A Call To Action
Preparing the Next Generation

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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*, and *joys* of senior management?
Overview

1. Demographic crisis
2. Impacts of “retirement wave”
3. Talent development goals
4. Exercise: “My most powerful development experience”
Overview (con’t)

5. Accelerating growth & development
6. Cost-effective approaches
7. Getting started
8. Resources & “one commitment”
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
A Different Time

Why did a whole generation of baby-boomers join public sector?
Age Distribution

![Age Distribution Chart]

- **<25** years: Gov. 10, Private 20
- **25-34** years: Gov. 20, Private 25
- **35-44** years: Gov. 30, Private 30
- **45-54** years: Gov. 30, Private 25
- **55-64** years: Gov. 20, Private 15
- **65+** years: Gov. 5, Private 5
One Public Agency

- Average age: **50 yrs**
- “At risk” of retirement within 3 yrs:
  - Administration: **72%**
  - Utilities: **67%**
  - Watershed: **61%**
The “Retirement Wave”

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

- Create “leader-full” organization
- Ensure organization has competencies & capacities needed to meet big challenges
- Develop a pool of talent ready & able to step into leadership positions at top levels & throughout organization

(Private sector metric for succession is 3 inside qualified candidates for every key position)
The Importance of People Skills

80 percent of management failure is related to poor people skills.
The Essence of Leadership

“Leaders do not force people to follow. They invite them on a journey.”

Charles Lauer
“My Most Powerful Development Experience”

Two questions:
1. What did the experience entail?
2. What were the key ingredients making it such a robust learning & development experience?
Accelerating Development

- Focus on “learning by doing”
- Understand 70/20/10 rule
- Seek “sweet spot”
Cost-Effective Talent Development

- Cross-train
- Use internal trainers or “train-the-trainers”
- Teach supervisors simple coaching skills
- Place emerging leaders in interim positions
- Include a learning plan in annual work plan for each employee
- Structure assignments to include interaction with advisory boards & community groups
- Exchange an aspiring manager with a neighboring jurisdiction
Five Things To Get Started

1. Do workforce analysis
2. Identify key talent pool
3. Engage dept heads in assessing readiness of high-potential employees
4. Offer & promote menu of cost-effective development opportunities
5. Train all supervisors on how to conduct development conversations
Resources

- ICMA Coaching Program
  [www.icma.org/coaching](http://www.icma.org/coaching)
  - Webinars
  - Frank’s Career Compass columns
    - “How Do I Create a Dream Team of Advisors”
    - “Building a Powerful Network”
    - “The Art of the Interview”
  - Speed coaching
  - One-to-one coaching (“Coaches Gallery”)
    [www.cal-icma.org/coaching](http://www.cal-icma.org/coaching)


“One Thing”

“Beginning on Monday, what is one thing I will try in order to better prepare the next generation?”

MY COMMITMENT
Thank you!

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