

# CDFIs INVEST

## Who's Up to Bat?

*Planning for Your Organization's Leadership Lineup*

Mark McDaniel, CEO Cinnaire  
Rob Edwards, Partner & Industry Practice Leader, Plante Moran  
Stan Hannah, Ph.D., Principal, Plante Moran  
Thursday, September 28<sup>th</sup> 2017

## AGENDA

- Moderator Comments and Introductions
- Mark's Reflections on Cinnaire's Journey
- Cinnaire's Roadmap to Building an Inspiring Culture
- Succession Management – *What is it?*
- A Methodology on Developing Your Next Generation Leaders

## MODERATOR COMMENTS

- Introductions
- Roundtable discussion
- Audience to engage throughout
- Last 15 mins. for general Q&A

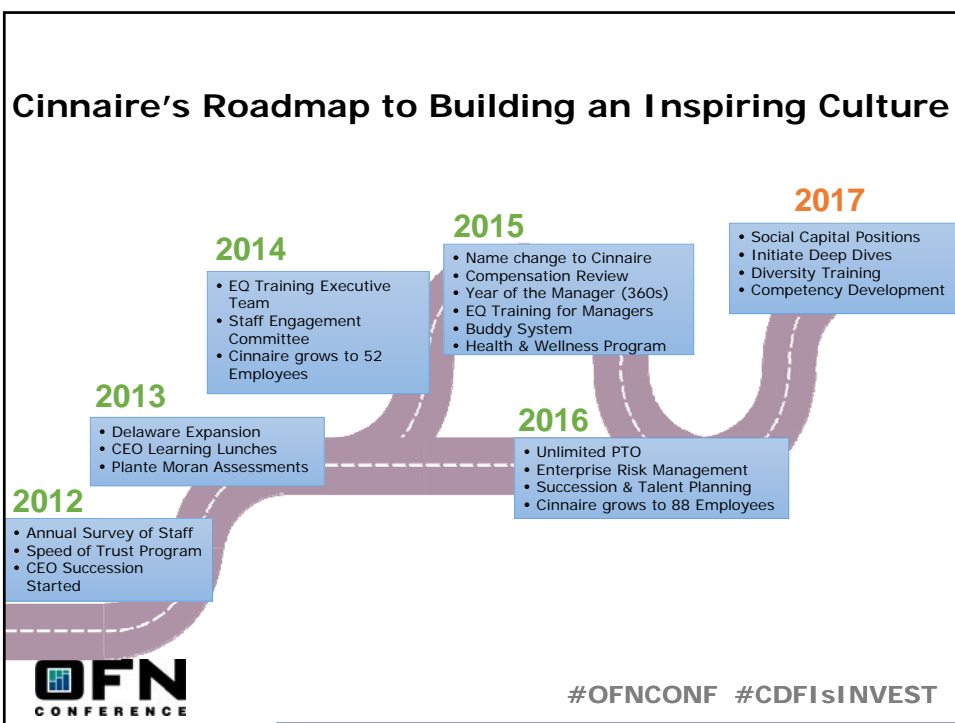


#OFNCONF #CDFIsINVEST

Mark's Reflections on Cinnaire's Journey



#OFNCONF #CDFIsINVEST

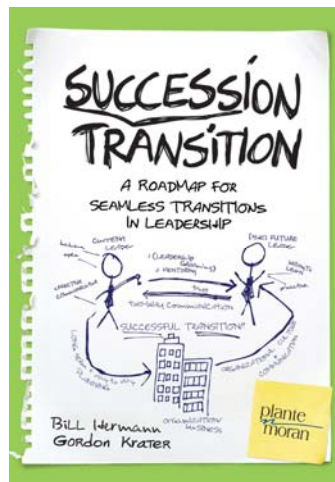


## KEY THOUGHTS IN CINNAIRE JOURNEY

- Talent Development vs. Succession Planning
- Giving voice to people in the company
- Being comfortable with the outcome of asking staff for their opinions

## WHAT IS SUCCESSION PLANNING?

- A process that ensures that the right people for the right positions are in place today, tomorrow, and ten years from now
- Incorporates best practices concerning recruiting, development, and retention
- Not just about the CEO



#OFNCONF #CDFIsINVEST

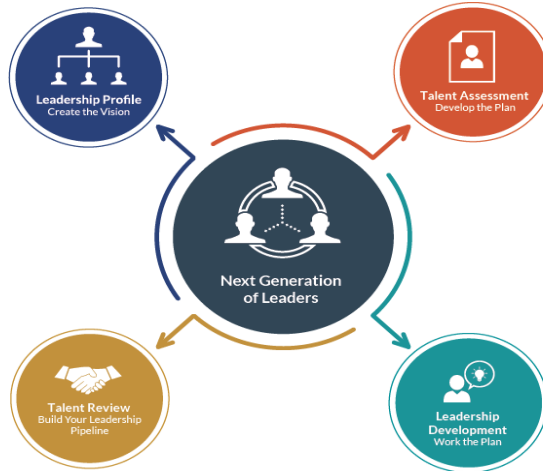
## CONSIDERATIONS FOR BOARD LEVEL SUCCESSION PLANNING

- How important is it for candidates to possess previous industry-specific experience?
- What are the pros and cons related to hiring from within rather than seeking an external candidate?
- Do we have any internal candidates that are realistic candidates for this position?



#OFNCONF #CDFIsINVEST

## DEVELOPING NEXT GENERATION LEADERS



#OFNCONF #CDFIsINVEST

## IDENTIFY ORGANIZATIONAL CHALLENGES



#OFNCONF #CDFIsINVEST

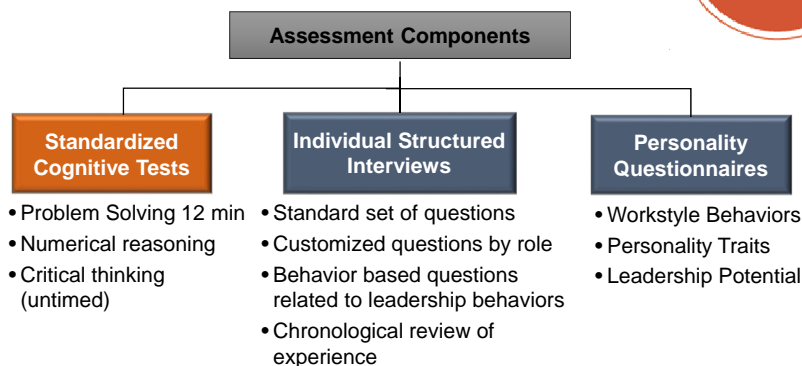
## CREATE LEADERSHIP SUCCESS PROFILE

- Based upon the key organizational challenges, what are the **key leadership success characteristics** that leaders will need in the future?
- Prioritize these success characteristics to focus on the most critical criteria and avoid an “everything is important” mindset.



#OFNCONF #CDFIsINVEST

## EVALUATE TALENT



#OFNCONF #CDFIsINVEST

# THE ROI OF TALENT MEASUREMENT

Four scenarios in which assessments can deliver a substantial return:

- When a large volume of candidates needs to be sifted.
- When significant cost is associated with selection failure.
- Where there is a significant need for perceived fairness or objectivity.
- When input is required on where best to target learning and development.

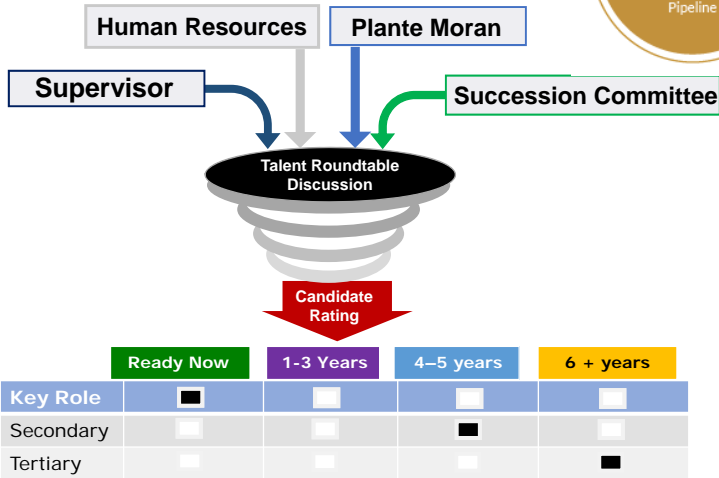
New managers and executives are **3 times more likely to fail** because of not fitting with the **culture** and their peers rather than because of not having the skills.

The diagram illustrates the statistic by showing three human icons under the 'fail' bracket and one human icon under the 'succeed' bracket.



#OFNCONF #CDFIsINVEST

# FACILITATE TALENT REVIEWS



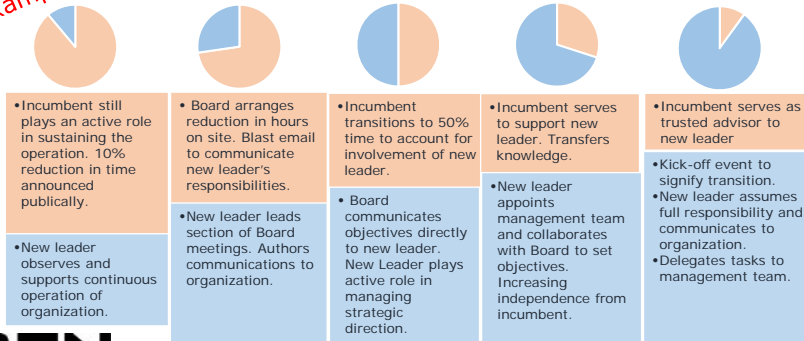
#OFNCONF #CDFIsINVEST

## CREATE DEVELOPMENT PLANS



- Accelerates successful onboarding
- Facilitates knowledge transfer and knowledge retention
- Articulates performance standards against business objectives

example



#OFNCONF #CDFIsINVEST

## LEADERSHIP CHARACTERISTICS FOR EARLY CAREER PROFESSIONALS



#OFNCONF #CDFIsINVEST



## **Before You Go**

Please complete your session evaluation!

You can find it in the Conference app.



#OFNCONF #CDFIsINVEST