

“Growing Our Successors”

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“Why Worry About Talent in Tough
Times?”

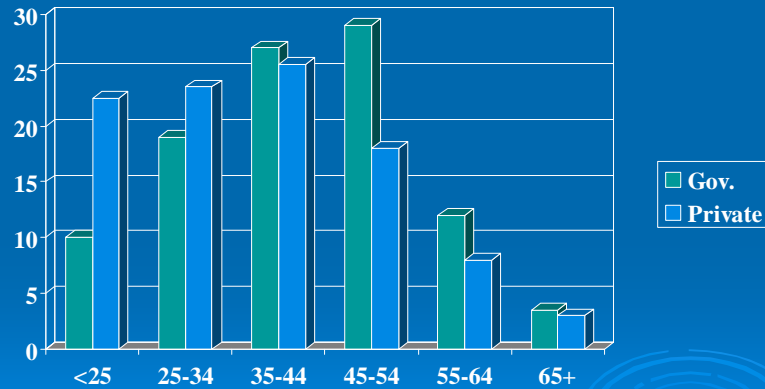
“Why Worry About Talent in Tough Times?”

- Maximize fewer employee resources
- Require creative staff to overcome challenges
- Need flexible & ever-learning talent as we restructure

The Demographic Crisis

- The Numbers
 - 80 million Baby Boomers (1946-1964) leaving economy
 - 50 million Gen Xers (1965-1981) replacing them
- Large “Talent Replacement Gaps”

Age Distribution of Gov. & Private Sector Workers – 2001



A Brave New World

1. Institutions are overwhelmed by accelerating and discontinuous change
2. Problems are complex, difficult-to-solve, emotion-laden, and divisive
3. No one institution, including local government, can solve the problems
4. No one institution has the necessary financial resources to solve the problems

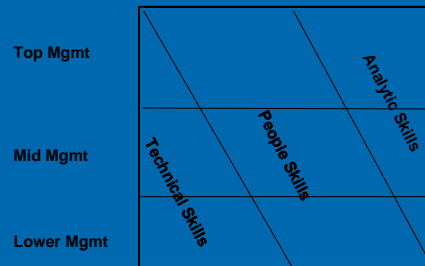
A New World (con't)

5. Power is diffuse (“blocking” power)
6. Citizens have lost confidence in all institutions, including local government
7. It is difficult to govern and solve problems

Indispensable Competencies

- Boundary-crossing and partnership skills
- Learning agility
- Active futures orientation
- People skills

The Importance of People Skills



80 percent of management failure is related to poor people skills

Talent Strategy Four Prongs

1. Attract new talent into pipeline
2. Accelerate development of talent already in pipeline
3. Transfer knowledge
4. Re-recruit and retain talent

Succession Development Five Steps

1. Identify key talent
2. Assess readiness to advance
3. Offer array of development opportunities
4. Create development plans
5. Monitor progress

Menu of Low-Cost Development Opportunities

- Provide interim management or project leadership opportunities
- Offer special assignments
- Train supervisors on how to conduct “development conversations”
- Rotate key talent into executive team meetings
- Exchange aspiring manager with another department

Menu of Development Opportunities (con't)

- Use internal trainers or “train the trainers”
- Modify annual work plans to incorporate learning or development element
- Develop “buddy” system so buddies cover for each other as they go for training
- Conduct talent readiness assessment sessions with department or division directors
- Participate in Cal-ICMA Coaching Program

Employee Value Propositions

- Why would talent employee want to join or stay with us?
- Why would talented employee be reluctant to join or stay with us?

Ten Lessons Learned

1. Ensure leadership from top
2. Make “talent development” a primary responsibility of senior managers
3. Target efforts but make development opportunities available to all
4. Integrate “growing leaders” into strategic plan
5. Go beyond classroom training to provide job experiences that stretch aspiring leaders

Ten Lessons Learned (con't)

6. Provide array of opportunities
7. Align all organization systems
8. Partner with governing board and unions
9. Place responsibility on employee
10. Allow mistakes

One Key Learning?

Resources

Cal-ICMA Coaching Program

- One-to-one coaching, telephone panels, webinars, speed coaching, Women Leading Government
- Check out “Hiring 2.0” best practices guide
www.cal-icma.org

Creating a Multidimensional Talent Strategy to Avert Brain Drain and Other Future Disasters, ICMA, IQ Report, Sept 2009

<http://bookstore.icma.org> click on “IQ Reports”

Questions and Issues?

Thank you!

www.frankbenest.com