

Strategic Planning for Targeted Capabilities Development

This engagement is targeted at providing direction to develop a strategic plan for capabilities development. It addresses leadership and career development, succession planning and replacement planning. It will provide a process for developing individuals to their full potential. This one-day session led by Hubert Saint-Onge dovetails a parallel data-gathering activity (see KNETMAP™ for Replacement Planning).

Phase I: Introduction and Overview of Framework and Process

The *Framework* includes

- First principles of development planning
- Implementation requirements
- Preconditions for success

The *Process* includes

- Assessing supply and demand in the current talent pool
- Identifying criteria for assessing individual and leadership potential
- Defining the approach for capabilities development
- Risk Assessment

Phase II: Identification

- Identification of population to be assessed
- Factoring in readiness, aspirations, mobility and timeframes

Phase III: Targeted Capabilities Planning based on results of ONA

This will lead to

- proactively appointing individuals on the basis of their development plan
- providing organization-wide process for developing high potential contributors

Phase IV: Joint Formulation of a Targeted Capabilities Planning Charter

This Charter will

- Identify the purpose of planning for targeted capabilities development
- Set the measures
- Provide a detailed work plan
- Provide a communications program that enables stakeholder support, participation and alignment
- Design key messages required to "sell" the benefits

Replacement Chart

Readiness:	Position: Director, IT		Year
	A	Rick Bodman	98
A. now			
B. 2 years			
C. 3 years			
D. 4+ years			
E. emergency			

Replacement Planning must take into account existing vacancies, forecasted vacancies, minimum capability requirements and a five-year plan for key positions

Situation

You realize that effective strategic planning for capabilities development has to be a robust multi-layered approach with a broad scope. A number of questions must be addressed before proceeding:

How do we formalize high-professional (technical skills) development planning? How do we formalize mentoring for high-potential and high-professional candidates? How do we make wider use of technology support with appropriate security to manage organization-wide information? How can we move process into the organization to identify potential early? How do we leverage communities of practice to support this process? How can we maximize integration and transfer of learning to the job?

Scope, Exclusions

This engagement will provide a pathway to the development of a targeted capabilities strategy based on data gathered using recommended tools and methodologies. It does not implement the final strategy.

Client Responsibilities

- Identify a project sponsor from the senior executive
- Assign a project co-leader who will handle internal communications
- Distribute the project charter
- Review and evaluate the success of this engagement upon its completion

Project Sponsor

- Reviews project progress with Mr. Saint-Onge
- Problem solves re: internal concerns and sensitivities during the project
- Participates in a Quality Assurance Review at the end of the project

Value Proposition

Elevate the senior management team's strategic view of the organization's strategic capabilities through state-of-the-art knowledge management tools and methodologies that create a

documented platform for cohesive action.

For further information
contact [Margaret Logan](mailto:Margaret.Logan@konvergeandknow.com)
(416) 410-0855

Margaret.Logan@konvergeandknow.com



About Your Session Leader

Mr. Saint-Onge brings over 25 years of executive management experience in the area of strategic capabilities development. Currently the Chief Executive Officer of <Konverge and Know>, Hubert leads the global strategic capabilities practice. He is also Executive in Residence in the Centre for Business, Entrepreneurship and Technology (CBET) at the University of Waterloo.

Formerly Senior Vice-President of Strategic Capabilities at Clarica Life Insurance Company, he was instrumental in developing the Clarica brand which resulted in Clarica's three-fold market capitalization prior to its recent merger with Sun Life Financial. In his previous role of Vice-President, Learning Organization and Leadership Development for the Canadian Imperial Bank of Commerce (CIBC), Mr. Saint-Onge has been lauded in the international community for his innovative thinking and leadership skills.

Mr. Saint-Onge has a solid track record in leading large organizations to become knowledge-focused enterprises. He is a respected advisor to Fortune 500 companies and is widely recognized as a leading practitioner in the field of knowledge management.

Mr. Saint-Onge has done seminal work in the area of corporate cultural values and customer relationships. He is experienced in leading senior managers toward realizing strategic vision and enhanced enterprise value. He is a passionate and compelling presenter, and able to easily synthesize disparate perspectives into themes that will assist dialogue. Exposure to his ideas will permanently enlarge your awareness of how organizations function.

<Konverge and Know> develops fully integrated knowledge strategies based on optimized business processes and custom technology solutions.