Think Training, Not Talent

1. Establishing Competencies
2. Discovering Top Talent
3. Developing a Leadership Pipeline
Talent isn’t all it’s cracked up to be.
In reality, **talent is made by training.** Yet some still believe the adage that leaders are born, not made. *Not true!* Sure, one person may have more passion for all things leadership, but education and training play the truly pivotal role in creating superstars.

**Of course, the importance of training from a performance standpoint is rather obvious.** Improved performance through skill development leads to a variety of benefits: improved individual and team productivity, reduction of risk, and increased efficiency and effectiveness around achieving organizational goals.

**But what about training’s effect on succession planning?** *It’s just as powerful.* From a succession standpoint, training fosters the next generation of leaders with skills that are critical to the organization’s goals. It ensures there’s always a pool of qualified talent ready to step into a vacated role.
Engaging in ongoing training also helps save money and increases retention. When internal candidates transition into new roles, companies won’t need to spend valuable time and money on outside recruiting. A best practice is to reinvest those resources to create and manage the employee training opportunities that will become the centerpiece of your succession planning strategy.

Developing such learning initiatives leads to increased internal mobility, lower recruiting costs, and a tangible business benefit: *internal hires offer a 50% faster time to productivity.*

So how can organizations create training opportunities that prepare candidates for new roles and provide companies with viable succession planning options? Consider these four key steps:

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You know how to find skills gaps in your team, but what about gaps in your learning opportunities? What’s missing in your curriculum that’s critical to a leadership development track? Map your leadership competencies to your learning opportunities, and vice versa. Cornerstone can continue to help you tie competencies to learning opportunities to prepare your employees for more senior roles.
What are your company’s most critical positions? Think of it this way: if you lost a key member of your team tomorrow, how would your organization fare? With a little preparation, surprise vacancies in crucial positions won’t grind your business to a halt. Identify the competencies needed for major roles, then create training programs for employees that address those skills. Therefore, when an opening occurs, you already have viable replacements you can immediately plug in.
Find the bottlenecks.

What’s keeping your key employees and top producers from achieving their leadership goals? What’s really standing in the way of their training and development? Is it time, resources, or a lack of clarity or support from managers? Determine where your speed bumps are, then solve them! You can, for example, enable managers or employees to create personalized development plans that can be accessed at their convenience.
Training and curriculum should always be treated as living entities. New products and services, new procedures, and advances in technology all change what we learn, and even how we learn it. Always be on the lookout for how you can integrate new information with driving your business goals forward to create even more powerful, succession-related learning opportunities.
You’ve already experienced how Cornerstone’s solutions can impact your employees and your business. Now discover how you can integrate your employee training goals into the full suite of talent management tools to cultivate the next generation of leaders with skills that are critical to your organization’s goals.

Reach out to your client executive to learn more or visit csod.com/succession