

## Planning For Succession: Creating a Robust Talent Pipeline for Organizational Success



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Banks, as well as other industries, face a tight labor market driven by economic growth, baby-boomer retirements, and a decreasing supply of entry-level talent. If banks want to win this war for talent, the best way to do so is look within. This presentation was delivered at the Western Bankers Association's Annual Conference and Directors Forum and covers how succession planning and talent management can become a competitive advantage. It outlines ways to think about leadership bench strength and talent development from a strategic perspective, insuring a diverse talent pipeline that will be ready when vacancies occur.

- Explore how CEOs and boards can partner to create effective leadership talent pipelines
- Discover how your organization can retain high potential talent in this competitive labor market
- Learn how leaders can create employee engagement through development planning—the key to creating and retaining a strong leadership bench
- Understand the value that a diverse talent pipeline brings to your organization

### About the Authors

Kathy Acierno Baron is a vice president with Pearl Meyer, where she specializes in talent management issues, including executive leadership development, succession management, and coaching. She was previously the director of workforce planning and talent mobility at Harvard University and an executive coach in Harvard's leadership programs. Kathy was responsible for aligning and leveraging talent acquisition to internal talent mobility and connecting external and internal talent pipelines. She also spent more than 15 years at Avery Dennison Corporation, most recently as the director of leadership and organizational development, where she designed and delivered succession management systems, employee retention strategies, leadership and team development programs, as well as high-potential development programs. She has coached more than 100 executives and senior leaders and is certified to administer and interpret a multitude of assessment instruments for both individual and team development.

Greg Swanson is a managing director at Pearl Meyer and a member of the firm's national banking practice. He has more than 20 years' experience consulting with public and private companies on all aspects of executive and board compensation, including governance, education, compliance, communication, philosophy, design, implementation, monitoring, modeling, benchmarking, succession planning, employment agreements, and more. The majority of his work in recent years has

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been focused on executive and director compensation issues affecting community and regional banks. Greg is a frequent speaker at banking association conferences and is a regular author on board and executive pay topics.

## About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.