

Future-Proofing Leadership: A Strategic Approach to Succession Planning



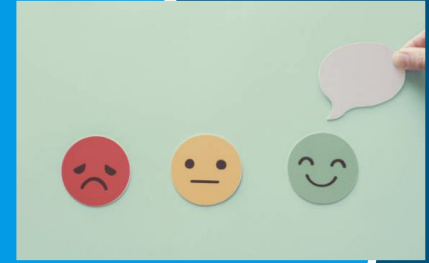


Bring out your cell phone

Use your browser to go to

pollev.com/metiss

How are you feeling?



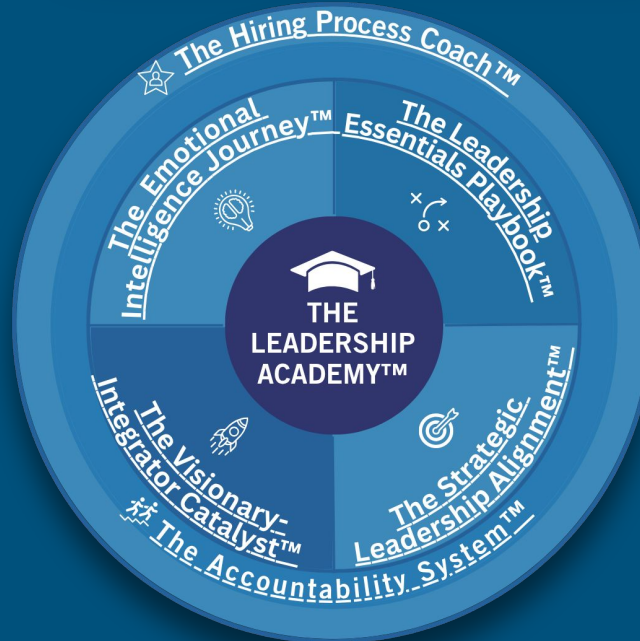


Charlotte

Accelerate

**2,500 leaders
developed**

**10,000 direct
reports impacted**



Detroit

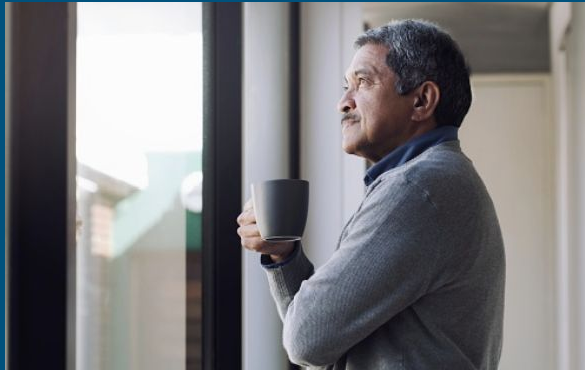
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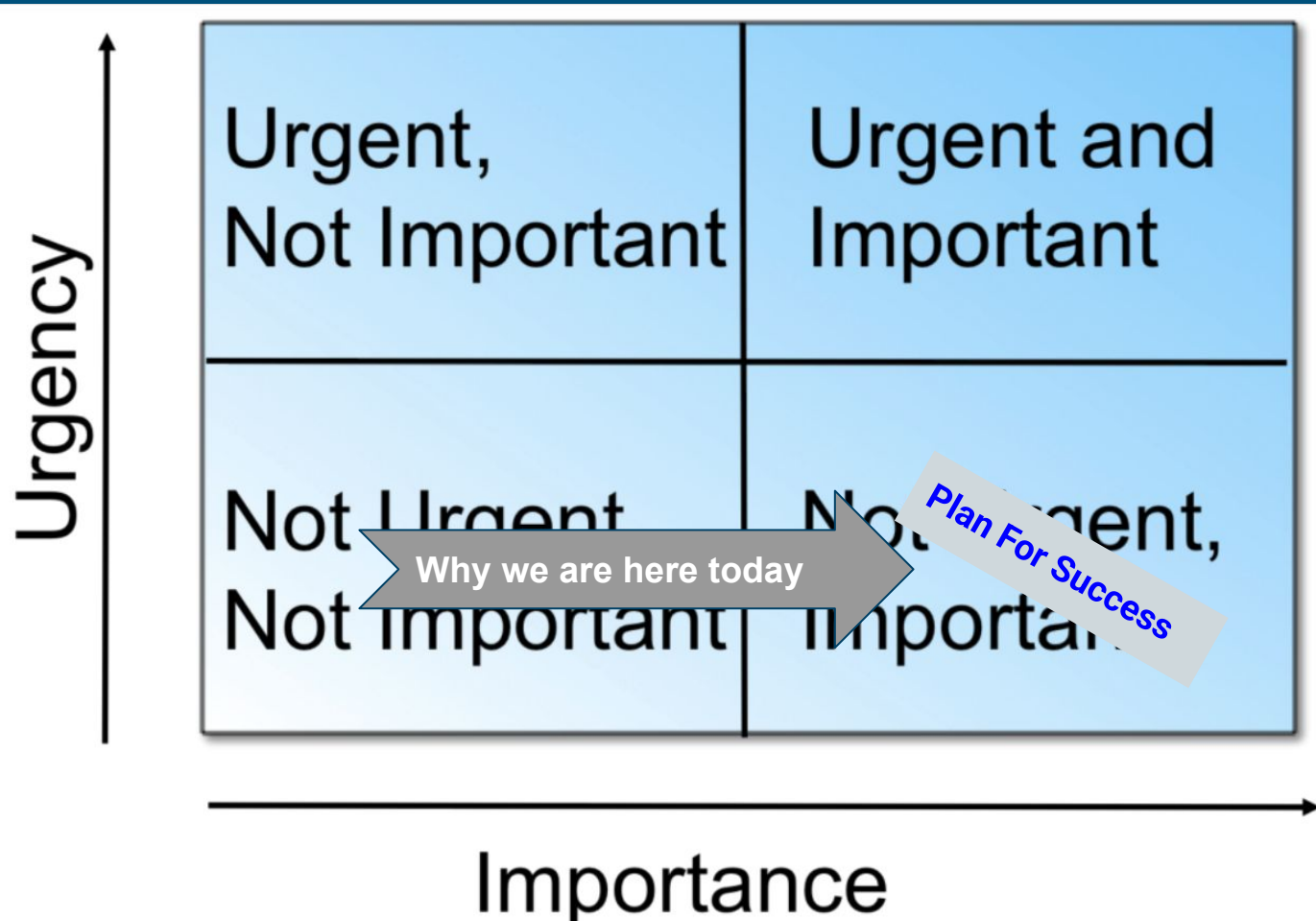
**12,000 candidates
evaluated**

**2,000 successful
hires**

**1,300 scorecards
built**

Succession Planning







The Metiss Group™
behavior experts at work



DECISIONS AHEAD

CHOOSE YOUR PATH WISELY



~~Retire~~

~~Sell~~

~~Quit~~

[illegible]

Common Founder/CEO Functions



- Culture
- Strategy
- Ambassadorship
- Business Oversight
- Mad Scientist

Solution: Have #2



- COO
- Chief of Staff
- Integrator
- VP, Ops
- GM
- Aide-De-Camp

Successful #1 and #2



- Steve Jobs & Steve Wozniak
- Warren Buffett & Charlie Munger
- Henry Ford & C. Harold Willis
- Bill Gates & Steve Ballmer
- Mark Zuckerberg & Sheryl Sandberg
- Jeff Bezos & Andy Jassy

Start By Defining Founder/CEO's Job





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behavior experts at work

OMB - Visionary



Accountability	Priority	Percent	Success Factors
Culture Champion	1	30%	
Direct architecture & design of facilities			Consistent feel and design to all facilities was experienced
Champion the brand			Consistent feel and design to brand was experienced
Champion the culture			Culture was maintained
Participate in key interviews			Core values were visibly demonstrated
Meet and greet new employees			Participation in monthly onboarding sessions was demonstrated
Visit locations			Attractor company status was maintained
Communicate vision at annual meeting and throughout the year			
Conduct skip-level meetings			
Promote significant rewards and recognitions			
Influence overall aesthetic			
Strategy and Growth	2	30%	
Determine sales footprint			Growth plan was achieved
Set vision			Strategy was clear to leadership team and was cascaded beyond
Participate in quarterly & annual strategy sessions			Reasonable responses to surprises was demonstrated
Pursue personal and professional development			OMB tradition was maintained
Ensure alignment to vision			
Anticipate next moves			
Develop of new facilities			
Please provide details			



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Participate in quarterly & annual strategy sessions			Reasonable responses to surprises was demonstrated
Pursue personal and professional development			OMB tradition was maintained
Ensure alignment to vision			
Anticipate next moves			
Develop of new facilities			
Drive growth plans			

Then Define #2's Scorecard



- Everything Else
- Manage Day to Day
- Execute Strategy
- Manage Talent
- Liaison to #1
- Do it

[illegible]



Accountability	Priority	Percent	Success Factors
Team OMB	1	10%	
Pursue personal and professional development			Retention levels were maintained or improved
Live core values			Personal and professional development were demonstrated
Ensure interdepartmental collaboration			Core values were demonstrated
Lead company communications			Meetings were attended prepared, on time and engaged
Attend team gatherings			Attractor company status was maintained
Conduct skip-level meetings			Employee referrals were received
Protect culture			Information was cascaded
Talent Management	2	15%	
Hold direct reports accountable			1:1 meetings were conducted regularly
Conduct performance reviews			Team success factors were met
Lead 1:1 meetings with direct reports			Performance reviews were complete and on time
Participate in key hiring			Team growth was demonstrated
Mentor and coach direct reports			No avoidable loss of "A" players was experienced
Contribute to employee recognition			Positive team feedback was received
Oversee Business	3	40%	

Peace of Mind CEOs



Sample #1 and #2 Accountabilities



Visionary

- 1 - Culture Champion (30%)
- 2 - Strategy and Growth (30%)
- 3 - OMB Ambassador (10%)
- 4 - Business Oversight (20%)
- 5 - Continuous Improvement (10%)

COO

- 1 - Team OMB (10%)
- 2 - Talent Management (15%)
- 3 - Oversee Business (40%)
- 4 - New Venue Integration (20%)
- 5 - Strategy and Planning (15%)

Sample #1 and #2 Accountabilities



Chairman

- 1 - Face of ASG (60%)
- 2 - Team ASG (10%)
- 3 - Strategy and Planning (30%)

President and CEO

- 1 - Strategy and Planning (10%)
- 2 - Talent Development (30%)
- 3 - Business Development (25%)
- 4 - Business Oversight (25%)
- 5 - Team ASG (10%)

Sample #1 and #2 Accountabilities



President

- 1 - Talent and Culture Champion (30%)
- 2 - Culture Ambassador (10%)
- 3 - Research and Development (30%)
- 4 - Business Leadership (30%)

VP of Operations

- 1 - Team Meridian (10%)
- 2 - Business Oversight (30%)
- 3 - Talent Management (20%)
- 4 - Strategy and Planning (20%)
- 5 - Visionary Implementation (20%)

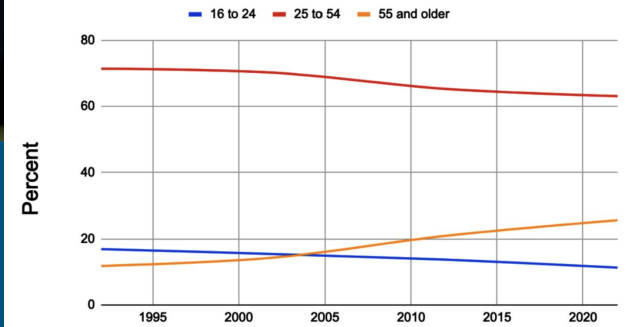
Plan For Leadership Succession



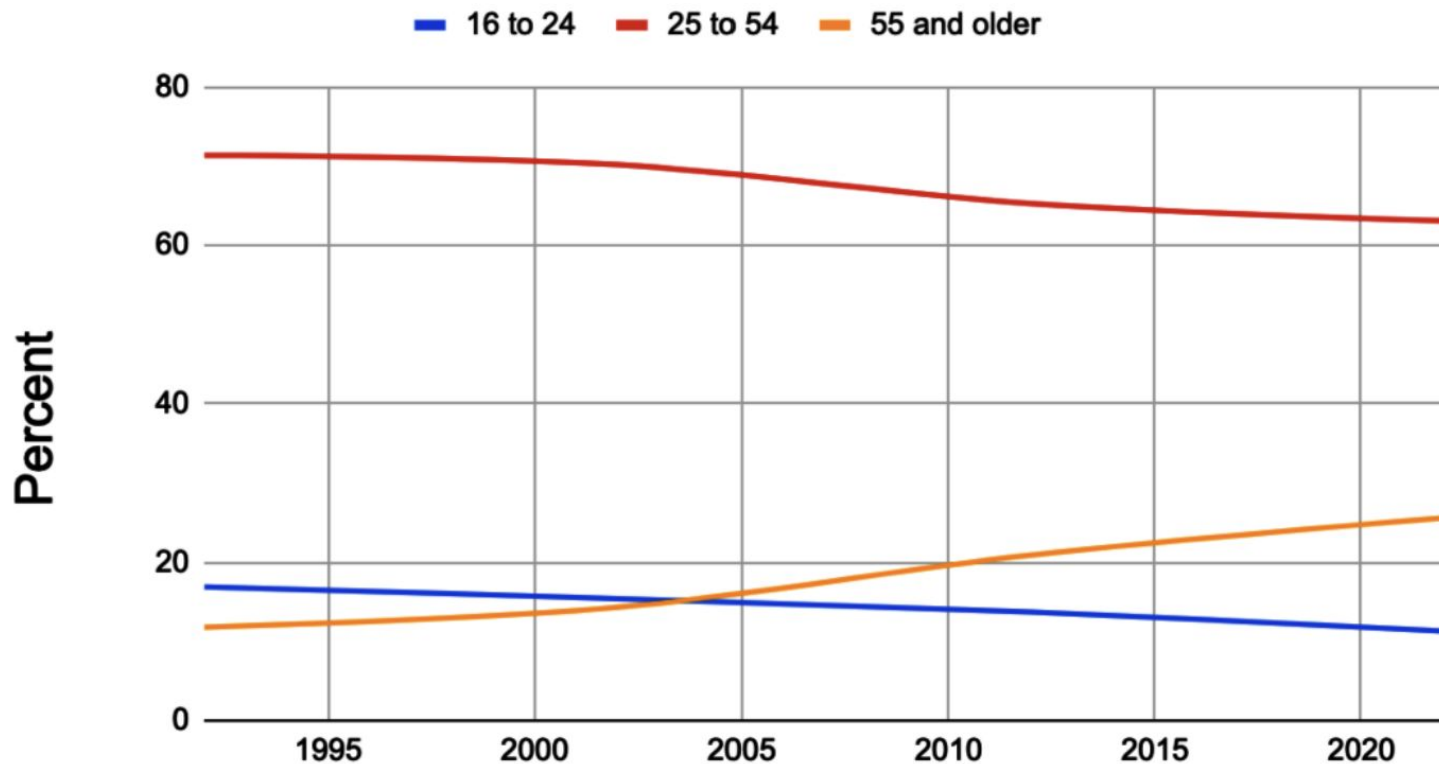
Plan For Retirees



Labor Force Distribution Percent



Labor Force Distribution Percent



Plan For Maxed Out



CEO - “We need to invest 10% of our earnings in developing our team.”



CFO - “What if develop them and they leave?”

CEO - “What if don’t develop them and they stay?”

Plan For Wrong Seat



Plan For Separations



Succession Plan For Opportunities



The Melissa Group
 Success Starts at Work

Leader Opportunity Worksheet

Leader / Title	Trigger*	Transition Job Date	Job Functions	Successor Name	Replacement Plan	Plan Launch Date

*Trigger: Retire
 Max Out
 Wrong Seat
 Separation

Sample Worksheet #1

Leader / Title	Trigger*	Transition Job Date	Job Functions	Successor Name	Replacement Plan	Plan Launch Date
Lou / CFO	Retire	December	Finance	Hire	Selection process	September
			Governance	Hire	Selection process	September
			Leadership Team	Hire	Selection process	September
			Strategy and Planning	Hire	Selection process	September
			HR	Susan	Develop leadership	April
			Europe Operations	Marty	Develop delegation	May



Sample Worksheet #2

Stephanie / Controller	Maxed Out	July	Training	Tammy / HR	Hire outside resource	April
			Accounting	Keep	Create Stephanie scorecard	February
			Planning	Keep	Create Stephanie scorecard	February
			Budgeting	Keep	Create Stephanie scorecard	February
			IT	Outsource	Find outsource firm	March
			Compliance	Tammy / HR	Tammy compliance training	April



Worksheet Exercise



Leader Opportunity Worksheet

Leader / Title	Trigger*	Transition Job Date	Job Functions	Successor Name	Replacement Plan	Plan Launch Date

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Separation



Why Do Employees Leave?





7 REASONS WHY EMPLOYEES QUIT

1. Job not as expected
2. Job doesn't fit talents and interests
3. No hope for career growth
4. Little or no feedback/coaching
5. Feel devalued and unrecognized
6. Feel overworked and stressed out
7. Lack of trust or confidence in leaders

Retention Strategies



Employees Leave Bosses



360s- Best Way To Change Leadership



MRG[®]

INSIGHT. EVIDENCE. INSPIRATION.

1983

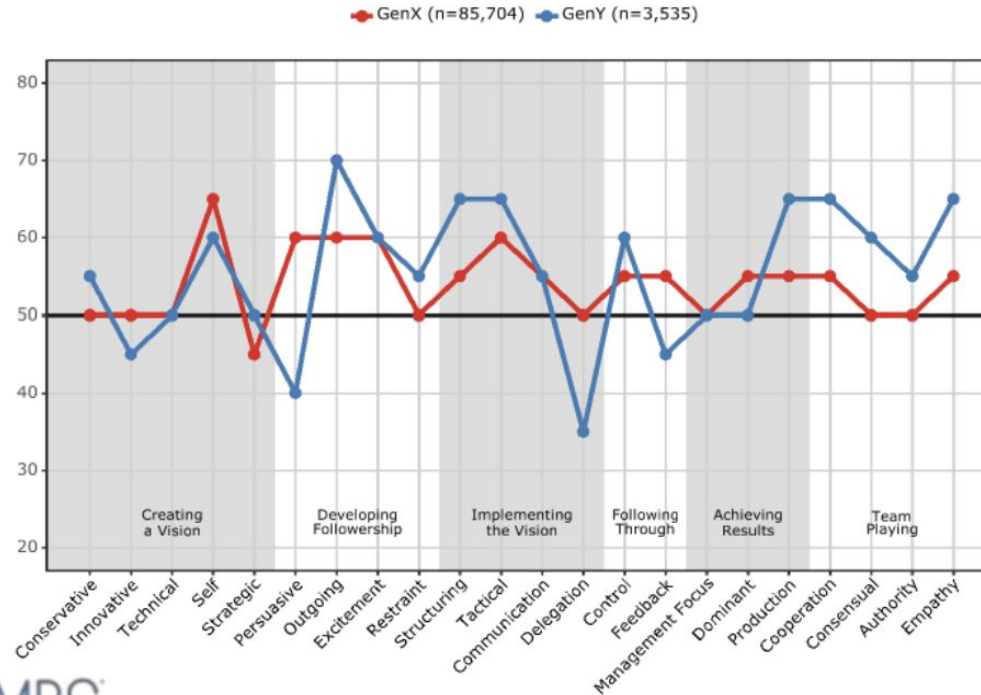
30,000
Leaders

Leadership
Influences

Current Leadership Style From MRG

Non-matched groups

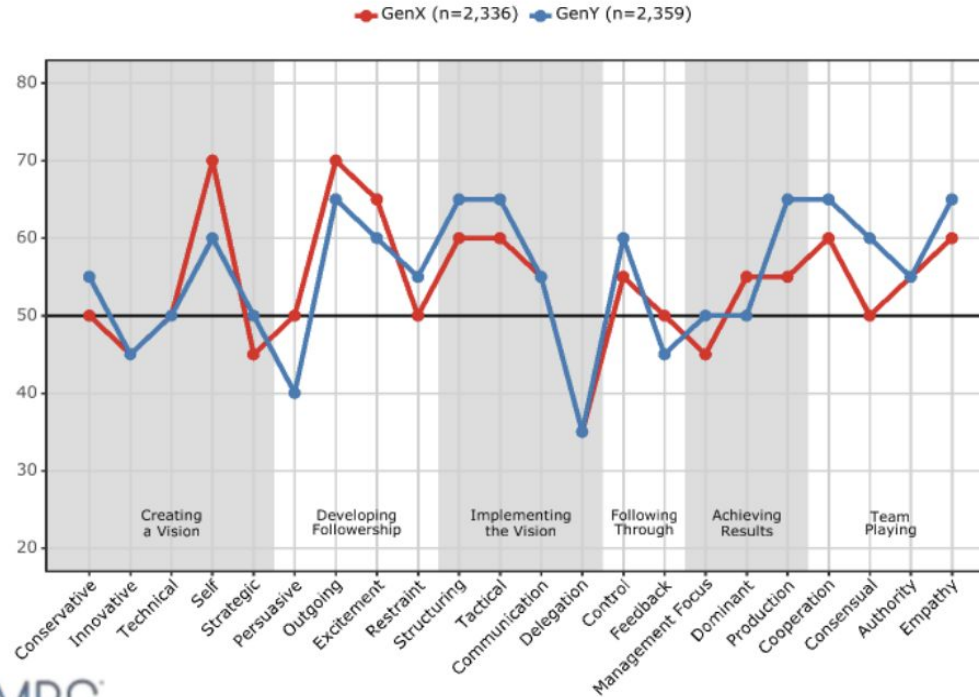
Leadership Effectiveness Analysis



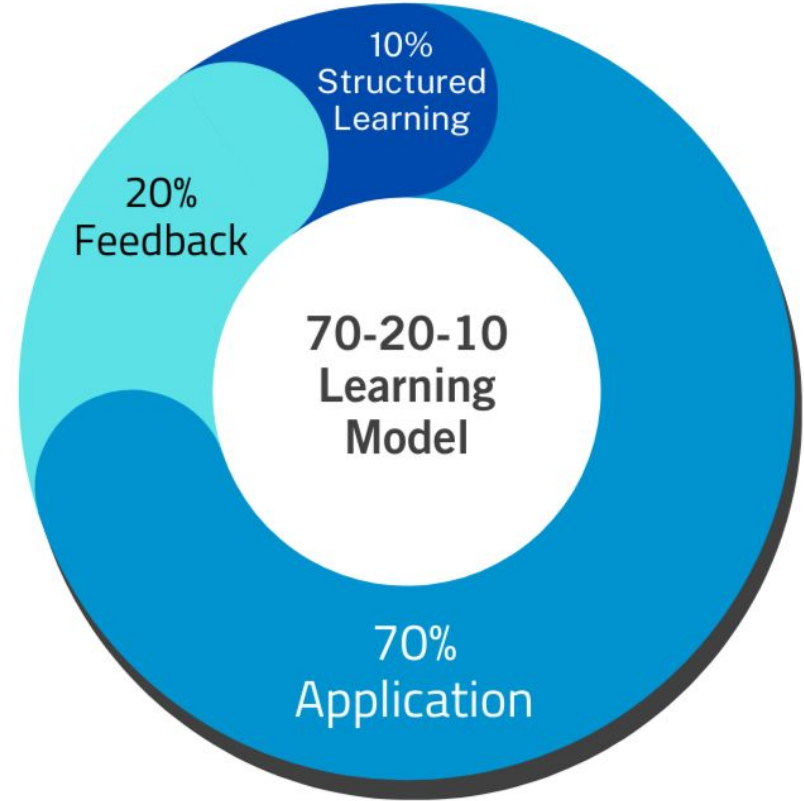
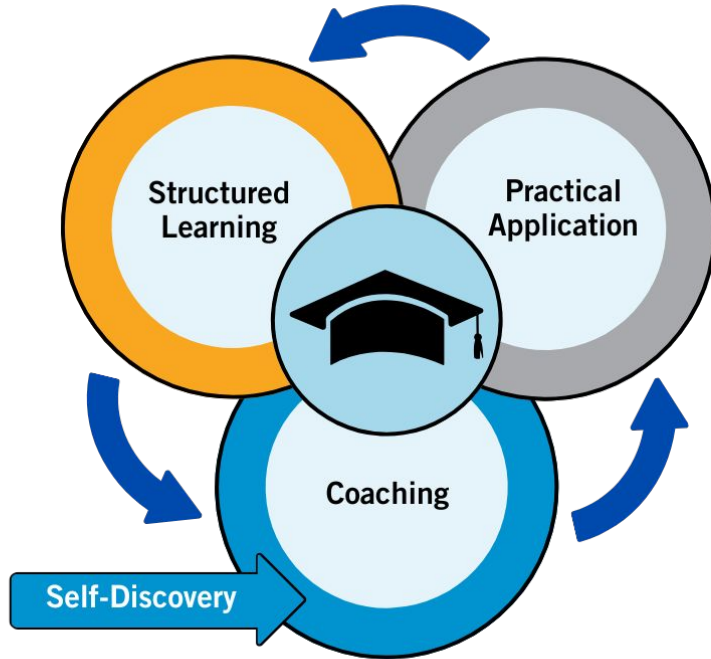
Matched Leadership Styles

Matched groups all between 25-35 yrs old

Leadership Effectiveness Analysis



Leadership Acceleration Approach

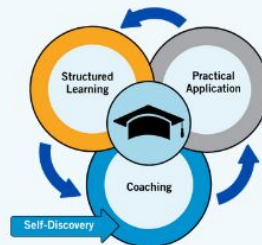
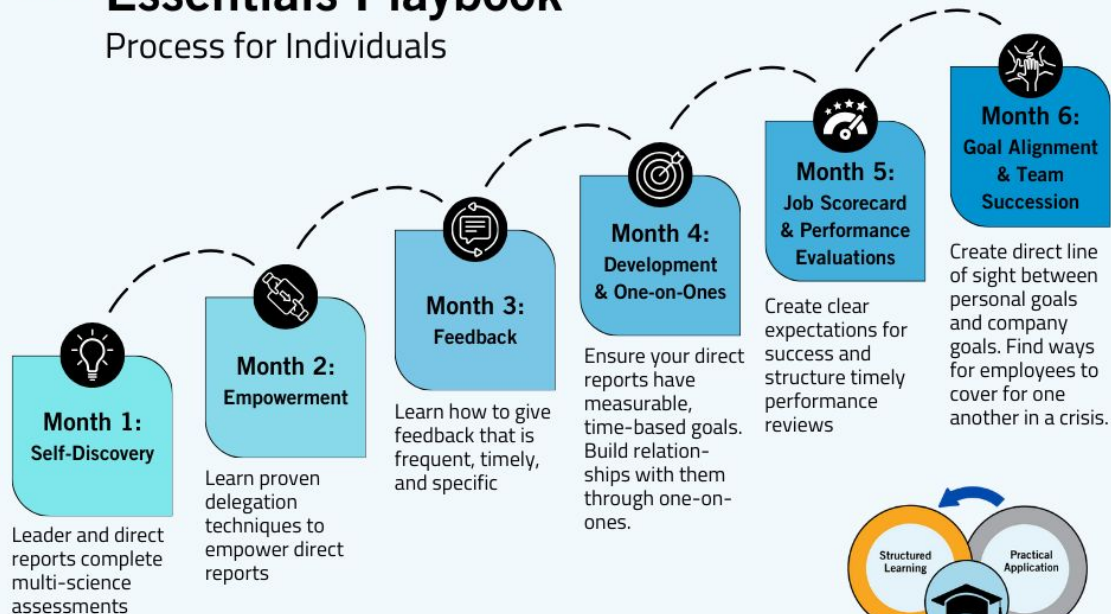


Develop Bosses



The Leadership Essentials Playbook™

Process for Individuals



Empowerment Model



Expectations

- Success factors
- KPIs



Resources

- People
- Information
- Training
- Processes
- Skills

Leaders empower
success by defining
borders and
boundaries



Restrictions

- Non-negotiables
- Budgets
- Level of Authority



Time Frames

- Time/hours dedicated
- Milestones
- Expected completion date

Roger Allen and Preston Pond
High Performance Leadership:
From Control to Empowerment

Superstars Love Scorecards



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7. Lack of trust or confidence in leaders

What Are Job Accountabilities



Accountability	Priority	Percent	Success Factors
Analyses	1	30%	
Report operational variances			Insightful and timely analyses were provided
Contribute insights and recommendations			Analyses drove positive actions
Prepare LE (forecasts) monthly			No avoidable surprises were experienced
Perform trending analyses			
Generate daily operational metrics			
Perform GL account reconciliation			
Accounting Activities	2	40%	
Close books monthly			Books were closed as scheduled
Prepare monthly division financials			Data and reports were timely and accurate
Synthesize department forecasts into annual budgets			Minimal variance in physical inventory was experienced
Prepare capital requests			All variances were reconciled
Plan physical inventory			Positive cash projections were achieved
Identify and reconcile physical inventory			Days of sale in A/R was improved
Set standard costs (labor, material)			Tax returns were filed on time
Provide information to corporate as needed			Differences between standard and actual costs were managed
Pay local taxes			
Manage cash			
Maintain fixed asset ledger			
Escalate issues			
Collaborate with Credit Manager and Sales			
Team ABC Company	3	15%	
Collaborate with division department heads			Great corporate feedback was received

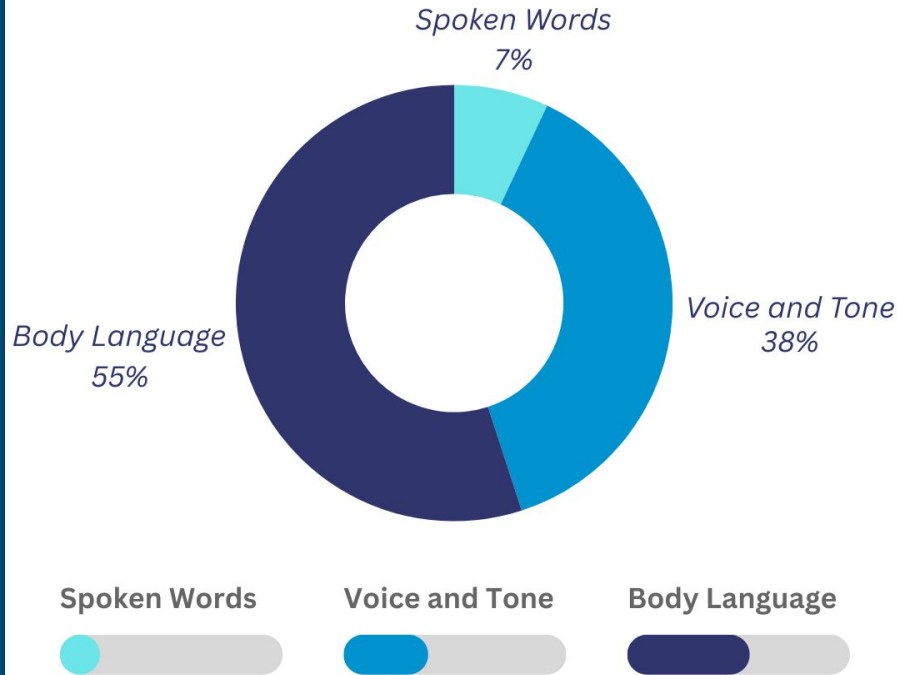
Proper Feedback Engages Stars



How Do We Communicate - Poll



MEHRABIAN'S COMMUNICATION MODEL



“Feedback is not about being nice or kind. It’s about giving people the opportunity to improve.”
- Simon Sinek

7 Reasons Employees Leave

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7. Lack of trust or confidence in leaders

Types Of Feedback

- **Positive**

- M

3:1

- avoid

- labeling,

- Deliver in a calm, unemotional language, tone and body language



Feedback Model

Intro



Behavior



Impact



Accountability



Development- The Gift That Keeps Giving

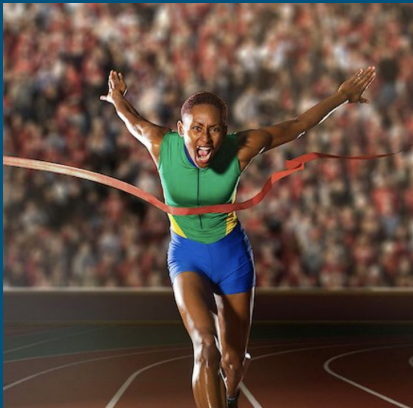


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Secret To Achieving Goals

- 1- Make goal [25%]
- 2 - Write actions [43%]
- 3 - Share goal [64%]
- 4 - Share progress [76%]



One-On-Ones: #1 Leadership Tool



7 Reasons Employees Leave

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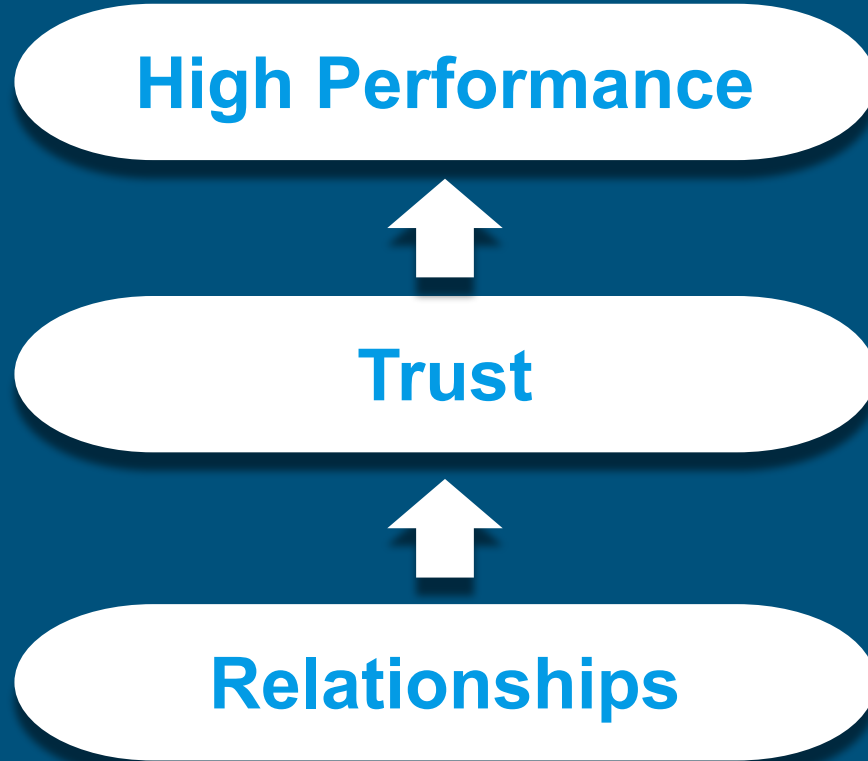
Direct Report Name	Behavior Style	Feedback Approach				

Children

Hobbies

Pets

Value of Relationships



One-On-Ones

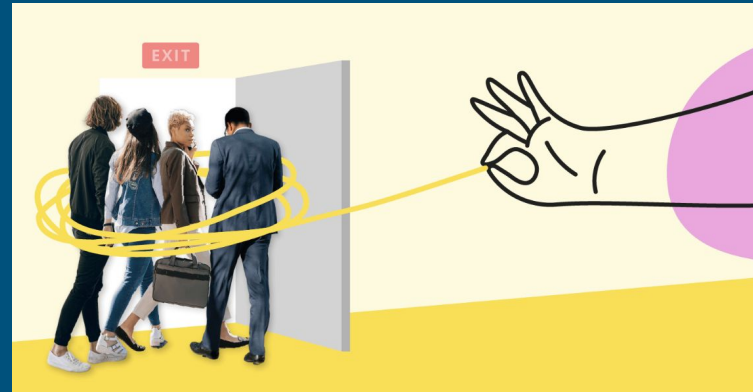


What Are You Going To Do To Retain Your At-Risk Employees?



Sample Retention Worksheet

Team Member	Direct Manager	Engagement Practice	Who Responsible	When
Julie	Carl	One-on-One	Carl / Me	April
		Feedback	Carl	April
		Train Carl	Me	May
		Develop	HR / Tiffany	May - Dec
Carmen	Michelle	Feedback	Michelle	October
		One-on-One	Michelle	October
		Develop	HR / Britney	Nov - March
		Create Accountability Matrix	Michelle / Exec Team	September



Retention Worksheet Exercise



At-Risk Team Member Worksheet

Team Member	Direct Manager	Engagement Practice	Who Responsible	When



Session Evaluation

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behavior experts at work

Cyndi Gave

cyndi@themetissgroup.com

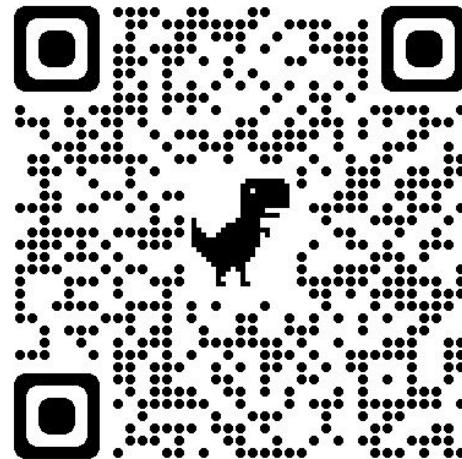
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Max Out
Wrong Seat
Separation

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At-Risk Team Member Worksheet

Team Member	Direct Manager	Engagement Practice	Who Responsible	When

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		One-on-One	Michelle	October
		Develop	HR / Britney	Nov - March
		Create Accountability Matrix	Michelle / Exec Team	September

Sample - Plant Controller

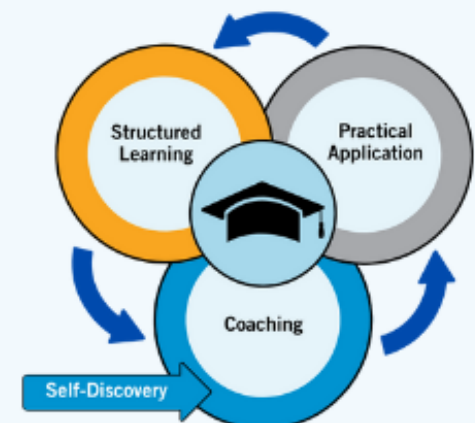
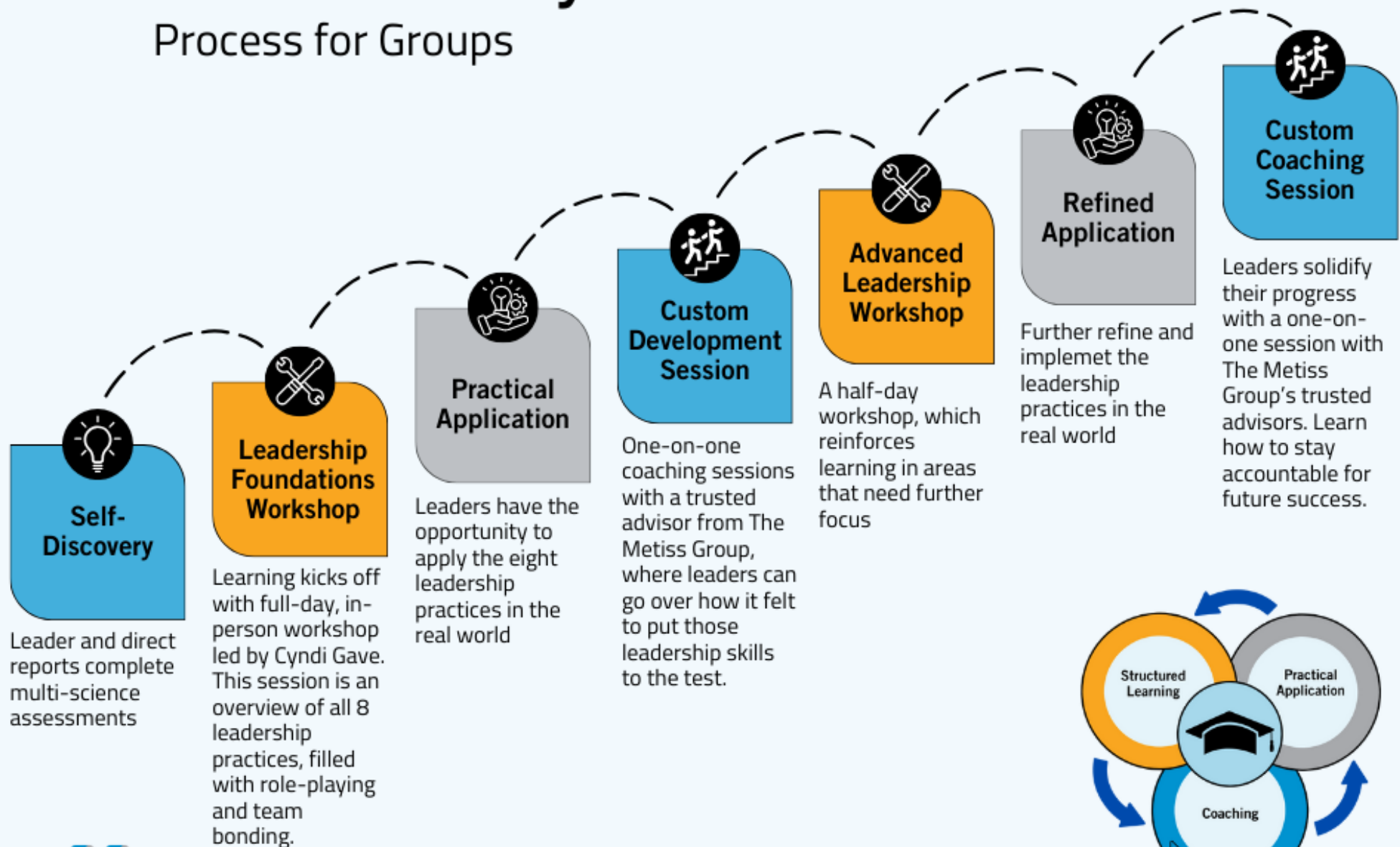


Accountability	Priority	Percent	Success Factors	On track?			
Analyses	1	30%		Yes	Inc	No	N/A
Report operational variances			Insightful and timely analyses were provided	☐	☐	☐	☐
Contribute insights and recommendations			Analyses drove positive actions	☐	☐	☐	☐
Prepare LE (forecasts) monthly							
Accounting Activities	2	40%					
Close books monthly			Books were closed as scheduled	☐	☐	☐	☐
Prepare monthly division financials			Data and reports were timely and accurate	☐	☐	☐	☐
Synthesize department forecasts into annual budgets			Minimal variance in physical inventory was experienced	☐	☐	☐	☐
Prepare capital requests			No avoidable surprises in physical inventory were experienced	☐	☐	☐	☐
Plan physical inventory			All variances were reconciled	☐	☐	☐	☐
Identify and reconcile physical inventory			Positive cash projections were achieved	☐	☐	☐	☐
Set standard costs (labor, material)			Days of sale in A/R was improved	☐	☐	☐	☐
Provide information to corporate as needed			Tax returns were filed on time	☐	☐	☐	☐
			Differences between standard and actual costs were managed	☐	☐	☐	☐
Team ABC Company	3	15%					
Collaborate with division department heads			Positive corporate feedback was received	☐	☐	☐	☐
Provide counsel to Plant GM			Meetings were attended on time, prepared and engaged	☐	☐	☐	☐
Liaise with IT			Personal and professional development plans were defined and executed	☐	☐	☐	☐
Leverage system for efficiencies			Continuous improvement activities were observed	☐	☐	☐	☐
Participate in plant-wide hiring process			Positive GM feedback was received	☐	☐	☐	☐
Participate in regular GM staff meetings							
Participate in monthly plant review meetings							
Talent Management	4	5%					
Conduct performance reviews			No avoidable turnover of "A" players was experienced	☐	☐	☐	☐
Participate in annual People Day			Performance reviews were timely and thorough	☐	☐	☐	☐
Mentor and coach direct reports			Direct reports' development goals were in place and met	☐	☐	☐	☐
			One-on-one meetings with direct reports were held regularly	☐	☐	☐	☐
Oversight	5	10%					
Oversee physical inventory			No surprises in year-end audit variances were experienced	☐	☐	☐	☐
Oversee A/P and A/R			Appropriate action relative to auditor recommendations was taken	☐	☐	☐	☐
Oversee cycle counting			Positive auditor feedback was received	☐	☐	☐	☐
Oversee Receptionist			Transactions were processed in a timely, responsive manner	☐	☐	☐	☐
Oversee Accounting Generalist			Appropriate internal controls were in place and monitored	☐	☐	☐	☐



The Leadership Essentials Playbook™

Process for Groups





The Leadership Essentials Playbook™

Process for Individuals

