

## Linking Strategy, Succession Planning, and Compensation



**Greg Swanson**

MANAGING DIRECTOR



**Kathy Acierno Baron**

VICE PRESIDENT

Banks are facing a unique talent management situation—one originally driven by economic growth, baby-boomer retirements, and a decreasing supply of entry-level talent and now highlighted by uncertainty due to the global pandemic. Now, more than ever, banks need to be strategic and proactive about their leadership succession and associated compensation policies and practices—at both the board and executive levels—planning out five or more years and in alignment with their bank’s strategic plan.

This educational presentation to the Oregon and Washington Bankers Associations covers succession planning for long-range talent management success, as well as executive and board compensation trends.

**Part One—Succession Planning:** The first segment explores succession planning and talent management in alignment with and in support of your organization’s vision and strategic plan. It covers how to measure the health of your talent and leadership pipelines and ways to ensure that you have a ready supply of talent to meet your organization’s challenges.

**Part Two—Board and Executive Compensation:** The second portion of this presentation covers current trends in bank board and executive compensation, the connections to strategic leadership succession planning, and the related governance implications for those charged with oversight in these areas.

### About the Authors

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 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.

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.

## 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.