Succession Planning
Strategic Legacy Planning and Implementation

IFMA-AFC Webinar
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IFMA Fellow
What the Noise is All About

Conference Board Study
- By 2010, 64 million workers poised for retirement (40%)
  - People aged 35-44 - decline by 10%
  - People aged 45-54 - grow by 21%
  - People aged 55-64 - grow by 52%

Bureau of Labor Statistics
- By 2014 shortage of 2.3 million workers
- By 2020 25 million eligible for retirement
What the Noise is All About (cont’d)

IFMA Study

- Median age of facility managers rose from 47 to 49
- Workers 45 or older increased (12,240 professionals)
- Workers 55 or older increased (4500 professionals)
- Workers younger than 35 decreased (1260 professionals)
- Workers 29 or younger (360 professionals)

Where have all the FM professionals gone?
How Various Industries Will Be Affected

Bureau of Labor Statistics

(Negative)

- Airline pilots
- Special education teachers
- Industrial Engineers
- Management analysts
- Photographers
- Retail
- Health care
- Manufacturing

Rutgers University (Positive)

- Public sector
- Higher education
- Union environments
How Well Prepared We Are

- Only 51% of FM organizations have a plan
- Only 33% of employers have analyzed workplace demographics
- More than 25% of global businesses have no workforce planning activities
- 60% of employers report biggest challenge is recruiting
- CFO survey indicates 63% are concerned about loss of human capital
- 60% of HR executives can’t identify critical skills

Déjà vu all over again?
## What We Need to Do in FM

### First: Know Your Situation (SWOT Analysis)

<table>
<thead>
<tr>
<th>Issue</th>
<th>Consideration</th>
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<tbody>
<tr>
<td>1. One size doesn’t fit all organizations</td>
<td>1. Study the business strategy to develop a response that fits the culture</td>
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<td>2. Documentation to tell the story</td>
<td>2. Enlist HR professionals to crunch the numbers</td>
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<td>3. Top management support</td>
<td>3. Create a solid plan and sell it</td>
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<td>4. Current staff need to know where they stand</td>
<td>4. Share intentions with everyone to provide clear path for what lies ahead</td>
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Second: Create an FM Workplace Legacy Framework

- Establish a Legacy Team
  - HR
  - Clients
  - FM Staff
  - FM Leadership

- Establish/Evaluate OD Strategy
  - Future FM mission
  - Future Business Unit Requirements
  - Leading FM initiatives
Third: Conduct KSA Gap Analysis

Current

• Demographics
• Talent Pool KSA
• Leadership potential

Future

• In-house vs. outsourced
• Organic vs. acquisition
• Leadership succession
Fourth: Build an FM Legacy Plan

Standards of Excellence

Longer Goodbyes

Chain Management

Team Development

Informational Sharing & Phasing
Legacy Plan Components

Standards of Excellence

- **Individual contributor**
  - New hire
  - Seasoned professional

- **First level supervisor**
  - Manages homogeneous group of above
  - Temporarily manages diverse team

- **Division level**
  - Manages supervisors of several work groups

- **Department level**
  - Manages multiple divisions of functions
Legacy Plan Components (cont’d)

Longer Goodbyes

57% of Boomer men and 45% of Boomer women will work into 70s and 80s

Fastest growing source of new labor is older workers and retirees

• Shorter hours
• Flexible locations
• Lighter duties
• Consulting
• Environmental & technology comfort

Boomers want “bridge” jobs

• Knowledge transfer
• Special projects
• Learning journeys

Older workers have different work ethic

Graying workforce path
Legacy Plan Components (cont’d)

Supply Chain Management

- Recruiting Firms
- Internships
- Co-op Programs
- In-house Referrals
- Tailored Academic Programs

New Staff From the Outside
Legacy Plan Components (cont’d)

Farm Team Development

- Rotational assignments
- Walk in my shoes
- DRG “competition”
- Situational analysis
- Team assignments
- Psychological assessments
- Showcasing opportunities
- Special assignments
- Lunch n’ learns
- Pay for knowledge
- Certification
- In-house training and education
- Evaluation against standards of excellence
Farm Team Development – Reviving Mentoring

<table>
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<tr>
<th>Issue</th>
<th>Revitalization</th>
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<td>- Young professionals don’t like it</td>
<td>- Mentoring has to be personal</td>
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<td>- Companies were only focusing on top 20% of hires</td>
<td>- Focus on more than A players</td>
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<td>- Companies don’t recognize two-way street</td>
<td>- Balance company and staff needs</td>
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<td>- Mentoring is expensive and time-consuming</td>
<td>- Staff must have stake in game</td>
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<td>- Globalization tough on mentoring</td>
<td>- Reverse mentoring</td>
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<td>- Attrition related to job change</td>
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Legacy Plan Components (cont’d)

Mentoring Administration

- Mentor Training
- Visible Senior Leadership
- Relationship
- Termination Ground Rules
- Protégé Career Ladders
- Developmental Plans
- Corporate Resources
- Communication Means
- Communication Timeframes
- On-Boarding Process
- Application Evaluation
Legacy Plan Components (cont’d)

The Mentor’s Mantra

M aintain credibility and integrity that transcends the message
E mploy tactics to say things people may not want to hear but feel they have a voice
N avigate interaction channels to make people want to excel
T rain people to be secure in capability to take risks and set stretch goals
O rchestrate opportunities and challenges that are obscured for most people
R einforce confidence to rise above fears and doubts

Lead Like a Shepherd
Legacy Plan Components (cont’d)

Information Sharing and Phasing

- Published Legacy Plan
- Quarterly staff updates
- Case studies
- Star Power stories
- Legacy Plan benchmarks
- Legacy Plan renewal
Hiring FM Professionals

Keys to Hiring Success

- Not adverse to change
- Well-versed in industry trends
- Developed opinions about career tracks
- Bring “knowledge” to the table
- Have metric-based performance orientation
- Can function in a team and external partner environment
- Have industry-recognized credentials
- Are creative in showcasing personal and organizational success
- Know the bottom-line is critical to sustainable performance
- Are technically savvy
- Are multi-generational in spirit and work ethic
When Does Legacy Planning Begin?
Thank you!

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