



The Steve Trautman Co.
Talent Risk & Knowledge Transfer Experts

Public Entity Pooling Succession Planning

Recognizing Risk in Today's Shifting, Dynamic Workforce

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AGRiP Succession Planning Resident

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

A hand holding a globe with a network overlay. The background is a dark teal color. A hand is shown holding a globe, with a network of white lines and dots overlaid on the globe and the hand. The text is white and centered on the image.

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

		<div>Silo A</div> <div>Silo B</div> <div>Silo C</div> <div>Silo D</div> <div>Silo E</div> <div>Silo F</div>					
Team A	Priority	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	Expert to be Replicated	Expert to be Replicated	Expert to be Replicated	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	Not Working in that Silo	Not Working in that Silo	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	Actively Learning	Actively Learning	Actively Learning	Actively Learning	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	Expert to be Replicated
Consistent with Expert	Consistent with Expert
Actively Learning	Actively Learning
Not Working in that Silo	Not Working in that Silo
Risk	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

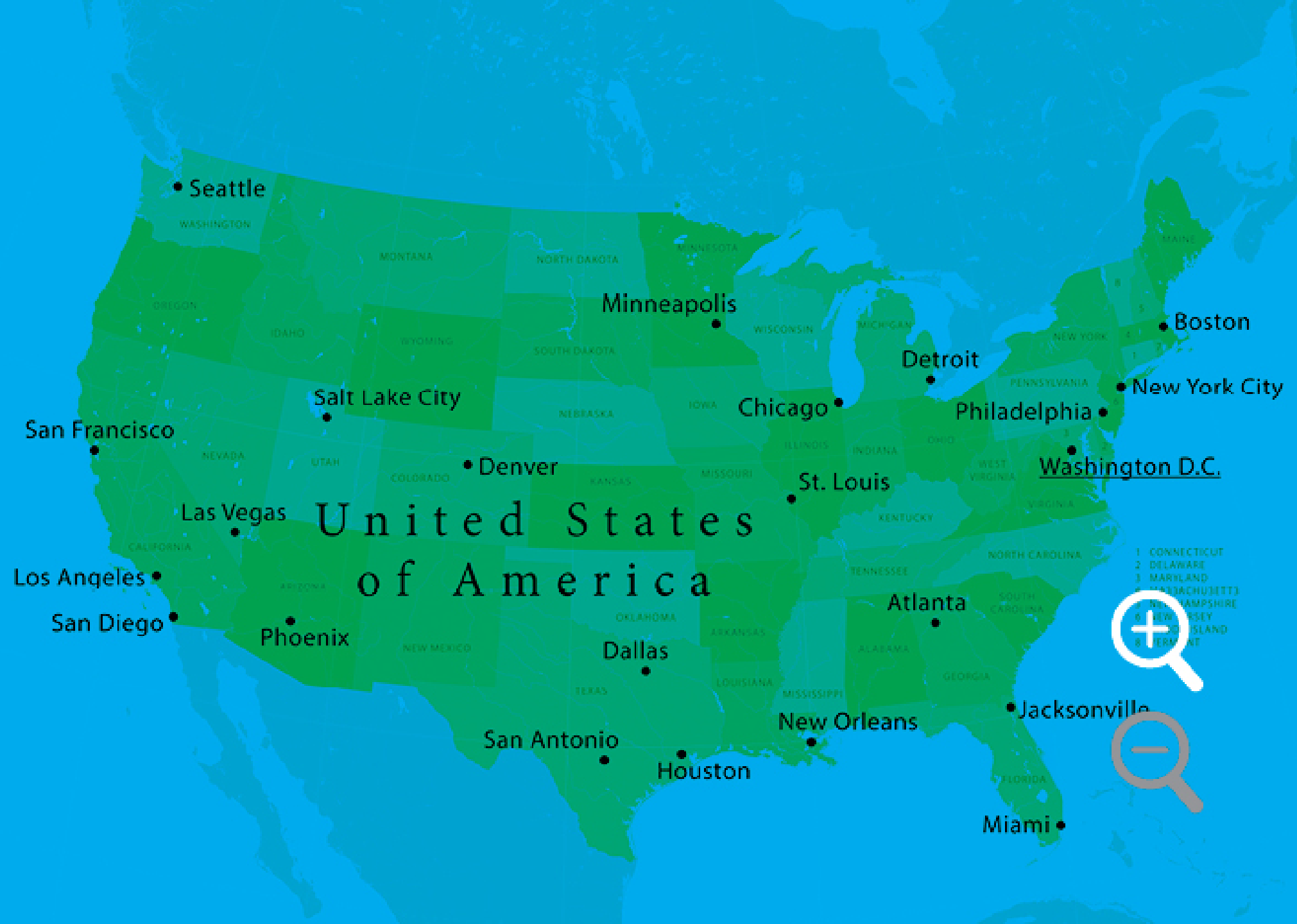
		<div>Silo A Silo B Silo C Silo D Silo E Silo F</div>					
Team A	Priority	1	2	1	2	2	3
Team Member 1		Yellow	Green	Green	White	Green	Yellow
Team Member 2		Yellow	Purple	White	Purple	Purple	Purple
Team Member 3		Yellow	Green	Green	Yellow	Yellow	Yellow
Team Member 4		Yellow	Green	Yellow	Yellow	White	Yellow
Team Member 5		White	White	White	White	Green	White
Team Member 6		Green	Purple	White	White	Purple	Purple
Team Member 7		Yellow	Green	Green	White	Green	Purple
Team Member 8		Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Team Member 9		Yellow	Green	Green	White	Green	Green
Team Member 10		Yellow	Green	Green	White	Green	Purple

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



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





• Seattle

WASHINGTON

MONTANA

NORTH DAKOTA

MINNESOTA

MAINE

Minneapolis

WISCONSIN

MICHIGAN

• Boston

NEW YORK

Detroit

PENNSYLVANIA

• New York City

Salt Lake City

IDAHO

WYOMING

SOUTH DAKOTA

NEBRASKA

IOWA

Chicago

ILLINOIS

INDIANA

OHIO

Philadelphia

WEST VIRGINIA

VIRGINIA

Washington D.C.

• Denver

COLORADO

KANSAS

MISSOURI

St. Louis

KENTUCKY

TENNESSEE

Atlanta

NORTH CAROLINA

SOUTH CAROLINA

GEORGIA

Jacksonville

FLORIDA

Miami

Las Vegas

NEVADA

UTAH

San Francisco

CALIFORNIA

Los Angeles

San Diego

ARIZONA

Phoenix

NEW MEXICO

OKLAHOMA

TEXAS

San Antonio

LOUISIANA

Houston

MISSISSIPPI

New Orleans

ALABAMA

United States
of America

- 1 CONNECTICUT
- 2 DELAWARE
- 3 MARYLAND
- 4 MASSACHUSETTS
- 5 NEW HAMPSHIRE
- 6 NEW JERSEY
- 7 RHODE ISLAND
- 8 VERMONT







...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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