

Building the Next Generation of CAP Leaders (Succession 101)



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Introductions



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Learning Objectives

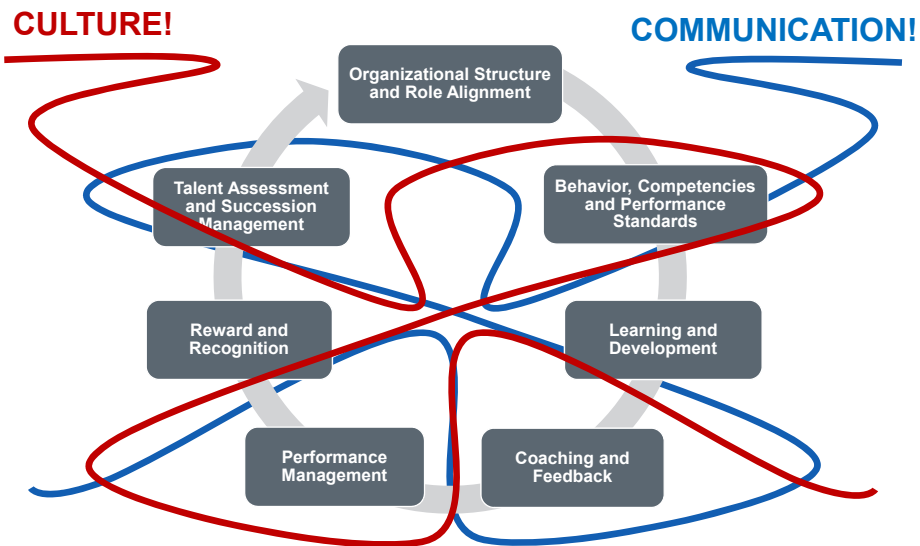
- Explore generational shifts that are occurring.
- Share the difference between replacement planning and succession planning.
- Discuss succession management cornerstones.

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Talent Management Effectiveness Loop



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“People aren’t an organization’s most important asset . . . the **RIGHT** people are.”

- Jim Collins, *Good to Great*



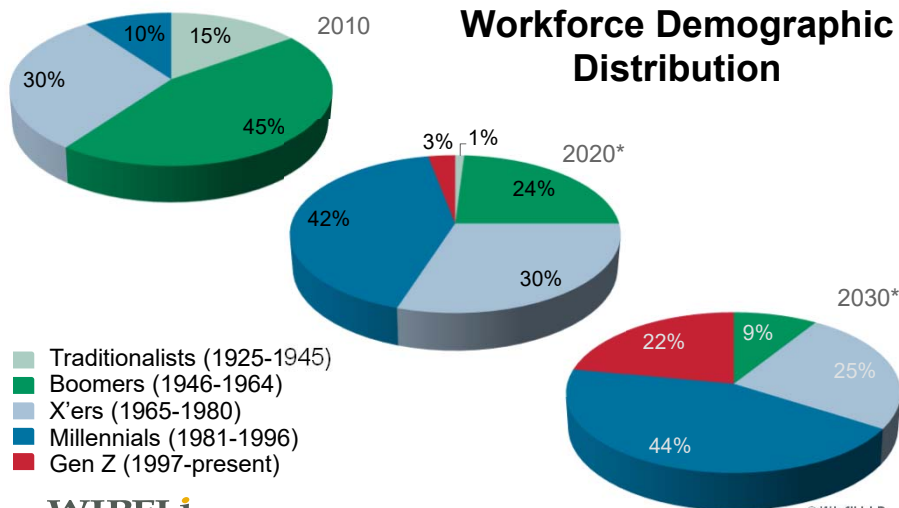
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The Swing: 2010 to 2030

Workforce Demographic Distribution



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Three Response Options



Recruit increasingly hard-to-find and expensive people outside of the organization



Do nothing and experience a competitive decline



Develop the high quality people already in the organization and grow the future leaders

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Talent Assessment & Succession Planning

An integrated set of processes within the overall talent management system that identifies and prepares mission-critical employees for the mission-critical key roles needed to deliver the organization's strategy.

Processes include:

- Talent Assessment
- Succession Planning
- Development Planning



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Talent Assessment

Talent assessment is the process of **identifying high-potential employees** and evaluating and **their skills and competencies** in preparation for advancement into positions that are key to the success of the business strategy.

Succession Planning

Succession planning is a systematic and **defined process** to ensure continuity for **all key positions** by identifying and developing roles and people to fill them.

Development Planning

Development planning is a **proactive, intentional** and **integrated** approach to enhance employee's **knowledge, skills, and competencies** to create a sustainable, high-performing organization.

Why is TA & SP Important?

To avoid extended and costly vacancies in key positions and assure the stability of business operation

To provide development opportunities for associates; thereby increasing retention of high potential associates

To develop a deep and diverse bench

Replacement Planning vs. Succession Planning

| Replacement Planning | Succession Planning |
|------------------------|---------------------|
| Reactive | Pro-Active |
| Risk Management | Talent Management |
| Replacing/Substituting | Renewing/Energizing |
| Unstructured Approach | Organized Alignment |
| Exclusive | Inclusive |
| Rigid | Flexible |

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The Link to Business Strategy

Business Strategy and Drivers determine "Talent for What?"



Strategy is future focused: What we have today may not be what we need in the future.

Acquire Talent

- Assessment
- Performance Management
- Special Projects

Identify Talent

- Assess
- Performance Management

Develop Talent

- Special Projects
- Career Paths
- Coaching and Mentoring

Reward Talent

- Compensation
- Advancement

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Top Down Process

CEO/ Executive Director

- Owner
- Ensures the organization is taking a long-term view regarding the people the need today and into the future.

HR

- Partner
- Ensures the necessary processes and tools are in place to ensure accurate data collection and accountability

Senior Leaders, Managers/Supervisors,
Employees

Three Simplified Steps

Identify what you need and don't need in mission critical roles

Develop and make critical investments to achieve organizational success

Assess talent you have, don't have, and identify risks

Understanding Mission Critical Needs

1. Mission Critical Positions

2. Mission Critical Talent



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Mission Critical Positions

Mission Critical Roles refer to positions that are essential to the achievement of long-term strategic business priorities through their strategic impact and/or contribution of unique capabilities.

Identifying mission critical roles in the organization

What

- Key **responsibilities** of a role
- WHAT is to be accomplished

How

- Key **competencies** of a role
- HOW work gets accomplished

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Characteristics of Mission Critical Positions

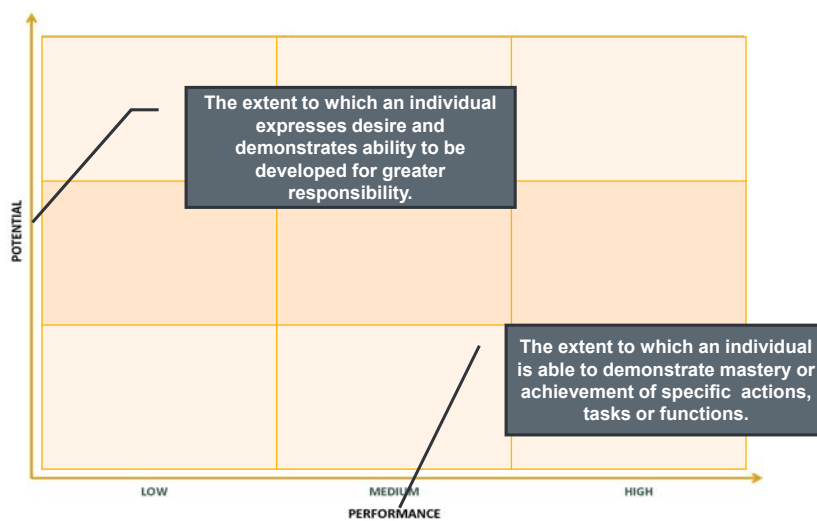


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Two Dimensions of Talent



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Assessing Performance

- Most recent performance review ratings
- Feedback from others – 360 feedback
- Stretch goals and contributions
- Questions to ask:
 - Does this person have a proven track record for accomplishing impressive results?
 - Are any potential inconsistencies “derailers”?
 - Are they already performing at the next level?

Assessing Potential

- Prioritize most important facets to evaluate
- Minimize subjectivity through comprehensive involvement
- Questions to ask:
 - How does this person respond to obstacles?
 - Does this person inspire others and lead through persuasion and influence?
 - How do unexpected changes affect this person’s performance?
 - Does this person have initiative and seek additional responsibility?
 - Does this person continually offer solutions & new ideas?

Establishing Behavioral Criteria

Aspirations

Abilities

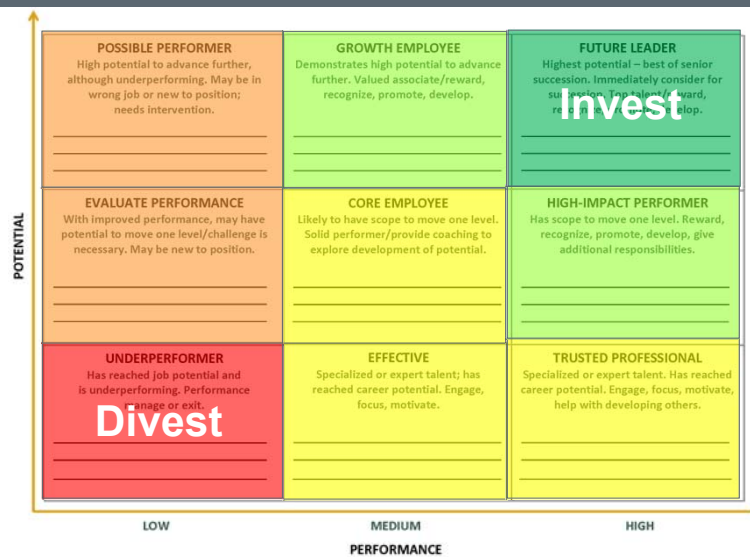
| | |
|--|---|
| <input type="checkbox"/> | <input type="checkbox"/> |
| <input type="checkbox"/> Desires leadership advancement into more complex roles | <input type="checkbox"/> Demonstrates the business acumen to move into leadership roles of increasing responsibility |
| <input type="checkbox"/> Is open to career movement into challenging new roles and/or relocation | <input type="checkbox"/> Assigns and/or assumes clear accountability to deliver on objectives |
| <input type="checkbox"/> Is willing to move laterally to increase breadth of skills | <input type="checkbox"/> Demonstrates learning agility by exploring ideas and putting them into practice |
| <input type="checkbox"/> Seeks and acts on feedback for continuous improvement | <input type="checkbox"/> Demonstrates the ability to build talent by effectively leveraging strengths and developing skill gaps |
| <input type="checkbox"/> Follows through with learning assignments and development actions | <input type="checkbox"/> Demonstrates ability to inspire trust, engaging in honest communications and looking for win-win solutions |
| <input type="checkbox"/> Is self-motivated and highly engaged in the organization | <input type="checkbox"/> Demonstrates strategic thinking skills and exercises good judgement in effort to challenge the status quo |

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Talent Assessment Matrix



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Readiness Level Chart

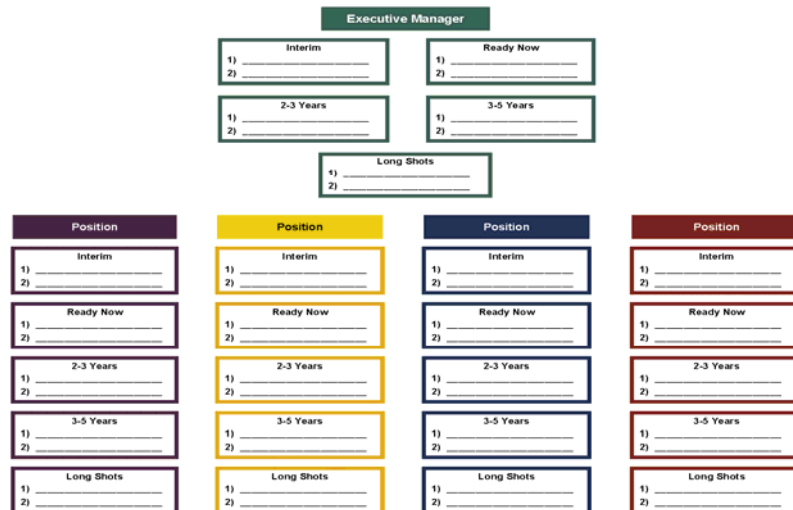
| SUCCESSION PLANNING READINESS CHART | | | | | | | | |
|--|---|-----------------|-----------|-----------|-----------|-----------|--|---|
| Position Title: | Head Start Director | | | | | | | |
| Position Key Competencies: | Team Management, Problem Solving, Relationship Building, Strategic Thinking, Delegation | | | | | | | |
| Current Incumbent: | Jerri Blue | | | | | | | |
| Evaluator: | Janet Jones | | | | | | | |
| Candidate Name Current Position Title | Current Department | Readiness Level | | | | | Competency Strengths | Competency Development Needs |
| | | Interim | Ready Now | 2-3 Years | 3-5 Years | Long Shot | | |
| Jane Doe | Head Start | | | X | | | Relationship building | Coaching/Performance, Delegation |
| Jim Brown | Head Start | | | | X | | Problem Solving, Delegations | Team Management, Results Focused |
| Sally Snow | Administration | X | | | | | Problem Solving, Initiative, Results Focused | Coaching/Performance Management, Delegation |

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Composite of Succession Readiness



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Understanding Risk & Impact

| | Risk of Loss | Impact of Loss |
|-----------------------------|--|--|
| Definition | The likelihood that an employee is at risk to leave the organization. | The level of risk that the organization would be exposed to from a vacancy in a given position. |
| Contributing Factors | <ul style="list-style-type: none"> • Compensation • Engagement • Motivation • Demand • Personal life • Relationship with manager | <ul style="list-style-type: none"> • Bench strength • Sourceability • Job/Industry knowledge • Criticality of position |
| Ratings | <p>Low: No activity anticipated</p> <p>Medium: Anticipated exit within 1-2 year if not otherwise motivated</p> <p>High: Anticipated exit within months if not otherwise motivated</p> | <p>Low: Little to no effect on productivity or contribution to the business while a replacement is found</p> <p>Medium: Position is difficult to source; vacancy will cause some disruption to current business operation</p> <p>High: Significant disruption to current/future business operations or financial impact due to position vacancy</p> |

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Least Afford to Lose

| Sample Organization | | | | |
|---|----------------|------------|--------------------------|----------|
| Key Players the Organization Can Least Afford to Lose | | | | |
| Evaluator: | | | | |
| Key Player Name | Position Title | Department | Why Can't Afford to Lose | Comments |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |
| 6. | | | | |
| 7. | | | | |
| 8. | | | | |
| 9. | | | | |
| 10. | | | | |
| 11. | | | | |
| 12. | | | | |
| 13. | | | | |
| 14. | | | | |
| 15. | | | | |
| 16. | | | | |
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| 18. | | | | |
| 19. | | | | |
| 20. | | | | |

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Development Planning

| Promote | |
|----------------|--|
| Invest/Stretch | <ul style="list-style-type: none"> • External Leadership Programs/Trainings • Temporary Assignments • Job Rotations • High-Profile Projects • Committee Chair |
| Engage | <ul style="list-style-type: none"> • Coach/Mentor • Special Projects • Self-Directed Growth/Development • Internal Programs/Trainings |
| Intervene | <ul style="list-style-type: none"> • Job Related Training • Focused Coaching • Performance Improvement Plans • Adjust/Align Current Role |
| Exit | |

Individual Development Planning

Personal Development Plan

For Performance Year _____

Employee: _____

Date: _____

Current Position: _____

Position Description and Performance Management Tool:

Utilize the position description and performance management tool to evaluate the overall level of performance of the employee on each essential job function. Identify below the essential functions that the employee should focus on developing during the next performance year to improve and advance mastery within the current position:

1. _____
2. _____
3. _____
4. _____

Future Career Opportunity:

Identify the position opportunity in which the employee has interest and utilize the associated position description to identify the essential job functions skill sets that the employee would need to develop and/or enhance before the employee would be considered for advancement:

Future Position: _____

1. _____
2. _____
3. _____
4. _____

Individual Development Planning

Essential Competencies:

Identify the essential competencies that will be the focus of development. An essential competency is one that is absolutely needed in order for an incumbent to perform successfully within a position. Use the Competency Dictionary to review the Bank's Core Competencies required for all positions and those competencies for Management, Leadership, and Executive positions.

Current Position Competencies

1. _____
2. _____
3. _____
4. _____

Future Position Competencies

1. _____
2. _____
3. _____
4. _____

Key Areas of Individual Strength:

1. _____
2. _____
3. _____

Training and Development Activities:

What training and development activities are needed for this individual to advance his/her skills in either the current position or a future position? Identify what timeframe the training should be completed. Identify the source of the training whether internal or external (WBA, ABA, GSB, etc).

| Current Position | In-House | External | Source of Training | Timing of Training |
|------------------|--------------------------|--------------------------|--------------------|--------------------|
| 1. _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | _____ |
| 2. _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | _____ |
| 3. _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | _____ |
| 4. _____ | <input type="checkbox"/> | <input type="checkbox"/> | _____ | _____ |

Key Talent Management Tools

- Job descriptions for identified positions
- Color coded organizational chart
- Leadership competencies
- Talent assessment grid
- Readiness level charts
- Least afford to lose list
- People to keep an eye on list. . . across the organization



Revitalize the Plan Annually

Wash, rinse, and repeat on an annual basis to ensure a continuous and deep supply of talent to drive business goals and objectives.



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EVALUATIONS

The Partnership Wants Your Feedback!



Please be sure to **complete** the evaluation for
this session **online**,

via the

2019 CAP Annual Convention Event App.

Thanks in Advance for your Cooperation!

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