

PHI ENIX



2024

Developing the Next Generation of Leaders

Monday, September 30, 2024 | 2:45 PM

Heather Eddy | KEES: Kistner Eddy Executive Services

Tracks: Human Resources and Management Innovation

Please fill out a card / take the survey

1. What generation do you represent?
 - ▶ The Silent Generation
 - ▶ Baby Boomers
 - ▶ Generation X
 - ▶ Millennial
 - ▶ Generation Z
2. Is your role a C-Suite role now?
3. Do you aspire to become a CEO/ED?
4. Zip Code
5. State
6. Optional – Contact info to receive the presentation



Audience Survey:

<https://survey.zohopublic.com/zs/UrDHgP>

Developing the Next Generation of Leaders

- ▶ **The Workforce Today**
 - ▶ Motivations for work
 - ▶ What is ahead?
- ▶ **Attaining the Top Job – the path to becoming a CEO**
- ▶ **Supporting Leadership Development**
- ▶ **First Time Leaders – Keys for Success**

Who am I?

Why am I qualified to talk about this?

- ▶ **Heather Eddy, President and CEO**
- ▶ KEES: Kistner Eddy Executive Services
- ▶ heddy@kees2success.com

- ▶ **18 years in Executive Search (28 in nonprofit consulting)**
 - ▶ 11 years at KEES in our current structure
- ▶ **Expertise on over 250 Executive Search hires**
 - ▶ Partnered with Boards on over 175 CEO/ED/President searches
- ▶ Special focus on 1st Time Leaders in the top role.

The Workforce Today



2024: Generations in the Workforce

The Silent Generation

2024: Generations in the Workforce

Baby Boomers

2024: Generations in the Workforce

Generation X

2024: Generations in the Workforce

Millennials

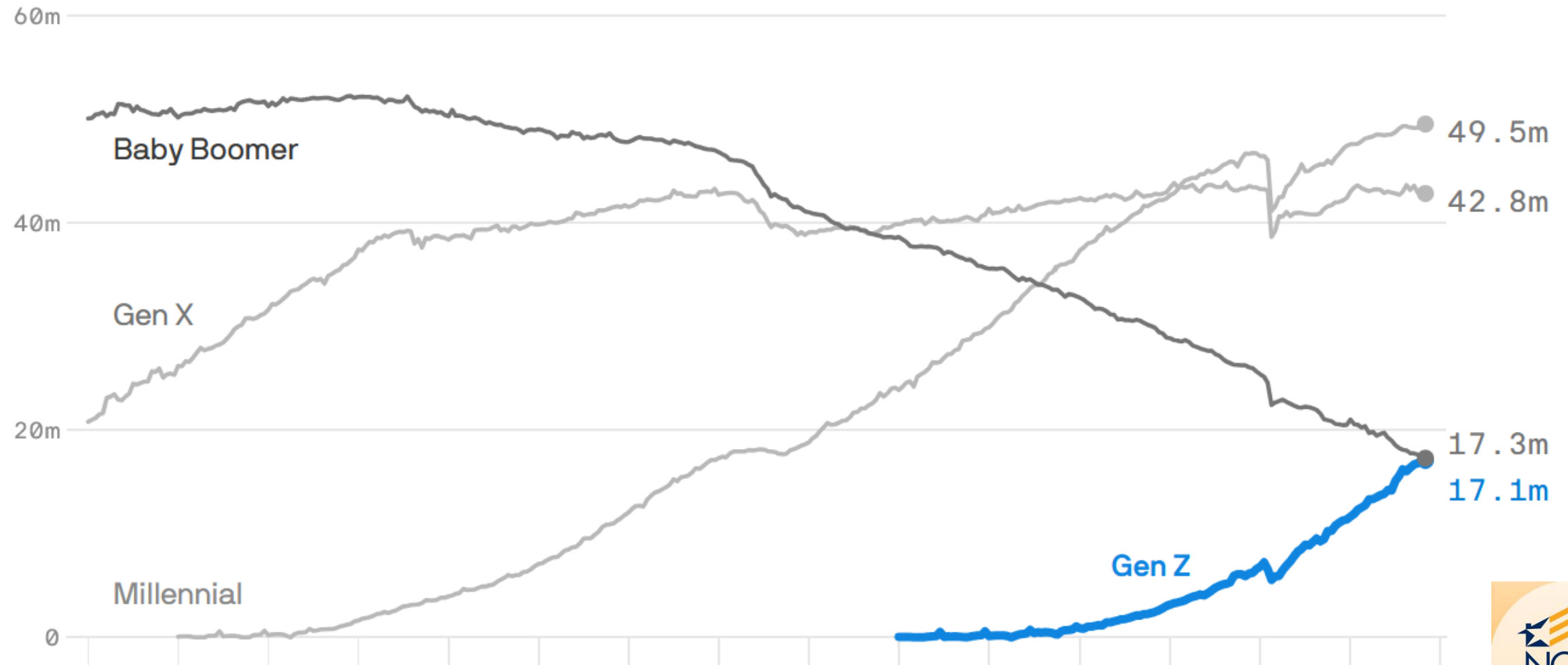
2024: Generations in the Workforce

Generation Z

U.S. full-time workforce, by generation

Data: Glassdoor analysis of
Census Bureau Data

Seasonally adjusted; Monthly, January 1994 to September 2023



LEADERSHIP MARKETPLACE

- ▶ 2015: 26% of all people in the US are Baby Boomers.
- ▶ 2019: Baby Boomers were largest living adult population (b 1946 – 1964).
- ▶ 2022: Baby Boomers are 2nd largest population group.
- ▶ 2024: Baby Boomers are 3rd largest segment.
- ▶ 2025 estimate....the workforce will be dominated by....
 - ▶ Millennials (currently 28-43)
 - ▶ Estimates range 35 – 58% of the workforce next year

What is ahead – macro issues

- ▶ Historically low birthrates* mean fewer workers in 18-25 years. Gen Z (then 30 – 45 years old) will be stepping up to lead
- ▶ Fewer workers will mean:
 - ▶ Increased need for automation (AI and other)
 - ▶ Further wage inflation
 - ▶ Competition for fewer workers
 - ▶ Need for superior work environment – desired positive cultures
- ▶ Population will be (is currently being) steadied by immigration
- ▶ Training and job entry points will look different

**Birthrates have declined consistently since 2001*

Attaining the Top Job

Path to Becoming a CEO / ED / President

A 3D-rendered ladder with a grey frame and black rungs extends from the bottom center towards the top center of the frame. The ladder is set against a bright blue sky filled with fluffy white clouds. The perspective is looking up, making the ladder appear to recede into the distance.

Intentionality is
the Key to this
Path



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Prepandemic we saw significant
“back up” to leadership roles.....



Now we see gaps in bench strength.....





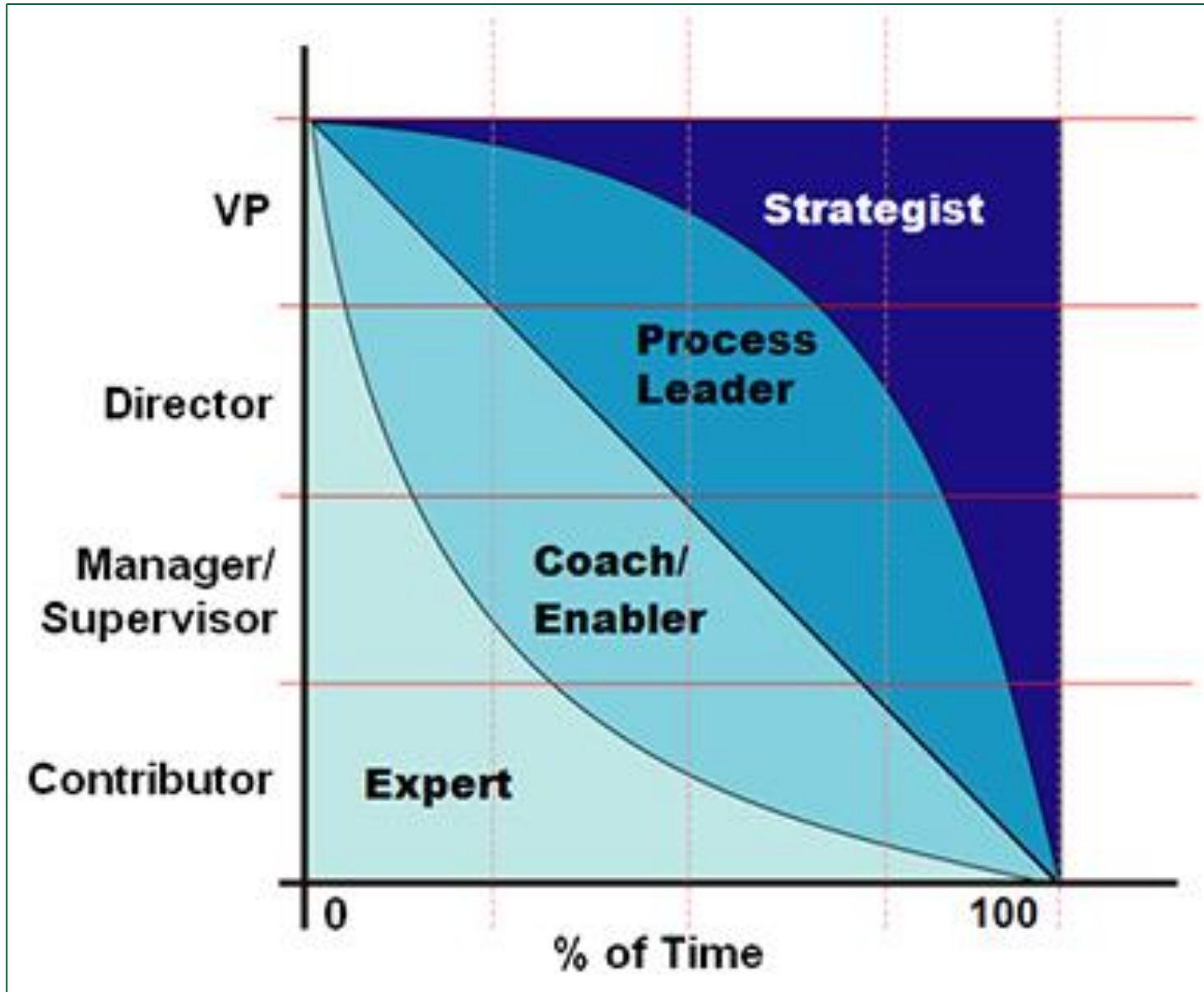
Supporting Leadership Development

INDIVIDUAL CONTRIBUTOR TO LEADER

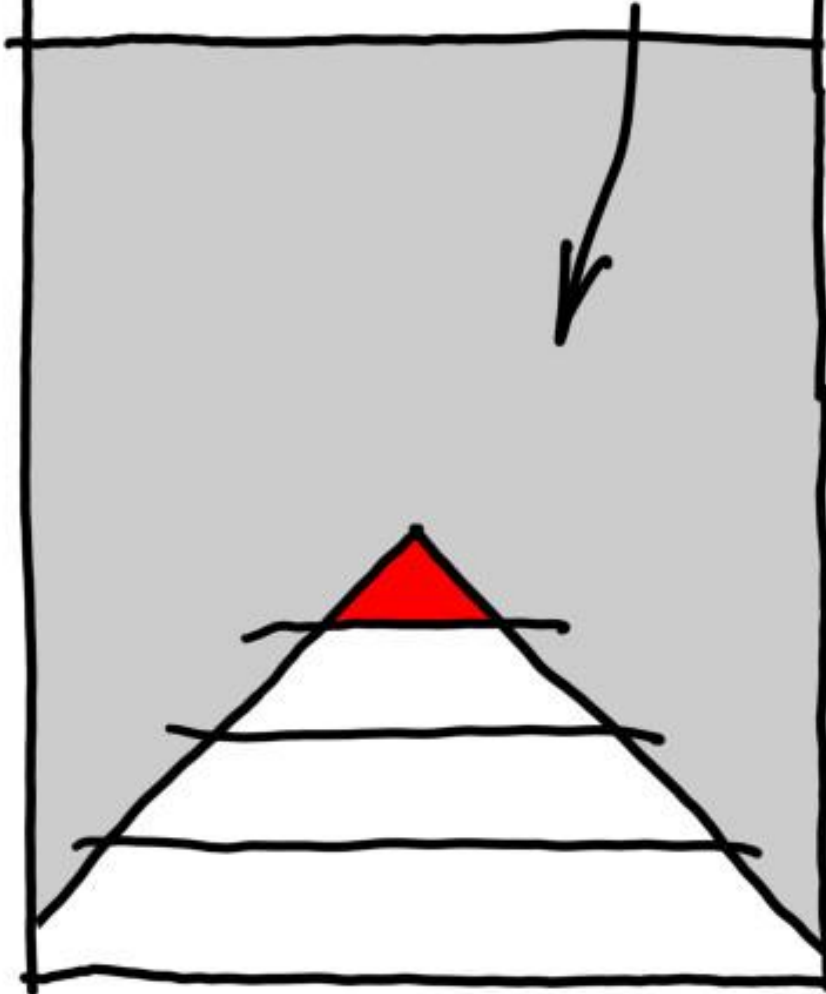


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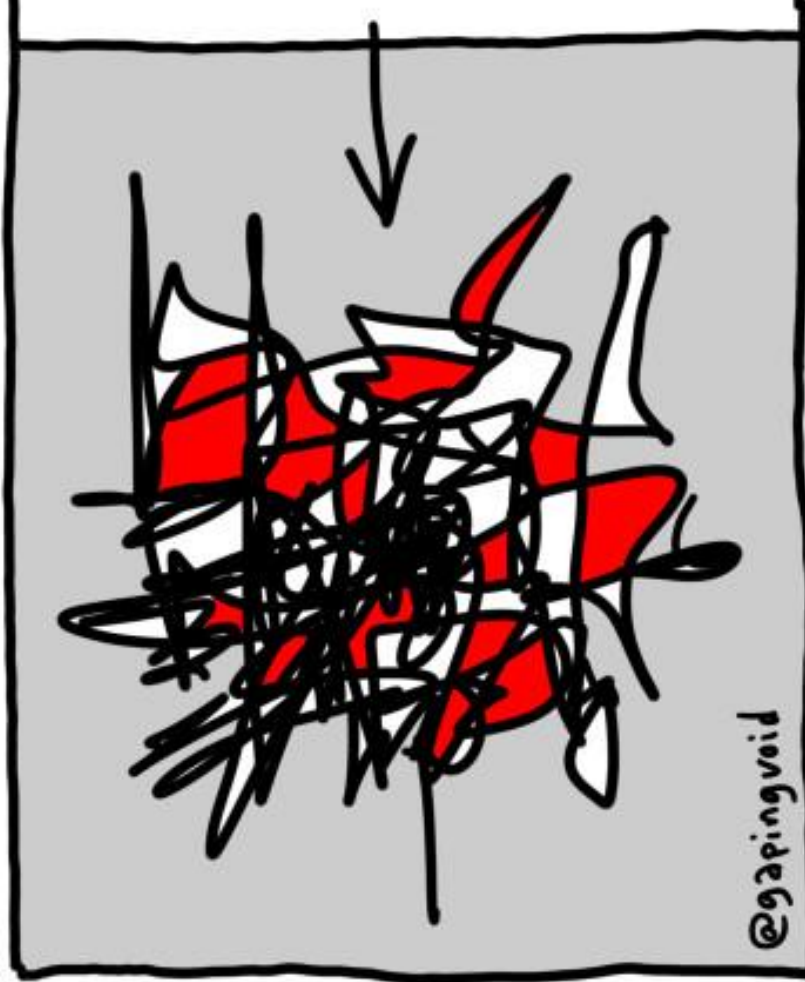
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what leadership
looks like.



what leadership
feels like.



2023: Next level leaders were not ready to lead pre-pandemic.

What about now?

- ▶ Why aren't there more "ready" leaders?
 - ▶ Lack of desire by many to avoid the CEO/ED/President track
 - ▶ Salary expectations
 - ▶ Work-life balance (e.g., Do I really want to work that hard?)
 - ▶ Board Management
 - ▶ Limited training programs that prepare well-rounded leaders
 - ▶ Why else?

What are the issues?

- ▶ Lack of Systems and Structures to support leaders
 - ▶ Organizations may overlook high-potential individuals
 - ▶ Overpromote – advancing individuals who are not ready to lead
 - ▶ Cross training/experience vs. depth of knowledge (resource dependent)
- ▶ Gaps in:
 - ▶ Knowledge
 - ▶ Experiences – years – *tread on the tires*
 - ▶ Motivations

Multiple solutions

- 🕒 Launch a Proactive Program for High-Potential Talent (HiPo)
- 🕒 Invest in Multifaceted Development Programs
- 🕒 Involve Team Members in Decision-Making
- 🕒 Offer an “Emerging Leaders” Program
- 🕒 Initiate a Leadership Incubator
- 🕒 Establish Collaborative Leadership Circles
- 🕒 Build a Robust Employee Resource Group Program
- 🕒 Empower Leaders with a 90-Day Challenge
- 🕒 Implement Bi-Directional Mentoring Programs
- 🕒 Use Virtual Reality in Leadership Development
- 🕒 Pair New Workers for Balanced Mentorship
- 🕒 Focus on Career Paths

First Time Leaders: Your Keys to Success (and your Career Pathing)

What it takes to lead?

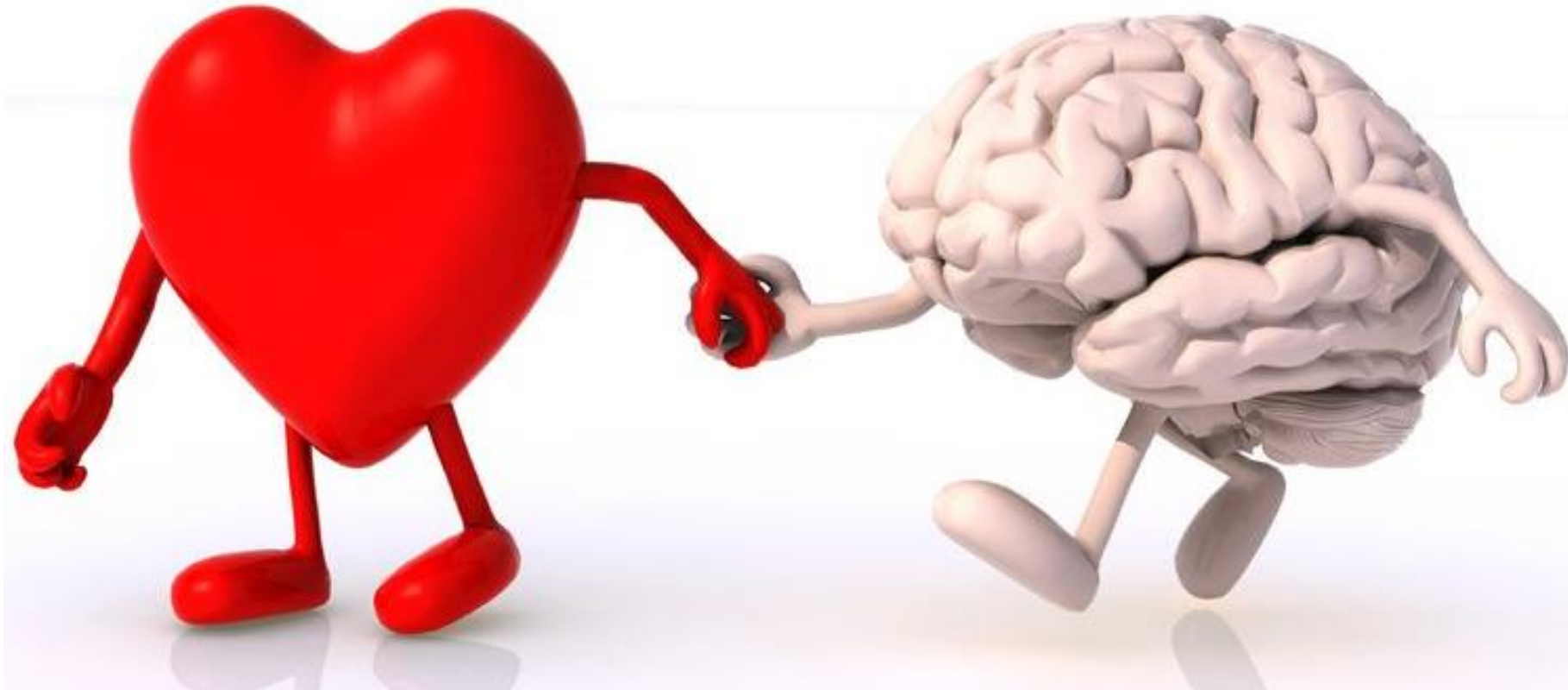


What it takes to lead today?



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DiSC Stylistic Assessment



Dominance

Person places emphasis on accomplishing results, the bottom line, confidence

Behaviors

- Sees the big picture
- Can be blunt
- Accepts challenges
- Gets to the point



Influence

Person places emphasis on influencing persuading others, openness, relationships

Behaviors

- Shows enthusiasm
- Is optimistic
- Likes to collaborate
- Dislikes being ignored



Steadiness

Person place emphasis on cooperation, sincerity, dependability

Behaviors

- Doesn't like to be rushed
- Calm manner
- Calm approach
- Supportive actions
- Humility



Conscientiousness

Person places emphasis on quality and accuracy, expertise, competency

Behaviors

- Enjoys independence
- Objective reasoning
- Wants the details
- Fears being wrong



About KEES

- 👉 A retained search firm dedicated to providing placement services of exceptional **quality**.
 - 👉 Often cited that resulting value is far greater than expected.
- 👉 Unparalleled knowledge of the Leadership Marketplace (CEO/ED, CDO, CFO, COO, etc.) and...
 - 👉 Above average tenure for candidate placements.
 - 👉 Focus on association, nonprofit, public, and quasi-governmental partnerships.
 - 👉 Commitment to the long-term. We define success in **longevity**, not just placement.
 - 👉 Often hired for new/transitional/pivotal positions.
 - 👉 Work with clients not always seeking “the standard.”



I appreciate you attending the session today!

Developing the Next Generation of Leaders

Heather Eddy

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