



Public Entity Pooling Succession Planning

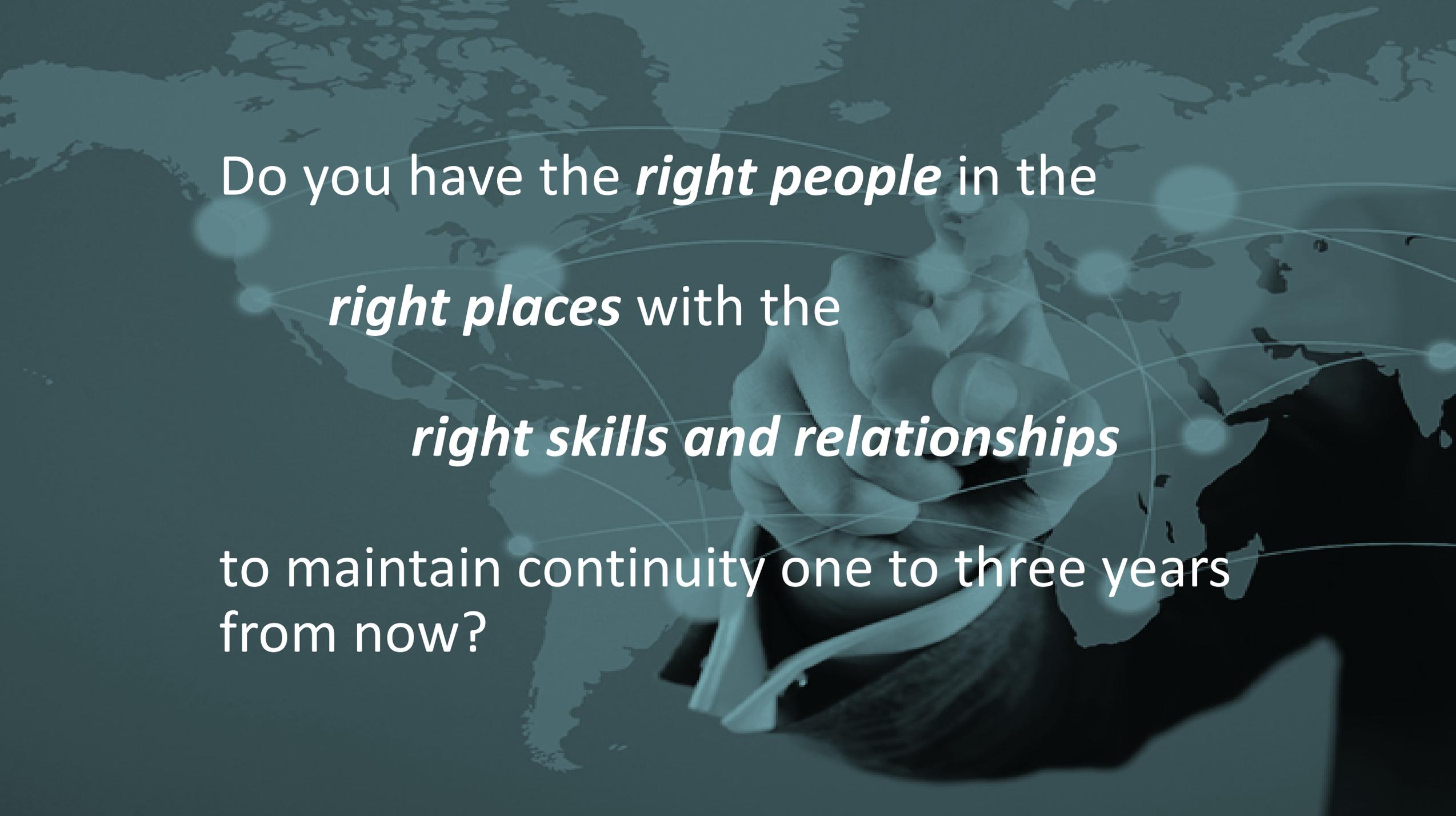
Recognizing Risk in Today's
Shifting, Dynamic Workforce

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Your Talent Reality

- 75 percent of pool CEOs will retire in the next eight years
- Average pool staff size is 18 dedicated roles
- 25 percent of pools have fully outsourced staffing models
- Cascading effects of losing a long-tenured CEO:
 - Limited available replacement talent
 - Second-tier turnover
 - Impact on critical areas like reinsurance and regulator relationships



Do you have the *right people* in the

right places with the

right skills and relationships

to maintain continuity one to three years
from now?

**Why is it hard for
board members to
properly assess a
pool's talent risk?**



Five Questions

**How can we know
our pool's business
strategy and CEO's
vision is clear to all
staff?**

1

Big Picture Measures of Alignment

1. What is our pool's core purpose?
2. What are the products or services we currently provide?
3. How does our pool define its membership and member relations goals?
4. Who are our competitors?
5. **What are the most important measures of our pool's success?**
6. What is the relevant history of our pool that affects our current strategy?
7. Which external trends or issues are important to our strategy?
8. **What are three priorities we are working on this year to support our pool's overall business strategy?**

**What blocks of work
will make or break
our pool's continuity
for members now? In
the next three years?**

2

Knowledge Silo Matrix

Team A	Priority	Silo A	Silo B	Silo C	Silo D	Silo E	Silo F
		1	2	1	2	2	3
Team Member 1		Actively Learning	Consistent with Expert	Consistent with Expert	Not Working in that Silo	Consistent with Expert	Actively Learning
Team Member 2		Actively Learning	Expert to be Replicated				
Team Member 3		Actively Learning	Consistent with Expert	Consistent with Expert	Actively Learning	Actively Learning	Actively Learning
Team Member 4		Actively Learning	Consistent with Expert	Actively Learning	Actively Learning	Not Working in that Silo	Actively Learning
Team Member 5		Not Working in that Silo	Consistent with Expert	Not Working in that Silo			
Team Member 6		Consistent with Expert	Expert to be Replicated	Not Working in that Silo	Not Working in that Silo	Expert to be Replicated	Expert to be Replicated
Team Member 7		Actively Learning	Consistent with Expert	Consistent with Expert	Not Working in that Silo	Consistent with Expert	Expert to be Replicated
Team Member 8		Actively Learning					
Team Member 9		Actively Learning	Consistent with Expert	Consistent with Expert	Not Working in that Silo	Consistent with Expert	Consistent with Expert
Team Member 10		Actively Learning	Consistent with Expert	Consistent with Expert	Not Working in that Silo	Consistent with Expert	Expert to be Replicated

-  Expert to be Replicated
-  Consistent with Expert
-  Actively Learning
-  Not Working in that Silo
-  Risk

**Who is purple for
culture at our pool?**

3

**How is our CEO
ensuring continuity,
regardless of our
pool's staffing
model?**

4

**What about
succession planning
and knowledge
transfer for our
board?**

5

Boards Have Talent Risk Too

- Define your board's WGLL (what good looks like)
 - When is it appropriate to not solely rely on the staff?
 - Ask your CEO for help
- Board silos need to be staffed too
- You can “rent a purple” for technical knowledge
- Older isn't always wiser

Team A	Priority	Silo A	Silo B	Silo C	Silo D	Silo E	Silo F
Team Member 1		1	2	1	2	2	3
Team Member 2		1	2	1	2	2	3
Team Member 3		1	2	1	2	2	3
Team Member 4		1	2	1	2	2	3
Team Member 5		1	2	1	2	2	3
Team Member 6		1	2	1	2	2	3
Team Member 7		1	2	1	2	2	3
Team Member 8		1	2	1	2	2	3
Team Member 9		1	2	1	2	2	3
Team Member 10		1	2	1	2	2	3

**Succession plans that let you
see the big picture...**





**...and zoom in
as needed...**







● Wallingford



...to the right level of detail.



Roundtable Discussion

Which of these questions should your pool address in the near future?

1. How can we know our pool's business strategy and CEO's vision is clear to all staff?
2. What blocks of work will make or break our pool's continuity for members now? In the next three years?
3. Who is purple for culture at our pool?
4. How is the CEO ensuring continuity, regardless of the pool's staffing model?
5. What about succession planning and knowledge transfer for our board?

Questions

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