

Succession Planning: analysing key talent data to support business growth at HomeServe



HomeServe introduced Talent Successor to:

- Identify and track the readiness of its key talent
- Centralise talent data across its operations
- Access and interrogate talent data whenever needed
- Prepare charts, summaries and reports quickly
- Free up admin time to focus on supporting the business strategically

The challenge of data collation, presentation and interrogation

Rapid growth and a plan for future expansion makes talent planning a strategic priority in HomeServe. Chris Fenton, Group Director of Talent & Development, says, "As a business we need to know which of our key talent is able to support our growth in new positions or new geographies. And we must be able to access easily all the information we have on these people, be confident that it is up to date and be able to interrogate the data as we wish."

"We knew we needed something very specific. It had to be easy to access and easy to interrogate – and provide answers to our pressing succession planning questions.

Talent Successor does exactly that."

Chris Fenton, Group Director of Talent & Development

In the past, talent planning within HomeServe has been a highly localised exercise. Different countries operated different processes, standards and methods of recording talent and career readiness information.

Chris Fenton, HomeServe explains the impact of this. "The teams across the HomeServe world all used different ways of presenting their talent data. For some it was spreadsheet-based, others made use of presentation slides or word-based formats. There was no single process – and no single repository which stored all the information about our key talent. When we needed to create a single view of a centralised talent pool, data had to be drawn together manually and combined into a single format."

When Chris was asked by his senior team to report on its key talent and critical posts, it was a time and resource intense activity.

Talent Successor: shaping the system to bring together – and analyse – the talent data

Chris knew that having a central online system, which the relevant HR people could access and update data about the key 200 people, would save resource, reduce transcription error and importantly give a clear line of sight of talent at any time. With this in mind, Chris and the team reviewed the market.

He comments, "We knew we needed something very specific to centralise our talent succession planning. It had to be easy to access and easy to interrogate – and it had to be able to provide the answers to our pressing succession planning questions. Talent Successor does exactly that."



"We couldn't do what we need to do without Talent Successor. Succession planning for us is an entirely different ball game now."

Getting started with the system for HomeServe was straightforward and when the team needed some new functionality, they knew Head Light could help.

Chris continues, "There were some additional features that we knew would prove to be valuable and Head Light's development group was keen to design and include these for us. The speed of development was fast – and it was great to be able to shape the functionality we needed which has now been adopted as part of the standard product."

"Talent Successor gives us so much.

The information that I need is there when I need it – and importantly all in the same format."

Chris Fenton, Group Director of Talent & Development

Usable, valuable and accessible information – when it's needed

HomeServe has included the profiles of its top 200 talent within the Talent Successor system. This is a combination of demographic and biographic data as well as work aspirations and mobility options. Chris adds, "Talent Successor provides a snapshot of those who are in our top positions, what they have done and where they want to go next. And that's highly usable and strategically important information."

All succession planning for all senior leaders is managed through Talent Successor and, when there is a post becoming vacant, Chris and the team interrogate the system via the Talent Finder functionality to check on any internal potential matches for the role.

Using the 9-box grid functionality built into the Talent Successor system has been a real time saver for HomeServe. In the past, 9 box grids were built manually with each individual plotted separately. The Talent Successor system now simply pulls everyone together based on their performance and potential rating and plots them into the relevant cell.

Chris comments, "Any one of our HRDs is now able to search the database, pull a Talent Group together based on essentially any of the criteria we have included, and build a graphic we can use in a report with one click."

The Global Talent Report is a key document for HomeServe which summarises the current placement, performance and readiness of its identified talent. Chris is able to produce charts and percentages for each of the key focus areas. "Using Talent Successor has made getting the numbers so much easier. I can access quickly, count and identify our HiPos without having to wade through spreadsheets. Talent Successor adds consistency, professionalism and documentation to our talent planning activity."

The real benefits of Talent Successor: consistency, confidence, convenience

Chris summarises, "Talent Successor gives us so much. We can access the information in one place – no longer needing to ask for it from the local teams. The information that I need, is there when I need it – and importantly all in the same format."

"With this product, succession planning is an entirely different ball game now."

"We couldn't do what we need to do without Talent Successor. It means that the time and effort previously spent on tedious tasks is now spent more strategically with the business. Over and above everything, Talent Successor gives us convenience."

"The entire team at Head Light is easy to work with. They really get what we're doing and the system does exactly what we need it to."

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