

# Surviving the Retirement Wave— 10 Lessons Learned in Growing Our Successors

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# Let's Start with 2 Questions

1. In the minds of line employees and support staff, what are the images of the work of senior management?
2. From your perspective, what are the rewards, benefits, & joys of senior management?

# Overview

1. Demographic crisis
2. Talent development—goals & approaches
3. Exercise: “A supportive person in my life”
4. Demonstration of development conversation & critique
5. Key research findings to accelerate development
6. 10 lessons
7. Resources



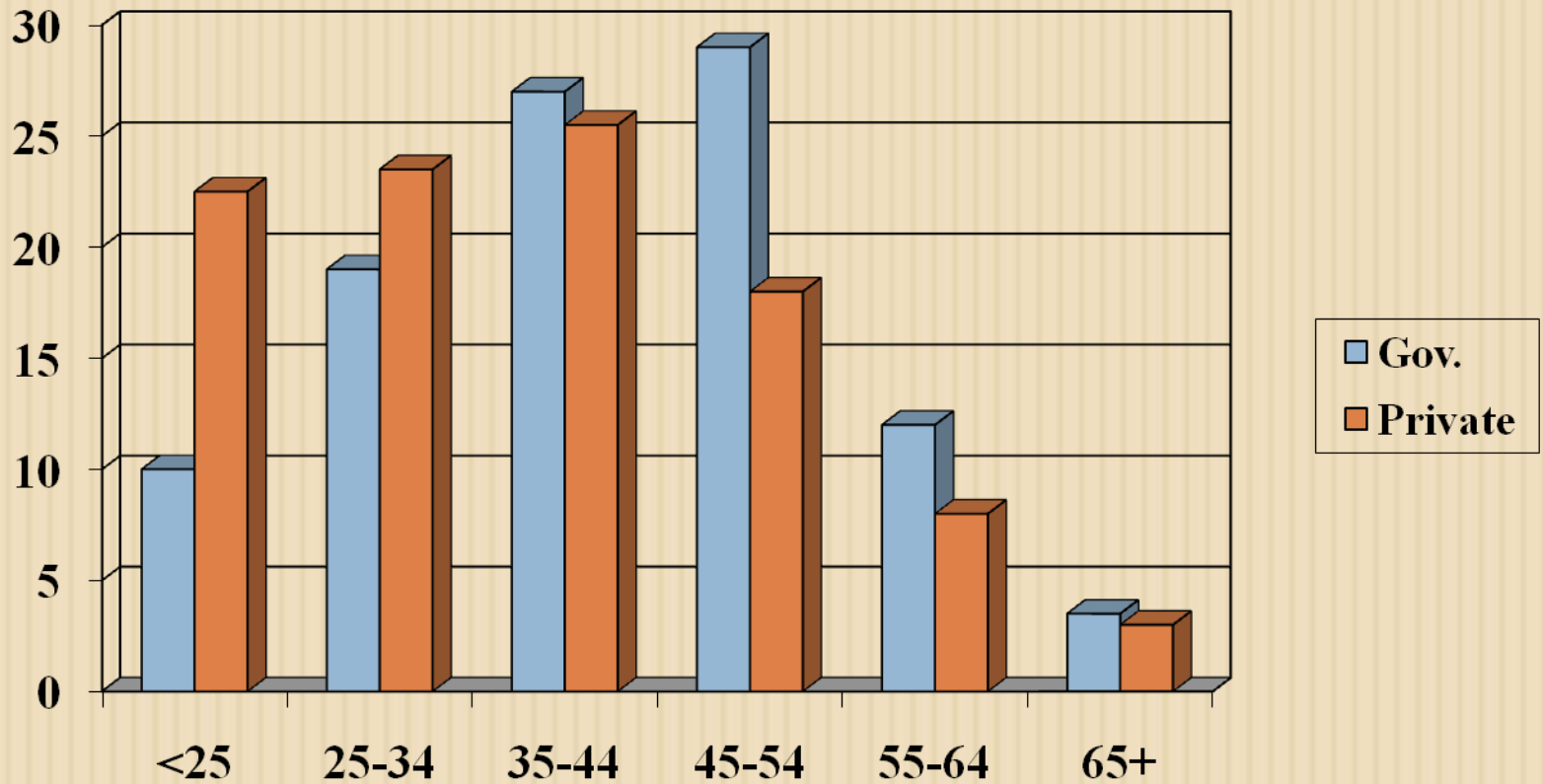
# The Demographic Context

## □ The Numbers

- 80 million Baby Boomers (1946-1964) leaving economy
- 50 million Gen Xers (1965-1980) replacing them
- 88 million Millennials (1981-2000) entering workforce



# Age Distribution



# The “Retirement Wave”

- What are some typical organizational impacts of the “retirement wave”?



# Typical Organizational Impacts

Over time. . .

- ❑ Promoted managers or other employees not ready to advance
- ❑ Difficulty recruiting seasoned managers
- ❑ Loss of productivity, service problems
- ❑ Loss of institutional knowledge
- ❑ Increased recruitment & training costs
- ❑ Loss of organizational capacity
- ❑ “New blood”



# Talent Development

## The Goals

- Create “**leader-full**” organization
- Develop a **pool** of talent able and ready to step into leadership positions at top levels & throughout organization

(Private sector metric for succession is 3 inside qualified candidates for every key position in the organization)



# Talent Development

## Historic View

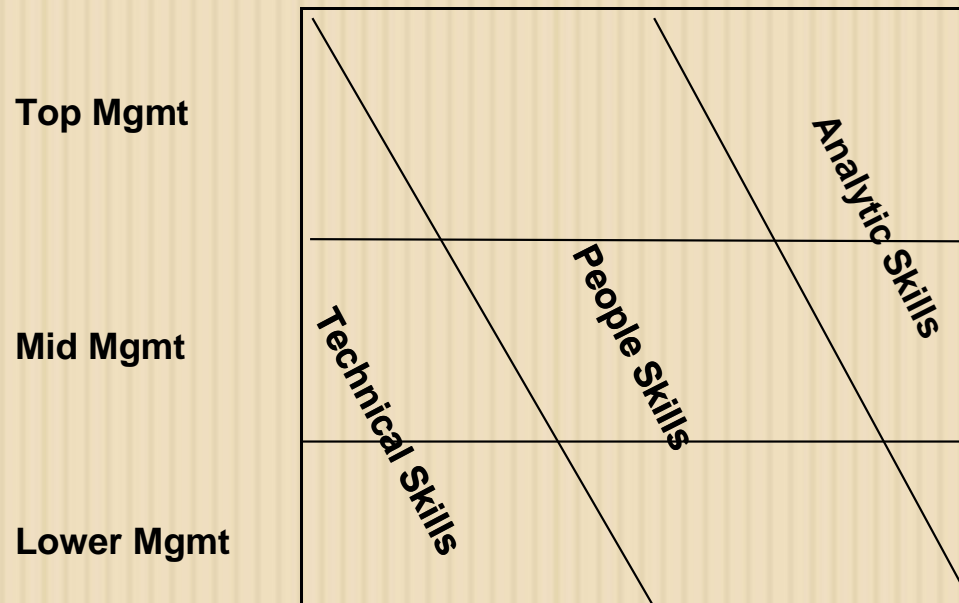
Talent Development = classroom training

## Contemporary View

Talent Development = series of “stretching”  
job experiences coupled with helpful & candid  
coaching



# The Importance of People Skills



**80 percent of management failure is related to poor people skills**

# Cost-Effective Development

- Job rotation
- Provide team leadership or special assignments
- Teach managers simple coaching skills
- Place emerging leaders in interim positions
- Structure assignments to include interaction with advisory boards & community groups
- Include a learning plan in annual work plan for each employee



# “A Supportive Person in My Life”

- Respond to two questions:
  1. Who has been a specific individual who has helped you progress or supported you in your work or personal life?
  2. What did that person do to support you? Why was it special? What were key ingredients?
- Jot down some notes
- Identify themes in large group

Themes?

# Becoming a Great Coach

- Development conversations are foundational to all talent development work



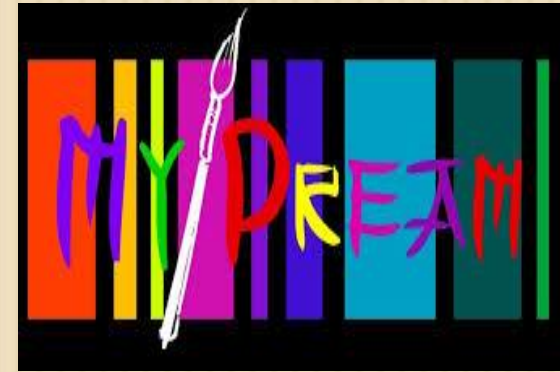
# Development Conversation

- A development conversation is an informal discussion with an employee, colleague or friend that provides an opportunity for coach to . . .
  - Explore the coachee's hopes & dreams
  - Provide feedback
  - Identify support & resources



# Premises of Development Conversations

- Goal: accelerating everyone's development
- A focus on hopes & dreams
- Who can serve as a coach?
- The importance of development conversations



# Premises (con't)

- Responsibilities
  - ▣ The organization
  - ▣ The coach
  - ▣ The employee



- Difference between development conversation & performance review
- Development conversations follow a sequence of steps



# The Coaching Model\*

1. Ask “What are your hopes?”
  - Focus on hopes & dreams, not challenges or problems
  - Probe what truly interests the person & most importantly why



\*Developed by Don Maruska, Director, Cal-ICMA Coaching Program

# The Coaching Model

## 2. Uncover the real issues

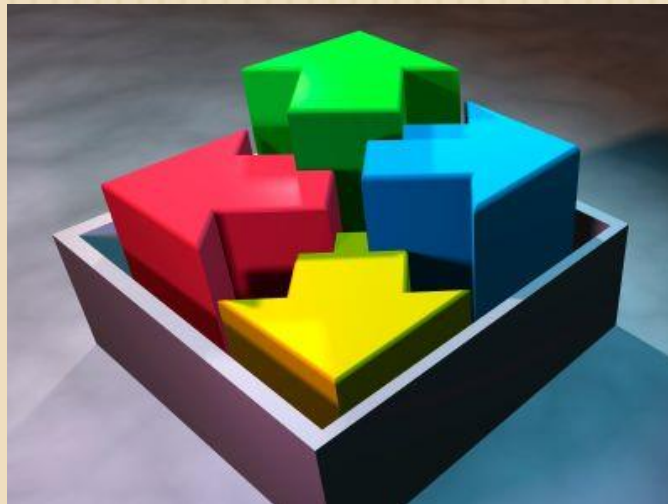
- What stands between the person where he or she want to be?
- What issues or obstacles need attention?
- Actively listen and paraphrase what you hear to help the person identify key issues

the **real**  
issues...

# The Coaching Model

## 3. Explore options

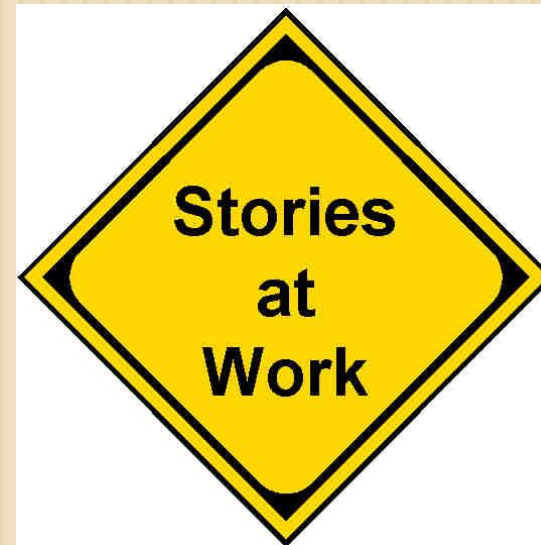
- What choices does the person see?
- What other options can you offer? (“Have you considered. . .”)
- Choices encourage & empower people



# The Coaching Model

## 4. Share stories or experiences

- Stories are most powerful way to communicate
- “May I share a story or experience?”
- “Who do you know has fulfilled a similar dream?”



# The Coaching Model

## 5. Hold a big vision for the other person

- People sometimes hold themselves back so you can serve as a catalyst
- Ask “What would be a big leap to get there or achieve your hope?”
- Ask “Have you thought about \_\_\_\_\_ (a big leap) to get there?”



# The Coaching Model

## 6. Invite action

- “I’d like to invite you to consider \_\_\_\_\_ (whatever action seems appropriate)”
- You’re not telling the person what to do but you’re giving them something to which they can react
- Leave the choice to them



# The Coaching Model

## 7. Build a “dream team”

- Ask “Who can help you realize your dream?”
- Ask “Would you be willing to approach \_\_\_\_\_?”



# The Coaching Model

## 8. Anticipate success

- Ask “By when would you like to ‘declare victory’ and achieve your dream?”





# Critique of the Coach

- In conducting the development conversation. . .
  - What did Frank do well?
  - How could Frank have done better?



# Outcomes

- What were the outcomes for **coachee**?
- What were the outcomes for **coach**?



# Keys for Accelerating Development

- “Learning thru doing”
- Seek “sweet spot”
- Understand 70/20/10 rule





# Lessons

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



# Lessons (con't)

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



# Resources

- ICMA Coaching Program
  - Webinars
  - Career Compass advice columns
  - Speed Coaching at next conference
  - 1-1 Coaching?

[www.cal-icma.org/coaching](http://www.cal-icma.org/coaching)

[www.ucma.org](http://www.ucma.org)



# Maximizing Value of Coaching Program

- Incorporate webinars into your annual training calendar
  - Post webinar schedule on your training intranet page
  - Designate one staff person to subscribe to Coaching Program announcements & distribute to organization
- [www.cal-icma.org/coachinglist](http://www.cal-icma.org/coachinglist)



# Maximizing Value of Coaching Program

- Invite employees to conference room to participate in live webinar; hold post-webinar discussion
- Schedule webinar topics of interest by going to “Live Audio & Archives” link at:  
[www.cal-icma.org/coaching](http://www.cal-icma.org/coaching)
- Distribute “Career Compass” advice columns to all employees
- Conduct your own “Speed Coaching” event



# I Appreciate Your Time



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