemic competency gaps
- career planning and generation of individual development plans (IDPs)

Note:

These plans may include a specific focus on a few “high flyers” who form part of the succession pool.

The HR resourcing strategy will depend upon:

- skill shortages;
- retention risk;
- recruitment needs;
- training and development costs;
- dysfunctional organisational factors or limitations, etc.

4. Development

- develop and coach all managers for future success

The preferred development mechanism for SPM is:

- on-the-job training;
- specialised off-the-job development;



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- coaching / mentoring;
 - forums;
 - task involvement / project assignment; and
 - shadowing.

5. Review and Evaluation

- must include KPIs developed for each of the above stages

SPM is an ongoing process and not a one-off event. Evaluation serves as the means to:

- Measure and communicate outcomes;
- Justify the effort and cost of the program;
- Determine continuing needs; and
- Celebrate success.

Different stakeholders will have different outcomes. Employees and managers may differ in the results which they want to achieve in order for them to view the program as a success. To ensure continuing support and involvement, people at all levels need to see tangible outcomes.

Some key questions which form part of this process include;

- *Does the process meet its stated objectives?*
- *Are people making satisfactory progress in their IDPs?*

How Should SPM be Best Managed?

The Role of the Executive in SPM

Given the above process model, how should SPM be best managed? Clearly SPM is a strategic process that must involve the organisation's executive. To capitalize on the talent across the organisation, and to ensure development planning produces a pool of representatives for all key levels, it is therefore useful to centrally manage the process via the executive. A centrally managed system also ensures different areas are not overloaded with request for secondments or job rotations. Senior executives have a responsibility to not only ensure a depth of talent, but to manage the development opportunities for future leaders (Leibman et al, 1996). They need to:

- identify development opportunities presented by the business that are critical to leadership development;
- broker assignments that are challenging, critical to the business, and significant for creating organizational networks; and
- mentor and showcase those who may serve in a future leadership role.



“...SPM can only thrive where people management and development are valued...”

Modern SPM may, on the surface, appear to be more casual and informal than the form-filling of the past, but is underpinned by sophisticated information systems. It can be thought of as a system which needs to be integrated with other systems. The factors that it considers are often complex and shifting, and many regard it as a learning process, both for the successors and the planners. SPM involves a number of complex conversations which many people have with others, some of which may be formal, and others which are informal.

SPM needs to be viewed as a longer term process to achieve the practical pay offs in terms of real influence on appointments, pro-active career moves for high potential staff, and good quality information on internal candidates. However, SPM can only thrive where people management and development are valued, and where the CEO has a personal commitment to the long term health of the organisation. SPM is therefore a management process that is led and owned by line management, but supported by HR.

The HR Role in SPM

The HR function has a key role in supporting senior management in conducting SPM. The role of HR is to:

- co-ordinate activities of the system;
- provide advice;
- monitor implementation; and
- report on the SPM system's achievements.

The HR Director or Manager must have respect and “clout”, and be prepared to challenge executives and facilitate cross-business career moves. According to Hirsh (1998), they must be capable of playing out a number of roles and providing the following services:

- **Process Designer** (advise on how information should be collected and collated);
- **Process Manager / Facilitator** (making meetings happen, acting as referee);
- **Stimulator** (looking to the future, asking difficult questions, highlighting issues);
- **Direct Personal Intervention as a Broker** (making suggestions about individuals and influencing executives to take suggestions on board);
- **Counsellor** (help executives to talk through their issues and individuals to work out their career direction); and
- **Information Support** (maintaining quality information).

The Individual's Role in SPM

Individuals also have a responsibility in SPM. According to Leibman et al (1996), they must:

- take responsibility for their careers;
- gain the competencies sought in a demonstrative fashion;



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- build a network of supporters and sponsors;
 - perform successfully in critical positions; and
 - stay attuned to, and maintain, the competencies necessary for the future business direction of the corporation.

Tensions in SPM

SPM is not without its difficulties and challenges including:

- the difficulty of looking ahead at organisational demand for successors, given the rapid change in the size and shape of organisations;
- the uncertainty that identified successors will stay with the organisation and the consequent waste of investment;
- a questioning of the need if there are opportunities to recruit capable people from outside (i.e., does it matter if the organisation doesn't grow its own?);
- the emphasis on people managing their own careers, and line management accountability for developing subordinates;
- the role of a centralized planning process given the devolvement of structures and the parallel devolution of HR practices to operating units;
- current incumbents of targeted positions feeling threatened;
- low turnover which may hinder the process (i.e., too many individuals are competing for the same positions so that securing a promotion internally cannot be assured); and
- equity regarding the process of selection.

SPM and the Bottom Line

There is a lack of data on whether SPM affects the financial performance of the organisation. Friedman (1986) found that a number of succession factors positively related to financial corporate performance, including:

- the time and resources spent on succession issues;
- good quality information;
- the credibility of the HR champion; and
- the direct involvement of the CEO.

However, it was not so much the formality of the process which seemed to make a difference, but rather the seriousness with which top management addressed succession issues.

McKinsey's research (Axelrod, Handfield-Jones & Welsh, 2001), found that companies doing the best job of managing their talent deliver far better results for shareholders. Companies scoring in the top quintile of talent-management practices outperform their industry's mean return to shareholders by a remarkable 22 percentage points.



Some legendary CEOs are visible champions of succession, like Jack Welch at General Electric taking a personal interest in young high potential champions. Of course on the other side of the coin, some CEOs may not want to think about SPM at all, given their personal desire to stay in charge. For others, internal politics may impact adversely on the SPM process.

Evidence has been presented earlier (see retention), concerning the high costs of turnover.

Effective SPM and Some Critical Questions

Effective SPM systems display four (4) key characteristics:

- clear objectives;
- accurate performance gap assessment of the current situation;
- effective implementation; and
- comprehensive evaluation.

Conditions for ensuring effective SPM include:

- high standards of people management, being internally consistent with other HR policies and practices;
- being future oriented;
- an ability of executives to discuss people;
- a direct involvement of the CEO;
- support from top management;
- a HR champion with respect and energy;
- an open continuous process; and
- discipline, consistent administration and information handling.

Hirsh (1998) has developed a list of critical questions relating to the effectiveness of SP within an organisation, which include:

- *Do executives at the top, especially the CEO, give serious, frequent consideration to the future resourcing of senior roles in the organisation in the light of the changing needs of the business?*
- *Is there a balanced view about internal versus external resourcing of senior positions?*
- *Do they understand and address the implications of current problems and likely future challenges of getting good quality people in senior roles?*
- *Can they act collectively on issues and do they have a common understanding about the needs of the organisation and the capacity of individuals;*
- *Is it clear where the responsibility lies for the identification and development of successors at various levels in the organisation?*
- *Is the succession approach consistent with the corporate values and approach to managing people*
- *Are judgments made about individuals as possible successors based on reasonably objective criteria and reliable information?*



- *Is it clear who is responsible for developing successors and what kinds of career experience they need?*
- *Is career experience that involves cross-boundary career moves delivered?*
- *Does the succession approach link with adequately with other key processes (e.g., performance management, business planning, HR planning, recruitment, training and development)?*
- *Do all individuals in the organisation understand how succession is addressed and do they have confidence in the process?*
- *Do individuals have an opportunity to communicate their career goals and receive honest feedback on how they are perceived?*
- *Is the succession position evaluated over time, with tracking of retention, development and career progress of successors?*
- *Is there a sound infrastructure in place to support regular attention to retention issues?*
- *Does the organisation have good information on its talent pool and ability to search for suitable internal candidates for key positions?*



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Supplementary Notes

The WRDI Institute has developed the following resources relevant to SPM:

- a Career Development Policy;
- a guide for employees entitled “Career Development: What it Means and What You Need to Know!

The WRDI Institute has also developed a suite of products, alliance partners, and processes, to assist organisations with SPM. These services are based around a “cutting edge” tool called the Workplace Relationship Development Indicator (WRDI®).

The WRDI® is a diagnostic, workforce relationship, standardised survey tool, based on a model of the psychological contract. The WRDI® addresses issues of people management practices, workforce alignment and retention risk management. Both aggregated and individual WRDI® report outputs are available. Individual reports, which are able to be immediately generated following on-line completion of the WRDI®, serve as a basis for person job and organisational “fit”, and career management and development.

The aggregated reporting output from the WRDI® has application in Stage 2: Measurement and Risk Assessment, whilst the individual reporting output from the WRDI® has application in Stage 3: Planning.

For further information about the WRDI®, including its applications, psychometric properties, etc., refer to: www.wrdi-institute.com



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The WRDI Institute is one of the world's leading authorities on human capital, workforce alignment and retention. The WRDI Institute provides HR measurement and solutions in the following areas:

- Human Capital Assessment;
- Retention (including key talent retention risk assessment);
- Talent Management;
- Career Development;
- Organisational Development, including Workforce Alignment and Performance Enhancement;
- Industrial / Employee Relations (EBAs); and
- Post Recruitment Assessment.

The WRDI Institute has developed a suite of white papers on the following contemporary workplace themes:

- Creating "New Deal" Employment Relationships;
- Managing Your Human Capital: The Ultimate Determinant of Organisational Performance?
- Improving the Bottom Line: A Diagnostic Approach to Enhancing Workforce Alignment Through Career Development;
- About Turnover and Retention;
- Retention Intervention: A Strategic Approach;
- The Psychology of Mergers / Acquisitions;
- Employer of Choice: Putting Substance to the Rhetoric!
- The Balanced Scorecard and the WRDI™;
- Managing Expectations: Strengthening Recruitment Practices and Enhancing Retention.
- Do Your Employee Survey and HR Metrics Meet Best Practice?

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