



Whitepaper

Become a Talent Magnet: Succession Management as a Retention Driver

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Introduction

The more things change, the more they stay the same – said absolutely no one about the transformations that have swept through the workplace over the past two years.

However, there are some stubborn outliers that – to this point at least – remain remarkably unchanged. One example is succession management. Much like how superannuation and retirement savings are rarely thought about by younger people, succession management is often deemed “tomorrow’s problem” by business leaders. It rarely receives the resources, budget, or attention it requires and is often buried under more immediate issues.

However, this may change in 2022 as employee retention becomes a key priority for business leaders. What better way to retain employees than by providing career paths and the professional development required to move along those paths? Ultimately, succession management is about risk mitigation. By having a succession plan in place, the organisation ensures it has a ‘Plan B’ in case key employees leave the organisation, take extended leave, or are unable to fulfill their duties.

In this whitepaper, we provide tips on how to reposition succession management as a key priority – a challenge to be tackled today rather than tomorrow when it’s usually too late to hold onto valued employees.

Discover:

- **The current practices being used in succession management**
- **The succession management challenges that exist in today’s rapidly changing world**
- **Three emerging trends that will shape succession in the future**
- **Tips on how to do it better**
- **The role of technology in facilitating smoother, more agile and transparent succession management**

CHAPTER 1

Succession management in the modern workplace

Despite the dual pressures of the Great Resignation and the war for talent, it seems succession management is still being deemed as aspirational rather than essential by many HR leaders in 2022.



According to ELMO's [2022 HR Industry Benchmark Report](#), based on a survey of more than 1500 HR professionals across Australia and New Zealand, succession planning was rated 15th out of 18 answer options in terms of HR challenges to be addressed in 2022.

Similarly, investment into the technology and tools to help with succession remains low. Just 20% of survey respondents had "fully implemented" succession management technology, while a further 29% said they were "currently implementing" this technology – placing succession at the very bottom of 15 answer options.

Perhaps the only encouraging sign was that 17% of respondents said implementation was less than 12 months away. This was the highest percentage across all areas of HR (recruitment, learning, etc.) and may be an indication that organisations are starting to appreciate how important succession will be in retaining employees.

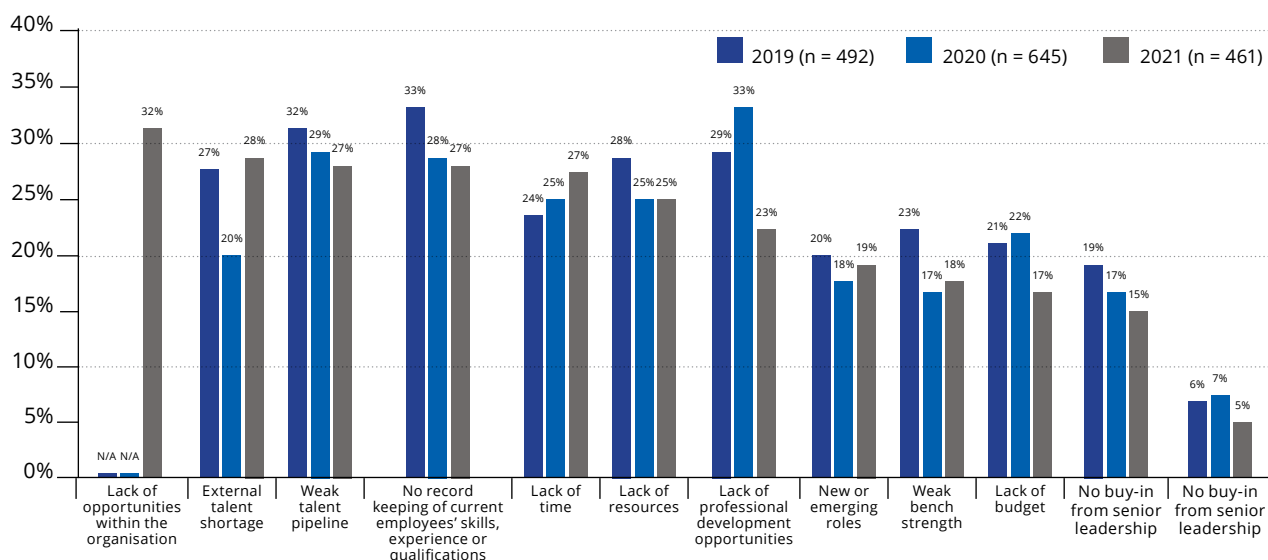
Succession management defined

Succession management – also referred to as succession planning – is the process an organisation uses to ensure every critical position is occupied by an employee with the right skills and experience. It aims to ensure workforce continuity by identifying and preparing suitable candidates, so that positions aren't left vacant. Succession management has further benefits in that it requires leaders to focus on identifying top performers or employees with strong potential. For employees, the succession planning process translates into stretch opportunities that can help them learn new skills, advance their careers, increase their value to the team, and boost earning power.

Succession challenges

In ELMO's 2022 HR Industry Benchmark Report, 'lack of opportunities within the organisation' was cited by just under a third of respondents (32%), making it the top succession management challenge. The second biggest challenge was 'external talent shortage', cited by over a quarter (28%) of respondents. While the first is largely within control of employers, the second is a larger issue, indicative of the talent shortage that will continue to confront employers in 2022. See the full list of challenges in the graph.

What are your organisation's key succession management challenges?



Considering that 'lack of opportunities within the organisation' was the top challenge cited by HR professionals, it appears there's a disconnect at play because we know from other research that providing career opportunities is an important consideration for employees and jobhunters. One question in ELMO's quarterly [Employee Sentiment Index](#) asks about the priorities that candidates look for in a new employer. 'Career development opportunities' consistently rated as the sixth most important priority throughout 2021 (out of 12 answer options). The results are below.

What are your priorities when searching for a new employer? (Top 6 responses)

	Q1 2021	Q2 2021	Q3 2021	Q3 2021	Q3 TO Q4 MOVEMENT
REMUNERATION AND BONUS PAYMENTS / INCENTIVES	2 nd	1 st	1 st	1 st	→
FLEXIBLE / REMOTE WORKING	1 st	3 rd	3 rd	2 nd	↑
STABILITY OF AN ORGANISATION	3 rd	2 nd	2 nd	3 rd	↓
EASY AND / OR SHORT COMMUTE	5 th	5 th	5 th	4 th	↑
CULTURE OF THE ORGANISATION	4 th	4 th	4 th	5 th	↓
CAREER DEVELOPMENT OPPORTUNITIES	6 th	6 th	6 th	6 th	→

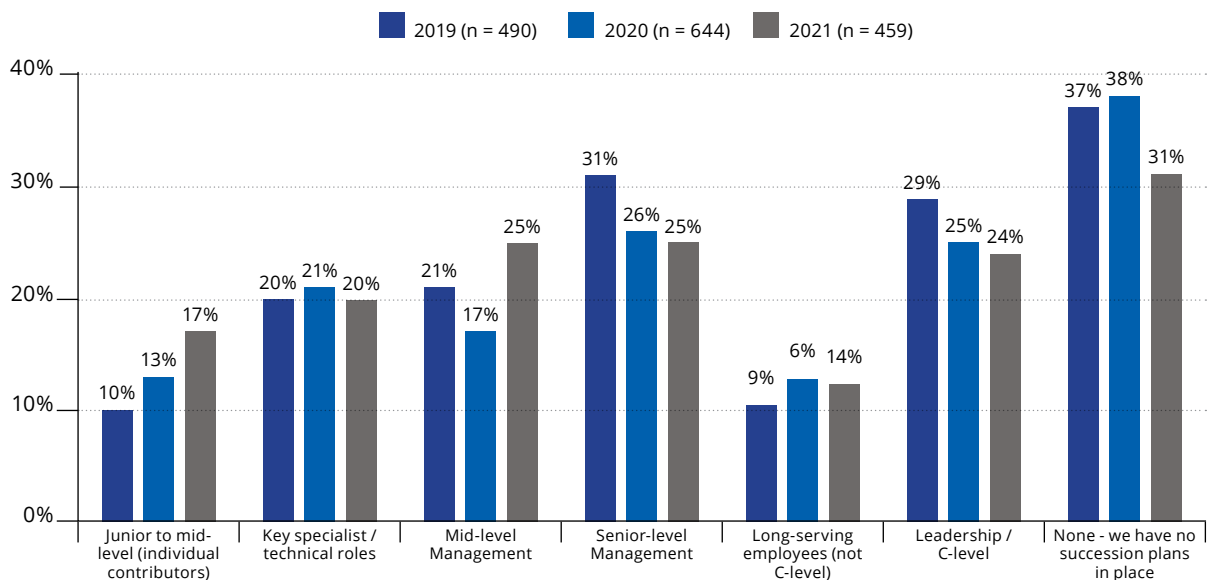
The fourth most significant challenge in ELMO's HR Industry Benchmark Report, 'no record keeping of current employees' skills, experience or qualifications', cited by 27% of respondents, indicates a foundational problem: many employers don't know what's in their own backyard when it comes to employee skills. Without that knowledge, it's not only difficult to fill roles internally, but employees can't be provided with career paths.

Where is succession management being used?

Succession plans have traditionally only been done for leadership / C-suite roles. This is still the case. For most respondents to ELMO's HR Industry Benchmark survey, the focus remains at the higher end of the corporate hierarchy. A quarter of respondents (25%) use succession management for senior level management roles, while 24% use it for leadership / C-level roles.

However, it appears that it's not just about hierarchy. Respondents said they had succession plans in place for employees holding specialist or technical knowledge (20%) and also for employees with long tenure (14%). See the results below.

Which of the following methods / paradigms are used to undertake performance management in your organisation?



It's also telling that 31% of respondents still do not have succession plans in place, although this percentage has dropped from the 38% seen in 2020.

Research from Gartner¹ suggests that only 50% of surveyed HR leaders report they are well-equipped to lead their organisation into the future. 81% cite a lack of readiness as a top reason that high-potential candidates were unable to fill leadership positions. So, the focus of succession plans at the top end of the corporate pyramid – as indicated in ELMO's survey – seems to be well-founded.

However, in a transient labour market, it's risky to ignore other mission-critical roles and also junior to mid-level individual contributors, who may include future leaders in their ranks. While the obvious successor to a role may be the person who is immediately next in line on the organisational chart, it's also worth considering other promising employees across the business.

This outlook helps foster internal talent mobility, which in turn helps with employee retention. In 2022, critical roles are not just leadership positions. Succession plans also need to cover roles relating to customer interaction, sales, product development, and IT. Imagine, for example, if a key IT team member was to leave the organisation: how would this jeopardise day-to-day operations, including remote working? It's important to consider the expert or specialist roles in the organisation and the part they play in overall success. They may not be management or leadership roles, but they would leave a capability gap if left vacant for an extended period of time.

When are succession plans reviewed?

ELMO's 2022 HR Industry Benchmark Report indicates that succession plans are rarely reviewed. Those results revealed:

- 22% of respondents never review their succession plans
- 19% review them annually
- 18% review them on an ad hoc basis
- 13% review them quarterly
- 8% review them bi-annually
- 4% review them monthly

Succession management is not a 'set and forget' task: it requires continuous effort to ensure the processes, people, and skills are in place so that key employees who depart the organisation can be replaced with minimal disruption. Organisational strategy, skills, and even positions are rapidly changing. COVID-19 demonstrated just how volatile and unpredictable life can be, which in turn can spark major changes to organisational strategy.

1. Future of HR 2020 Survey, Gartner
2. "Gartner HR research finds 58% of workforce will need new skills to do their jobs successfully", Gartner, 2021

On the skills front, 2021 data from Gartner² indicated the total number of skills required for a single job has increased by 10% year each year since 2017. Similarly, in terms of new job roles, research from the World Economic Forum³ predicted that 65% of children who started kindergarten in 2020 will do jobs that have yet to be invented.

3. "The future of jobs report",
World Economic Forum,
October 2020

CHAPTER 2

Succession trends

The rise of the gig economy, tech innovations and remote and hybrid work are changing the way we work. It's time for succession management to also transform. Over the following pages we outline three trends that will shape succession management in the coming years.



Trend #1: Getting the foundations right – skills audits and the hunt for ‘adjacent skills’

As employers start to recognise the impact of succession management on retention, many are turning to internal audits of the skills, experience and knowledge held by their existing employees.

There is a steady shift taking place from ‘job-based roles’ to ‘skill-based roles’. This is being facilitated by the process known as skills mapping – effectively, an audit of the skills held by existing employees. Skills mapping refers to creating a visual representation of the skills needed to perform well in any given role and comparing that with the existing skills held by employees throughout the organisation. This comparison allows gaps to be identified and filled. As the statistics from Gartner⁴ show, in a rapidly changing world skills mapping is even more critical.

Skills mapping can be done on an individual, team and organisational level and can feed into development and succession plans across the business. Ideally, a skills map should show both what skills are needed for a given role and how far along the required skills pathway any given person is.

Having this level of insight makes it easier to find adjacent skills.

What are adjacent skills?

Certain skills are related to others in a way that might not seem obvious, and pools of skills can be expanded with ‘skills adjacencies’. Adjacent skills are those related to a skill or competency an employee already has or could be easily developed. They are often skills that are not targeted in job descriptions or in job-related education, but play an essential role in enhancing an employee’s ability to fully understand their role and perform it more effectively.

Consider each job in terms of the skills required, rather than in terms of a job title. Such people might exist in other, seemingly unrelated departments and functions.

Developing adjacent skills allows workers to perform their current roles more

58%

of the workforce needs new skills to get their jobs done

The total number of skills required for a single job has been increasing by

10%

year over year since 2017

1 in 3

skills in an average 2017 job posting in IT, finance or sales are already obsolete

4. Gartner TalentNeuron data, February 2021

5. “Trouble finding critical skills? Widen your view”, Gartner, 2020

effectively, and it also prepares them to accept promotions, make lateral moves within the same organisation, or adapt to changes in the way their current job is done.

These highly transferable adjacent skills may include technical skills that improve their understanding of their field.

An example is an employee in marketing with social listening skills. They'll likely be familiar with sentiment analysis, which has direct parallels – and an easier skills progression pathway – to a role requiring natural language processing. “Essentially, that employee can be [a bridge] from the marketing function to the IT function through upskilling,” Gartner said in its report.

“HR leaders don’t necessarily have to look in the IT function to fill a critical role in IT,” Gartner suggests, “but instead, they can look at skills throughout the organisation to identify opportunities to fill those skills gaps.”⁵

Tips for identifying skill adjacencies

- Make current employee skill sets visible, and encourage managers and employees to maintain a portfolio of skills to share with HR
- Identify skill adjacencies that are not obvious and determine which secondary or tertiary skills to start building upon. An analysis that LinkedIn’s data science team performed for the World Economic Forum revealed that many employees who have moved into ‘emerging roles’ over the past five years came from entirely different occupations. For example, LinkedIn reported that half the employees who moved into data science and artificial intelligence dominated jobs came from unrelated fields.⁶
- Adjust career path strategies to encourage flexible career progression. Assess the benefits to both the organisation and the employees. For example, giving employees something tangible to put on their CVs – such as a certification that will be relevant both inside and outside the organisation – will resonate well.
- Don’t force employees to make a job change (unless there’s a pressing need to do so, such as a redundancy). Instead, point out how the strengths and skills they hold are a good fit for the roles needing to be filled.

5. “Trouble finding critical skills? Widen your view”, Gartner, 2020
6. “Skill building in the new world of work”, LinkedIn Workplace Learning Report, 2021

Trend #2: Increased agility and the rise of non-linear career paths

Employers are improving both the agility and transparency of succession plans – and are becoming more receptive to offering flexible career paths to employees. This fresh approach to succession has been likened to a lattice with multiple squiggly lines rather than a ladder with one linear upwards line.

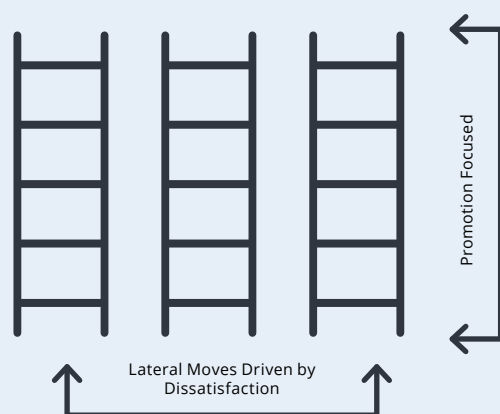
Research from The Foundation for Young Australians⁷ revealed that traditional linear career paths are on the decline. This same report predicted that a fifteen-year-old will more likely experience a portfolio career, which means having potentially up to 17 different jobs over approximately five careers in their lifetime.

It's time for internal career options to reflect some of these changes. Instead of being quite rigid and limited in scope, non-traditional, experience-based models are emerging. Such a model will still groom people for future roles, but those roles may not be in the same department, same country or even the same profession. An experience-based model provides an employee with multiple ways to reach a career goal.

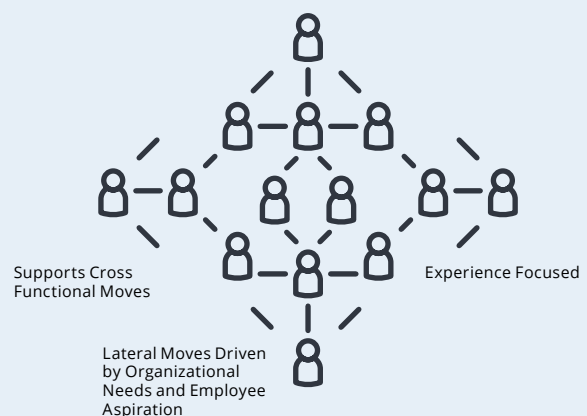
The diagram below shows the differences between the traditional approach versus the experience-based model.

7. "The new work order", The Foundation for Young Australians, 2015

Position-Based Model



Experience-Based Model



This experiential model empowers employees to develop new skills alongside their knowledge base and personal attributes through on-the-job training. Success with this model – which is essentially a sophisticated internal talent mobility strategy – requires an ‘all in’ approach: it needs to be communicated to and supported by everyone in the organisation. Unsurprisingly, when employees are aware of the opportunities that are available to them, they’re more likely to take advantage of them and, consequently, be engaged and productive in the long run.

Indeed, research from Gartner⁸ found that 71% of employees believe employers should increase transparency. Organisational cultures that allow for open conversations, awareness and psychological safety see many benefits, including greater customer brand loyalty, larger profits, and a superior employee experience.

There are similar benefits for transparency around succession management. Informing a candidate of their potential next role can facilitate targeted development efforts, increase their readiness to take on that role and ultimately enhance business results. However, it’s important to consider the corporate culture and employee needs to determine how best to implement transparency around succession plans.

8. “5 succession risks that threaten your leadership strategy”, Gartner, January 2020

3 tips to create a culture of internal mobility

While internal mobility programs work best in organisations with ample resources, they can be implemented in organisations of all sizes. Here are three tips to foster a culture of internal mobility:

1. **Set quantifiable goals and objectives to track performance against metrics like retention, job satisfaction, etc.**
2. **Be transparent and proactive so employees have ready access to available opportunities, as well as a portal through which to apply as an internal applicant**
3. **Establish appropriate training and mentorship programs that encourage leaders to help team members broaden their skills and experience**

The key to supporting non-linear career advancement is through professional development opportunities. Consider these options:

- Offer job shadowing opportunities
- Offer spots on committees to less-experienced employees
- Opportunities to co-present at a conference or co-author a whitepaper
- Facilitate cross-departmental work groups comprised of employees with a mix of tenures, experience and job roles

There are also calls for succession plans to be more flexible and agile. The future of work is volatile and ambiguous, so preparing for multiple futures is vital. With emerging artificial intelligence (AI) and machine learning technology, scenario planning is becoming easier. Such technology can identify the likely future experiences that executives and other key roles will need to be exposed to as their organisation navigates through an uncertain future. This enables the development of a succession pipeline that prepares candidates to execute against current, as well as future, business needs.

Read more about AI and scenario planning in ELMO's [2022 HR Trends eBook](#).

To be more flexible and agile, real-time insights are required. Real-time insights about the quality of the leadership ranks and the skills of the wider workforce are dependent on workforce data being regularly updated (see trend #3 on the following pages).

Such insights will also help to answer this essential question: Can we develop our existing pool of internal candidates quickly enough or do we need to ramp up our search for strong outside candidates?

15%

of executives rate their HR team as effective at planning for future leadership roles – despite this activity having almost twice the impact on leadership bench strength as planning for existing leadership roles⁹

9. "5 succession risks that threaten your leadership strategy", Gartner, January 2020

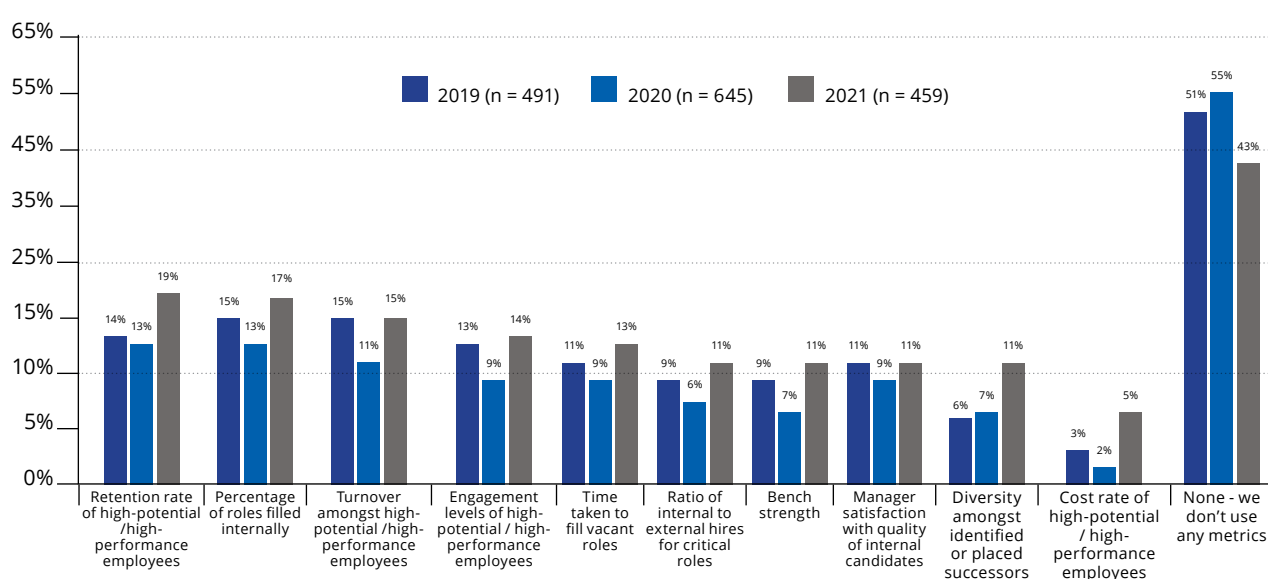
Trend #3: The uptake of HR data and metrics in succession decision-making

As with so many areas within HR's remit, succession management will become increasingly reliant on data and metrics – but where should employers start?

Regardless of whether objective data exists or is simply ignored, many employers still default to subjective or political succession decisions based on tenure, personal relationships, or the successor's line of sight from senior leaders. More objective criteria is required – from the methods used to assess suitable talent within the organisation, to how deep talent pools are, through to how employees are identified as potential successors, and finally, how to prepare that talent for a new role.

It's apparent that more needs to be done to shift from 'gut feel' to 'data-driven'. ELMO's [2022 HR Industry Benchmark Report](#) revealed that 43% of HR professionals do not use any metrics at all to track the performance of their succession management initiatives. The graph below shows what's being used.

Which metric(s) does your organisation use to measure the effectiveness of its succession management processes?



Obtaining the right data is critical. Every employee has responsibilities they need to fulfil, as well as unique skills, knowledge, and experience. Involve managers to understand what personality traits best suit certain roles. Use the performance management process to gain insights into career aspirations and ensure high potential (HiPo) employees are identified and groomed for new roles in the organisation. Document all of this in a resource such as a talent marketplace platform.

To produce the best results and gain an accurate picture of succession planning in the organisation, it's recommended that a combination of quantitative and qualitative metrics be used.

- **Quantitative metrics** – Numbers get cut-through with board and executive teams. This includes numerical data, stats, charts, graphs, etc.
- **Qualitative metrics** – These metrics are more subjective but still provide valuable information. They include various types of feedback, analysis of open-ended comments, sentiment analysis, etc.

As a minimum, here are 5 succession planning metrics to keep an eye on.

1. Number of HiPo employees identified for each critical role

A HiPo employee is worth their weight in gold. They have a rare combination of aspiration, engagement, and ability. As such, steps need to be taken to identify them and then match them to suitable critical roles. The definition of 'critical role' has shifted since COVID-19 transformed the working world, but generally they are roles that are of high importance to business operations or have a unique skill set or knowledge base that will impact the organisation both now and in the next 5-10 years.

You may need to draw on other areas – such as performance management data – to assess people based on their aspiration, engagement, and ability. For example:

- **Aspiration** is the willingness to drive and move to more senior roles or key niche areas that are critical to business success. This can be assessed through personality profiles or simply by chatting with employees about their aspirations.

- **Ability** is the capability to be effective in a future role. This can be assessed through performance and their ability to execute on various projects, tests or assignments.
- **Engagement** relates in many ways to employee satisfaction with their employer and their willingness to devote time and energy to new endeavours across the business. Engagement can be assessed via pulse or engagement surveys, and qualitative data received via one-on-one employee / manager conversations.

2. Bench strength

This refers to an organisation's ability to fill key positions internally. The most common way to evaluate bench strength is to review the percentage of HiPo employees or managers who have been identified as being ready for promotion. To get this metric, simply divide headcount ready for promotion by total HiPo / management headcount.

Indications that an employee is ready for promotion might include:

- **Capacity:** They are always asking for more work
- **Complexity:** They are already doing parts of a job higher up the chain
- **Performance:** Their results are consistent and at a high level
- **Resourcefulness:** They are seen as a source of knowledge and a reference point for other employees

3. Percentage of critical positions filled internally

This metric helps to assess the organisation's ability to develop internal talent and whether or not the succession plan is actually working. This data can be compared with the percentage of critical roles filled with external candidates.

This is one of the easiest ways to measure bench strength – and fortunately the data is easily obtained from internal recruitment processes and platforms. The percentage of critical roles from outside will reveal if your employer branding and external hiring strategy is strong enough to support your succession plan. Again, this information can be extracted from recruitment data.

4. Risk of loss

It's important to regularly assess how likely it is that a HiPo employee will leave in the next X months. While flight risk assessment is difficult – after all we can't predict the future – there are clues to look out for.

For example, HiPos might be paid below the market rate, leaving them vulnerable to approaches from the competition. To combat this and understand if employees are being paid below market rate, a compensation analysis can be done. The results can be compared internally and benchmarked externally.

Similarly, if a HiPo has recently moved to a role that does not align with their goals or aspirations, they are more likely to leave. HiPo employees are generally in demand and have the confidence to seek something new if their needs aren't being met. You can measure the level of satisfaction during one-on-one conversations with managers and in pulse surveys.

5. Career path ratio

An oft-overlooked benefit of a succession plan is that it helps not just HiPo To calculate the career path ratio, divide the total number of promotions (upward) in the organisation by all role changes (both lateral and upwards). The Academy to Innovate HR¹⁰ suggests that results can be interpreted thus:

0.7 – signals frequent promotions

0.2 – signals that there might be an issue with the promotion process and little movement within the organisation

10. "10 succession planning metrics you should know", Academy to Innovate HR

Our recommendation: ELMO Predictive People Analytics

Fuelled by innovative artificial intelligence (AI) and machine learning technology, [ELMO Predictive People Analytics](#) uses historical data to create models that can predict what's likely to happen in the future – such as identifying employee flight risks at an individual, departmental and organisational level. With this knowledge, employers can take action to reduce regrettable loss and employee churn, thus saving on new hire costs.

Finding the balance

While the assumption that a high score on executive assessments or a good track record will provide a fair guide to the likelihood of future success, these are clearly not the only factors to consider. Deloitte suggests that for any succession plan, the key is to balance human factors (e.g. successor 'likeability') with objective decision-making and the discipline to see the process through.

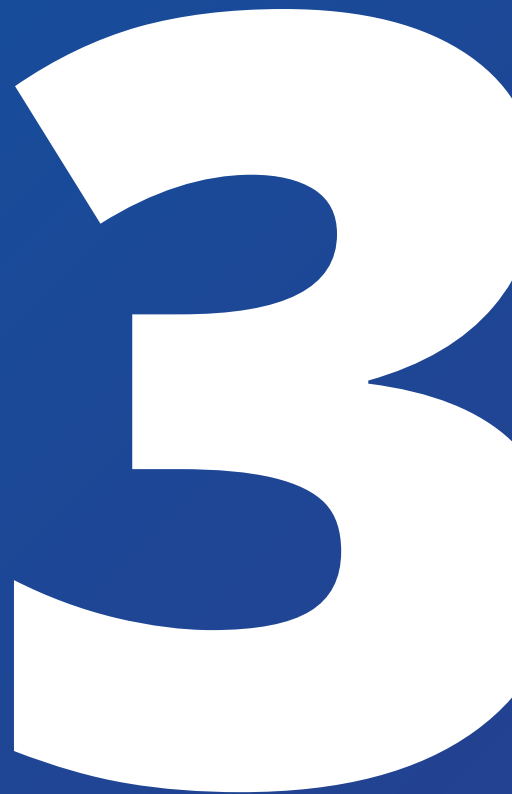
Deloitte states¹¹: "Whether it's addressing the anxiety of incumbents, motivating them to train potential successors, prompting them to plan for the future, or winning their trust that the whole process is worthwhile, how well an organisation handles these very real human factors will have a significant impact on its ability to effectively find and develop its next generation of leaders."

11. "The holy grail of effective leadership succession planning", Deloitte, 2018

CHAPTER 3

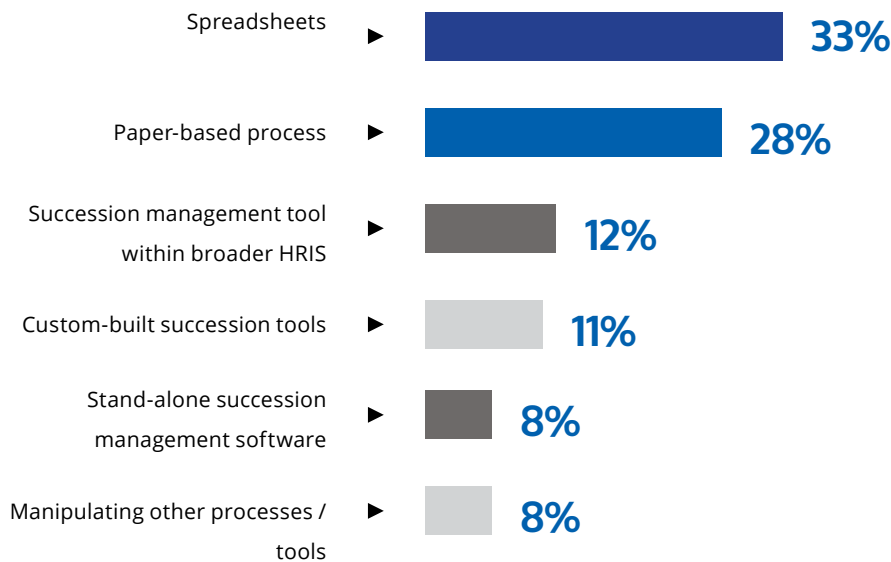
The role of technology

Whether it takes the form of talent management, talent development, workforce planning, or dedicated succession management software platforms, today there are more technology options available than ever before.



The survey upon which ELMO's [2022 HR Industry Benchmark Report](#) is based asked respondents about the tools used to support succession management. It was apparent there's still a way to go before technology is fully embraced. A third of respondents (33%) still utilise spreadsheets, while 28% use paper-based processes. When it comes to technology, 12% use a succession management tool within a broader human resources information system (HRIS) and a similar percentage (11%) use custom-built succession tools. See the full results in the graph below.

What tool(s) enable your organisation's succession planning process?



The dominance of spreadsheets is disheartening. The appeal of a spreadsheet is undeniable, and they certainly serve a purpose – but usually only when used in conjunction with more sophisticated technology. Once an organisation hits around 100 employees, tracking performance, training and succession planning with spreadsheets becomes overly complicated. Spreadsheets and paper-based processes can't provide the deep, real-time insight into how employees are performing or how to help them – and the organisation – to be more successful. They also can't efficiently produce data in an appealing way with visual aides to help convey the story behind the numbers.

If technology is already being used, ensure managers understand how to use it effectively. If it's too complicated or is not being used to its full potential, it may not be a surprise to see people reverting back to tried and tested spreadsheets and other manual methods. Remember, the success of a succession plan is dependent on data. Employee skills, role requirements and other factors change regularly, and these changes need to be reflected in any technology being utilised.

Succession planning does not need to be addressed in isolation from other HR activities and the desire to overcome these challenges may be achieved via complementary HR tools. However, dedicated succession planning software is designed to provide a holistic view of a person. Without it, HR teams are mining data from multiple sources (e.g. performance management systems, L&D platforms, etc.) to paint a picture about an individual's capability and aspirations. Technology is also making metrics easier for HR teams to access and analyse to measure the effectiveness of their succession management processes.

Our recommendation

[ELMO Succession Management](#) is an invaluable way to retain employees, identify flight risks, determine skills gaps of high-potential employees and accelerate the development of skills – ensuring a strong bench strength so that future roles can always be filled. ELMO Succession Management provides managers with a bird's eye view of succession options and helps them evaluate the risk of leaving roles vacant. It also empowers employees to identify career interests and preferences and offers personalised development plans – meaning they can drive their career in the direction they want. ELMO's succession management software fully integrates with the entire ELMO suite.

Final tips

Adopting the emerging trends outlined in this whitepaper will depend on having solid succession management foundations in place.

While the idea of positioning succession as a priority is easy to talk about, executing on it is more challenging. As a starting point, re-assess the key drivers for succession planning within your business. For example, there may be a desire to reduce the risk of having roles vacant for an extended period, or perhaps it's about enhancing employee engagement by providing career pathways. Once the drivers are understood, an action plan can be developed.

Regardless of your organisation's size and complexity, there are five outcomes that a well-honed succession plan should be able to deliver.

- **Business continuity in the event of key employees exiting the business.** Identify mission-critical positions and any current or impending talent gaps based on the strategic opportunities identified and by understanding how you create competitive advantage. Which jobs and skills are critical for business success? Do these positions already exist or do you need to create them? How will the organisation cope if an employee resigns, needs to take extended leave, or can no longer fulfil their duties?
- **Greater awareness of the skills, experience and aspirations of your workforce.** Map out and continuously update the skills, experience and capabilities of the workforce. Also consider 'adjacent skills' which might be used in different, unexpected ways. Take the time to understand what the career aspirations and goals of employees are. With this knowledge it's easier to identify career paths.
- **The ability to identify HiPo employees.** Succession plans enable managers and HR to identify employees at every level of the organisation who have the potential and desire to assume greater responsibility and are able to contribute to their organisation's strategic goals. Keep an open dialogue with employees so they are aware of the opportunities ahead of them – keeping in mind that these may not be the traditional vertical 'ladder' pathways.

- **Personalised learning opportunities.** Identifying HiPo employees and other key individuals should enable organisations to develop customised development plans through training, coaching, and work experience so they're ready to take over critical roles when the time comes.
- **A more holistic approach to workforce management.** Succession planning does not need to be addressed in isolation from other HR activities and the desire to overcome these challenges may be achieved via complementary HR tools. However, dedicated succession planning software is designed to provide a holistic view of a person. Without it, HR teams are mining data from multiple sources (e.g. performance management systems, L&D platforms, etc.) to paint a picture about an individual's capability and aspirations. Technology is also making metrics easier for HR teams to access and analyse the effectiveness of their succession management processes.

How ELMO can help

ELMO Software (ASX:ELO) is a cloud-based solution that helps thousands of organisations across Australia, New Zealand and the United Kingdom to effectively manage their people, process and pay. ELMO solutions span the entire employee lifecycle from 'hire to retire'. They can be used together or stand-alone, and are configurable according to an organisation's unique processes and workflows. Automate and streamline your operations to reduce costs, increase efficiency and bolster productivity.

For further information:

[Contact us](#)

