

CONVERSATIONS

SUCCESSION PLANNING: A BUSINESS STRATEGY FOR TODAY AND TOMORROW

HCP Conversations Knowledge Series: “Who’s Next? Passing the Baton of Success!” discusses why succession planning is key to human capital and business strategy.



(Top left to bottom right: Ms Jacqueline Gwee, Ms Lyn Teo, Ms Cynthia Cheong, Mr Ernest Lee)

The Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) and Institute for Human Resource Professionals (IHRP) co-organised the final webinar of a three-part HCP Conversations Knowledge Series featuring best practices from the TAFEP-Mercer research study on the impact of human capital practices on business performance.

Held on 23 February 2022, the event “Who’s Next? Passing the Baton of Success!” was attended by over 250 human resource practitioners and leaders. Speakers, who were also panellists, spoke about their companies’ journeys in succession management as well as its impact on business growth and success.

Ms Cynthia Cheong, Deputy Director, Programme & Capability Development at TAFEP, kicked off the event by sharing the value of succession management and how organisations can make it work. She highlighted four key implementation steps derived from the Human Capital Implementation Toolkit and other factors such as getting leadership buy-in, understanding the objective, taking a long-term view, and cultivating the right culture.

On the topic of key elements present in human capital partners (HCPartners) that made succession management work well for their companies, she said, “The performance management system is really a springboard into the future.”

“When you have a good system in place, you know who your talents are, and how to make them motivated – that’s when you can start the conversation about succession management,” she added.

“We want to make sure that we can sustain the knowledge that has been built in the company for many years, and those talents who work with us, stay with us,” she said.

The next segment of the event saw HCPartners – Mr Ernest Lee, Head of HR for Shell Companies in Singapore and Indonesia, and Ms Lyn Teo, Senior HR Business Partner, TÜV SÜD PSB – sharing their companies’ succession management journeys.

Mr Ernest Lee touched on the importance of succession management, and the role it plays in Shell’s operations and growth.

“Succession planning is about the future. It’s about thinking what our business will be like in the future, how we should sustain our business now, so that we can get to the future. Talent is a key part of this,” he said.

He then reinforced his points with examples of Shell’s operations, speaking about the company’s Talent Acceleration Program for Asia, to help its people lead effectively globally. He also talked about four development themes – building courage, encouraging curiosity, enhancing strategic storytelling, and making a global impact.

Next, Ms Lyn Teo shared the importance of leadership and capability development across regions and countries, and how it plays a part in TÜV SÜD PSB’s talent management approach.

“Our people are highly valued. We believe in training and developing leaders for tomorrow, and that leaders should be mobile. We should lead them to wherever the organisation needs them,” said Ms Teo.

The webinar also surfaced valuable viewpoints via a panel discussion titled “Developing Future Leaders Today” with the three speakers. The segment was moderated by Ms Jacqueline Gwee, Director and Founder of aAdvantage Consulting Group.

“Succession planning is not just a human capital concern. It is also a business issue. Past successes do not necessarily lead to future successes, so companies have to be agile to be relevant – and to prepare leaders to meet those future needs,” said Ms Gwee.

The discussion then continued with a dynamic exchange of views and experiences, where panellists answered pressing questions about succession management. They also shared success stories of succession planning at the workplace.

To find out more, watch the webinar recording [here](#). Employers may also refer to the Human Capital Implementation Toolkit available on TAFEP’s [website](#).

DRIVING ITS PEOPLE TOWARDS SUCCESS, THE GRAB WAY.

The road to success can sometimes be difficult, but GrabTaxi (Grab) seeks to make the ride as smooth as possible for its people. Here’s how Grab goes the distance to help its employees with the drive to thrive.

As a data analyst, Ho Hock Hwa is responsible for helping to optimise the company’s performance through the power of data and tech – and he is enjoying everything his role has to offer. For this 56-year-old, it’s his first foray into the world of data analytics, thanks to SGUnited and Grab.

Hock Hwa has always had an interest in mathematics. His work over the past decades, however, didn’t give him many opportunities to dabble in numbers – he had been working in roles such as sales, marketing communications, facility management and security.

So, when the opportunity came up for him to pursue a specialisation that he was keen on, he took it on.

“I enrolled into the SGUnited programme under the Data Engineer – MS Business Intelligence and Data Analyst Programme. This later led me to take on an apprenticeship with Grab in March 2021,” he explains.

Recognising his passion and potential, Grab gave him a full-time temporary position as a Data Analyst at the end of the apprenticeship.

“During his placement, Hock Hwa has shown a strong motivation to learn and is always keen to share his opinions with the team. We believe that he will continue to add value to the team,” says Ms Tan Hark Kah, Head of People Operations, Grab Singapore.

“Mid-career change can be daunting – some may hesitate if they are not given the right support and opportunity. While Grab’s initiatives such as this train-and-place programme have intended to help overcome some of the challenges, getting Hock Hwa into a full-time temporary position after the end of his apprenticeship was an easy decision with his positive attitude to continuous learning and innovation,” she adds.

HELPING ITS DRIVERS AND RIDERS THRIVE

This is just one of the many progressive workplace practices that Grab has in place. The company believes in helping its people across the board – from its delivery-partners, to those in leadership positions.

“We have created an ecosystem where every employee can experiment, stretch, and grow to become the best versions of themselves, with strong leadership and talent systems in place,” says Ms Tan.

This ecosystem stems from the company’s vision to help its people define and build successful careers at Grab.



Mr Ho Hock Hwa at his workplace

With its drivers and delivery-partners forming the backbone of its business, Grab is determined to help them thrive. To date, it has worked with various organisations and polytechnics to spearhead several learning and development programmes for its people – such as a digital literacy programme for the less tech-savvy, a software development programme for those interested in pursuing careers in the tech sector, and a financial literacy course to help its people improve their livelihoods beyond the Grab platform. As of January this year, more than 9,800 drivers have participated in its digital literacy programme, with over 42,000 certifications awarded thus far.

“As a leading technology player in the region, we have a duty to improve digital inclusiveness and literacy in the communities we serve, as well as create more pathways for our drivers and delivery-partners who are keen to capture these opportunities,” Ms Tan adds.

DRIVING PROMISING LEADERS TO EXCELLENCE

Grab also believes in giving development opportunities to talented and deserving employees – from executives to those in senior leadership positions. For instance, new managers go through a six-month onboarding journey to set them up for success. There is also a Workplace Coaching Programme, where managers learn to become effective coaches for their teams and other employees. Emerging leaders are also given the resources to hone their leadership skills through BetterUp Coaching, a three-month training programme designed to drive leadership effectiveness. As for senior leaders, they receive training in various areas to enhance their communication skills as leaders, as well as their effectiveness in driving personal and organisational transformation.

PLACING EMPLOYEES ON THE ROAD TO LIVING THEIR BEST LIVES

Beyond capability development, Grab’s employees are also empowered to achieve the best in their personal lives.

For instance, the company has built an in-house online learning management system. Named GrabLearn, the platform is a result of partnerships with global online learning platforms like Coursera and LinkedIn Learning.

“Employees can choose from about 5,000 courses, certifications and guided projects in multiple disciplines – even beyond their specialisations at work,” says Ms Tan.

Personal development aside, Grab also aims to help its people manage their lives well at home. It has flexible work arrangements in place, where employees are allowed to vary the times at which they start and end work, according to their work and personal commitments.

Employees can also choose to telecommute for up to two days per week, with additional arrangements made available at managers’ discretion.

DRIVING ON, THE GRAB WAY

Such a culture centres around the guiding principles “The Grab Way”, which describes a world where everyday entrepreneurs feel like valued members of society.

Ms Tan explains that their mission is to help shape the conditions of society and provide opportunities so more people can find their own path.

“These same principles apply to how we leverage human capital development to help our employees define and build a successful career driven by a strong purpose at Grab,” she adds.

JOIN THE MOVEMENT TO ACHIEVE NATIONAL STANDARDS IN HR

To acknowledge the efforts of Human Capital Partners (HCPartners), the Institute for Human Resource Professionals (IHRP) is pleased to join TAFEP in supporting them on the journey of pursuing HR excellence through the IHRP Corporate Partner Community.

The IHRP Corporate Partner family is an exclusive corporate-led initiative for companies that have pledged their support to nurture a future-ready HR profession. Being part of this network gives them private access to a powerful suite of tools and resources:



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