

Matt Barney, Ph.D.
Founder & CEO,
LeaderAmp



New Science and Technology For Succession

The new organization: Different by design

Demographic upheaval

Technology everywhere, digital everything

Four drivers of change

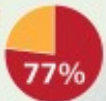
Speed in the exponential economy

New social contract between employer and worker



Of 7,096 global respondents . . .

Organizational design



77% are currently restructuring their organization or have recently completed the process.

Only 7% indicate that they have no future plans to restructure their organization.

Engagement

18% told us their companies do not formally measure employee engagement at all.

Only 7% of the executives report they measure employee engagement on a monthly or more frequent basis.

The gig economy

51% expect to increase or significantly increase the use of contingent workers in the next three to five years.

42% anticipate significant or moderate growth in the deployment of robotics and cognitive technologies in the same time period.

Design thinking



Culture

28% Only 28% believe they understand their culture well,

and only 19% believe they have the "right culture."



Leadership

24% of respondents rate their current leadership programs as having little to no value.

Percentage who rate themselves "excellent" at:



Learning

61% of respondents report challenges in moving their organizations toward external self-directed learning.

Digital HR

72% Think "digital HR" is important or very important, yet only 9% feel fully ready for it.

Read the full *Global Human Capital Trends 2016* report at <http://dupress.com/periodical/human-capital-trends>.

Ultimately, we develop leaders to be successors



2 in 5 CEOs fail in their first 18 months

hired for success in prior roles, fired for personality

<http://chiefexecutive.net/what-causes-ceo-failure/>



Focal Question

Is succession a high priority for your firm?

Risk Sub-Committee Desires

Pipeline Trajectories
Strategic Leadership Hires
Leader Portfolio

But is Leader Development Good Enough?



86% “No Confidence”



74% “Not Very Effective”



69% “Not Working”

Coaching is \$20,000+/leader/year

- ^ Doesn't scale***
- ^ Coachability?***
- ^ Weak accountability***
- ^ Variable quality***

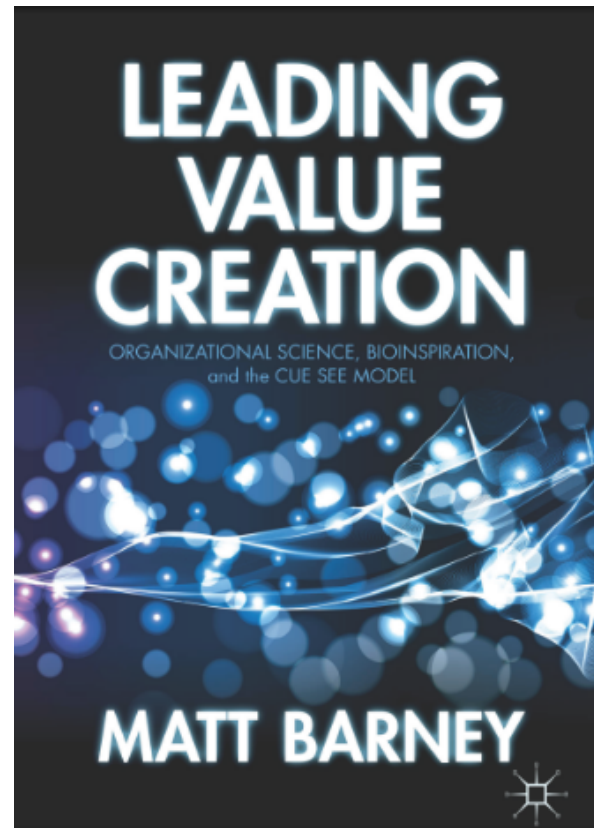
Mentoring

- ^ Often false starts***
- ^ Programs feel forced***
- ^ Role Modeling is key***

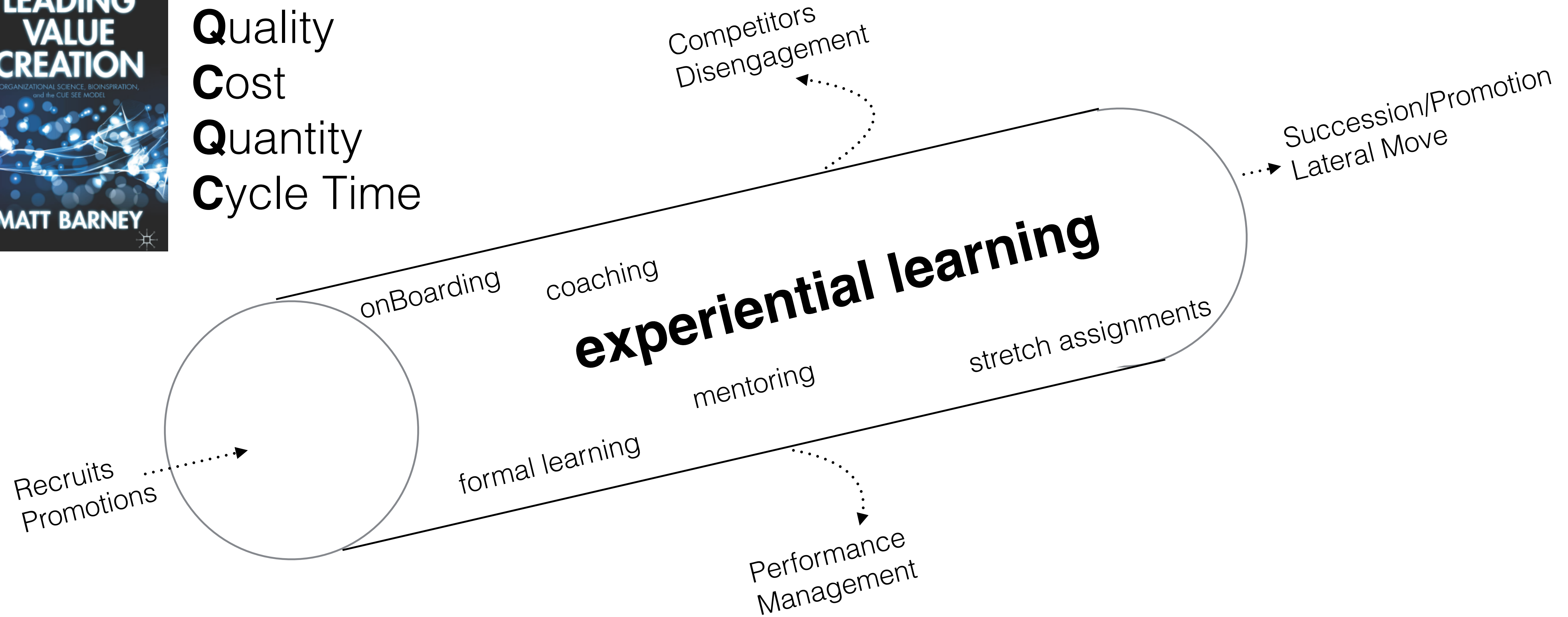
Programs

- ^ Training is just the start***
- ^ 10 of the 70/20***
- ^ On-the-Job support?***

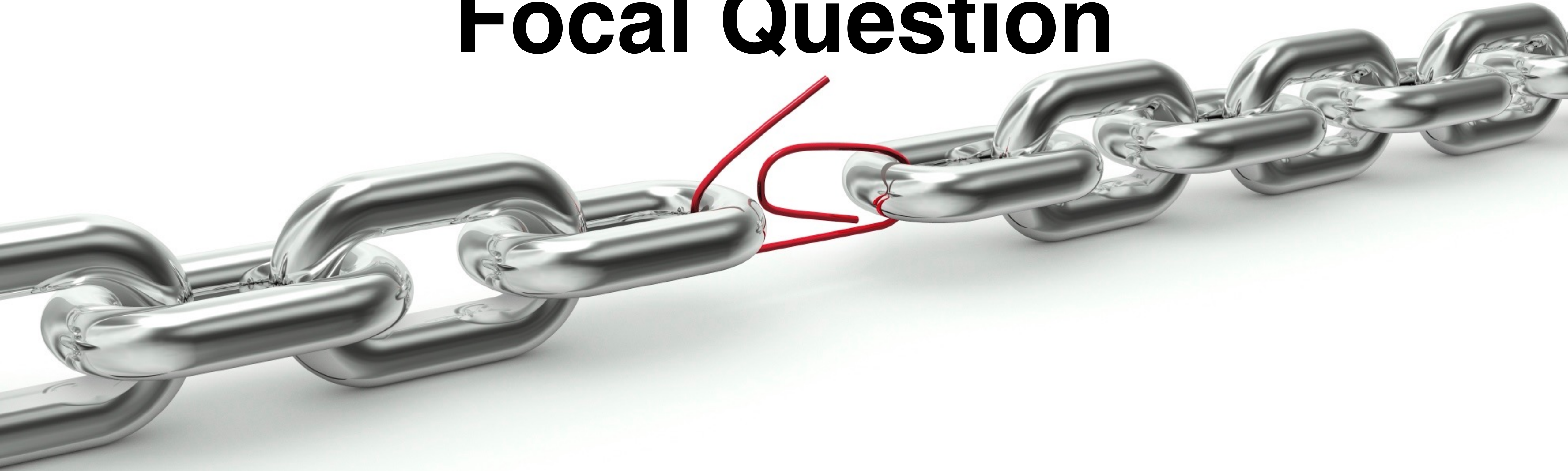
Experience & The Leader Pipeline



Quality
Cost
Quantity
Cycle Time



Focal Question



Where are your firm's development bottlenecks?



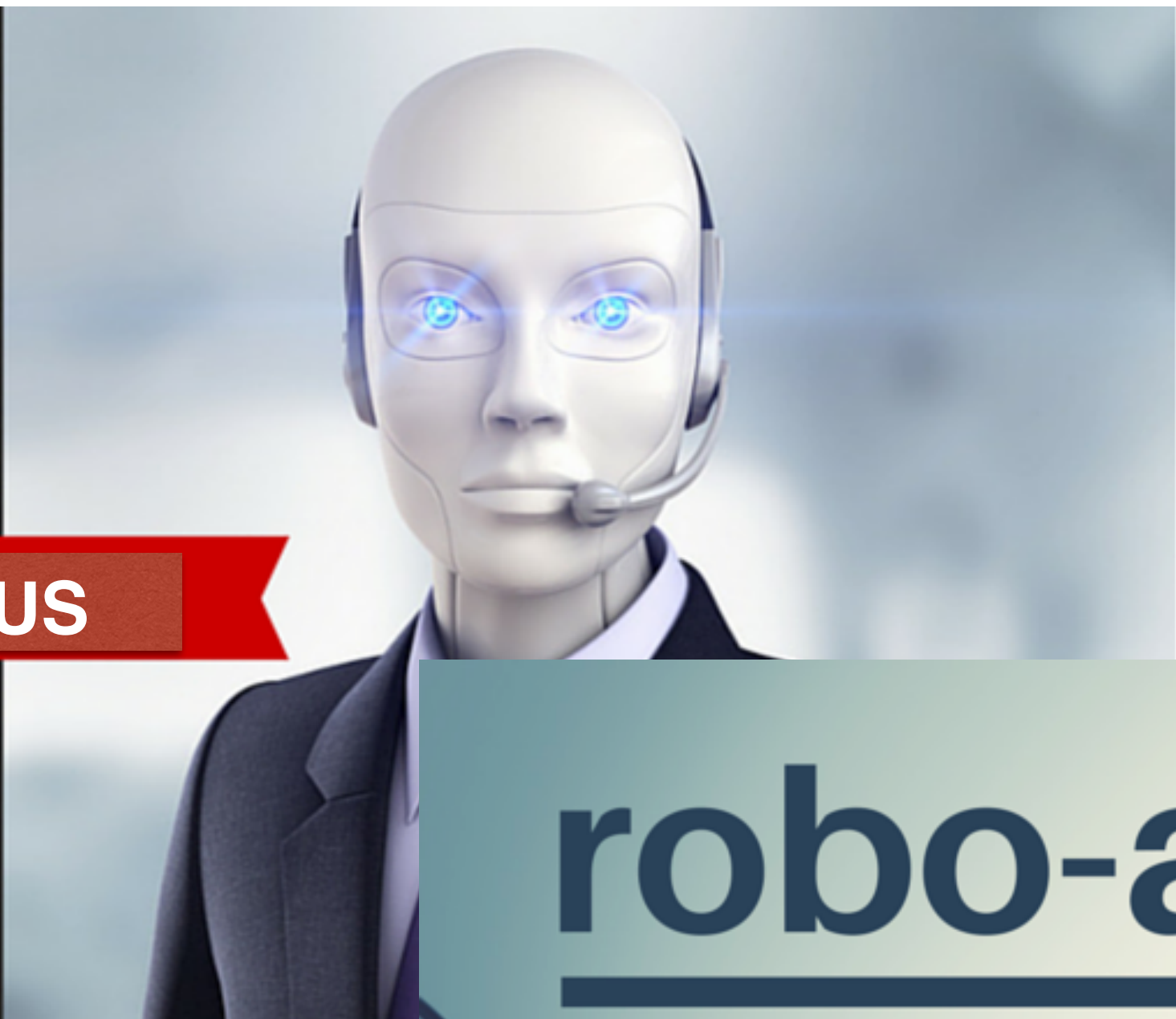
Solution #1: Time Trials




Time Trial Innovation - Calibrated 360



PLUS



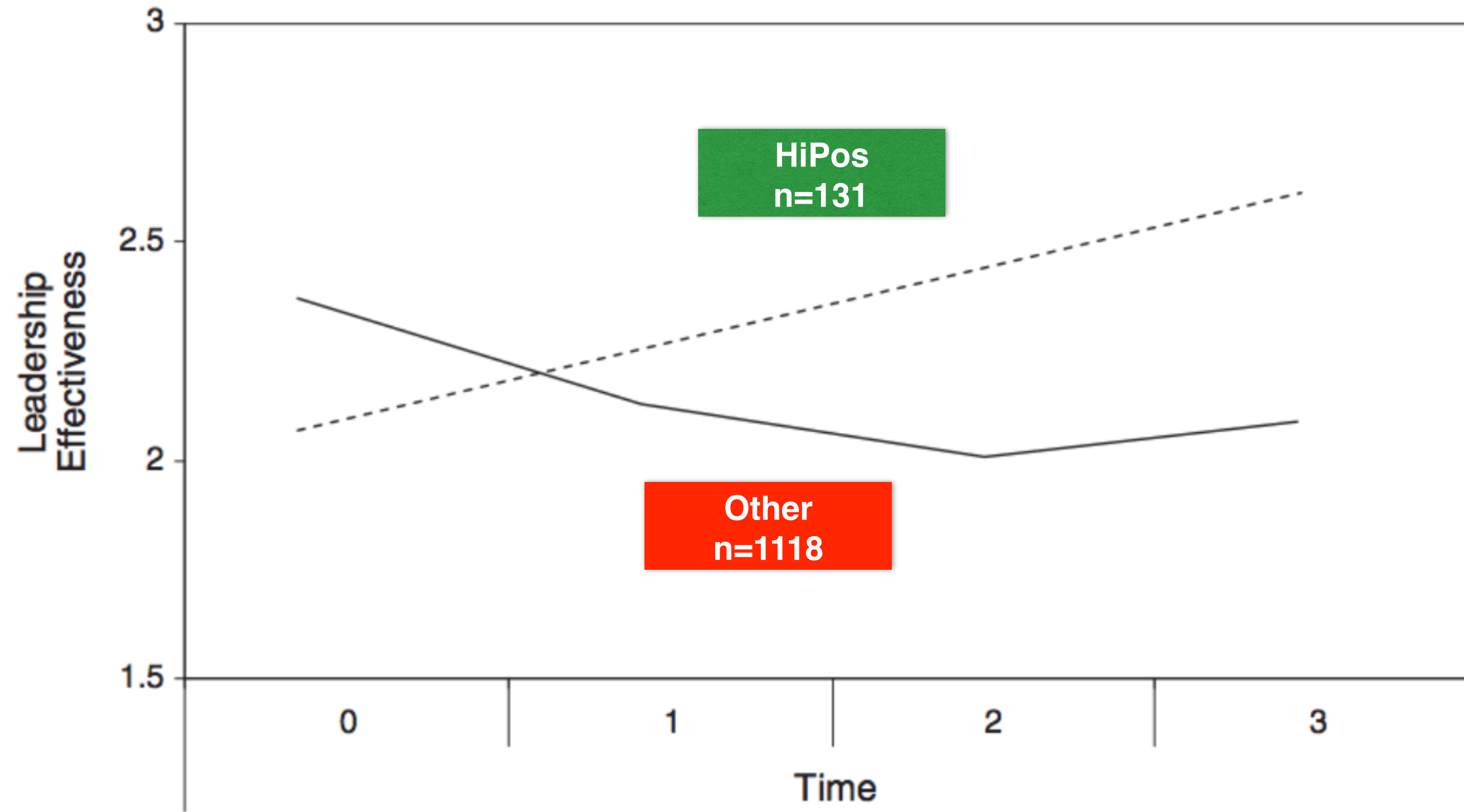
Solution #2 Amplified Coaching

A close-up photograph of a person's midsection. They are wearing a light blue, ribbed crop top. Their hands are holding a white measuring tape around their waist. The tape is visible on the left side, showing numbers like 107, 108, 109, and 11. The person's skin is fair and their navel is visible.

**How long
does it take
to see
results?**

Solution #3: Transparency

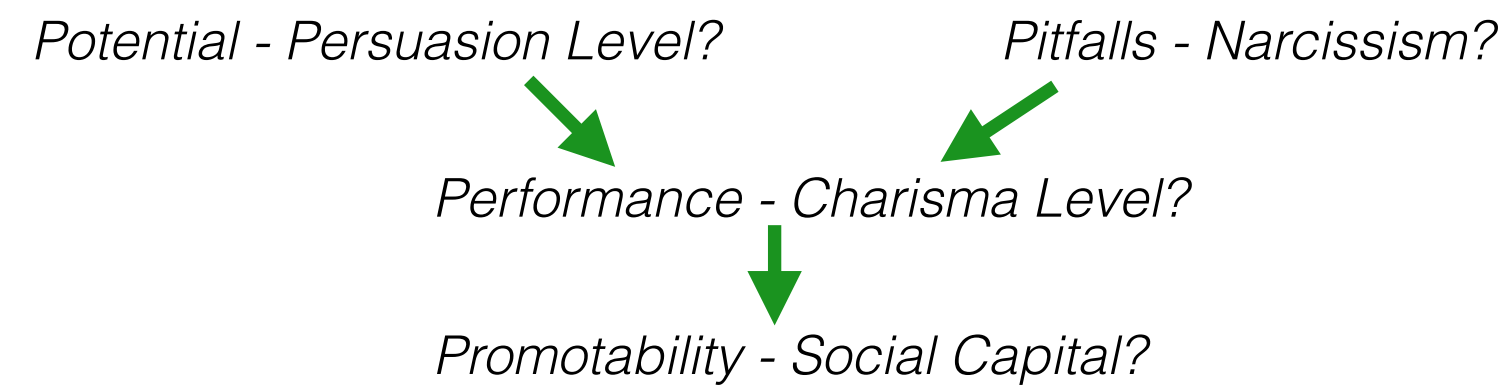
Weekly, Quarterly



Solution #4: Forecasting

Improving Succession Planning With Latest Science & Technology

1. Holistic Standards (CEO Job Requirements)



2. Computer-Adaptive Gap Analysis

Individual Leader current/future gaps

Aggregate forecast versus demand by job level

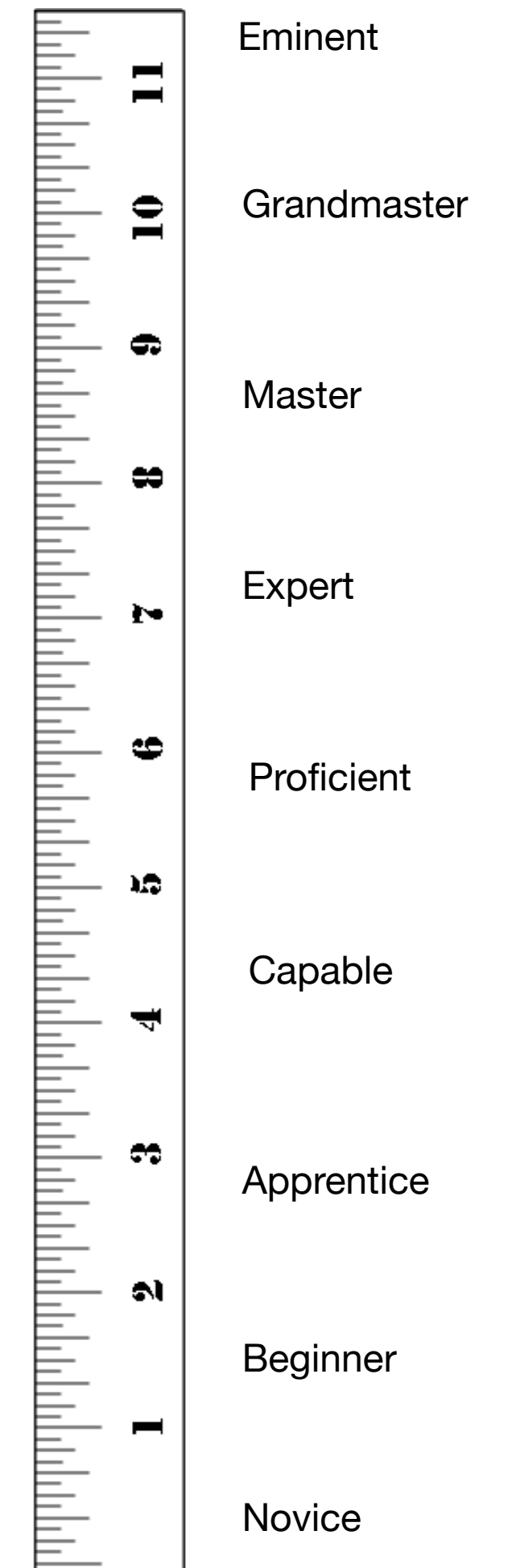
3. Bottleneck Focused Risk Mitigation

Select coachable leaders - demonstrate seriousness

Stretch assignments + Synchronous & Asynchronous Coaching

Quarterly Trajectory Review

Annual Pipeline Forecast & Portfolio Rebalancing



Questions

Are we doing enough to proactively mitigate succession risks?

How will we know if succession risks are appropriately mitigated?

Thank You

Matt Barney

matt@leaderamp.com

(650) 713-9576

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