Succession Planning …

and what Utilities Should be Doing

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Marriott Fisherman's Wharf

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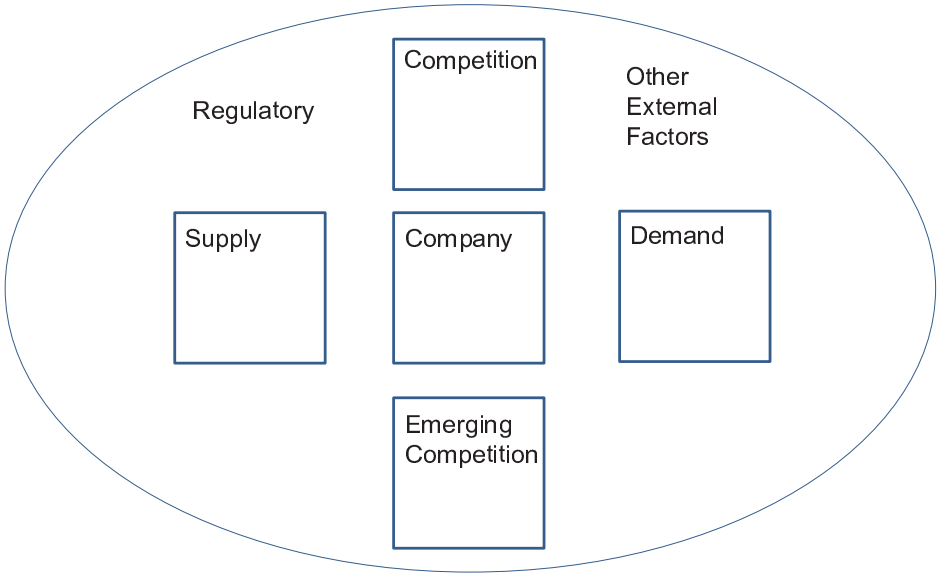
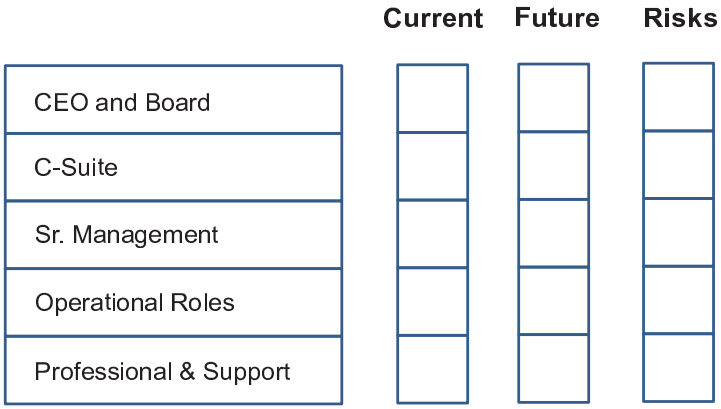
- Big Picture
- Talent Segments
- Actions and Options
- Process for CEO
- Generational Distinctions
- Crucial Roles: Accountants / Engineers
- Summary

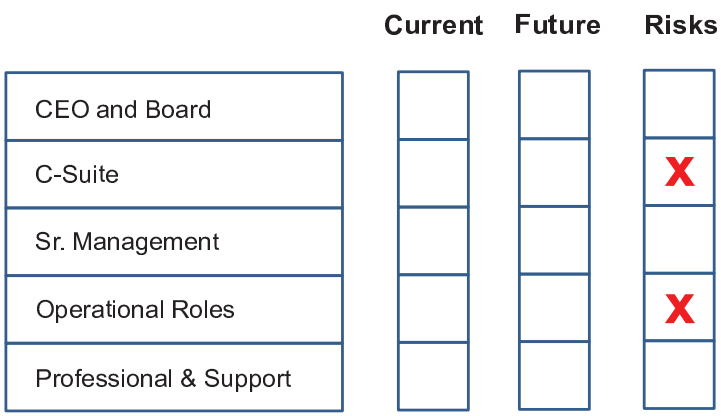
Big Picture



Segments to Consider



Segments to Consider



Illustrative Segmented Risks in a Utility Organization

Landscape of Actions and Options

	Reduce	Maintain	Evolve	Grow
Approach	Sunset/divest	Continue	Prototype	Acquire
Talent	Contract	Develop	Hire	Hunt
Structure	Outsource	Reorganize	In-source	Launch
Technology	Abandon	Refresh	Implement	Go Big

Landscape of Actions and Options

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Illustrative Actions and Options taken in Utility Organization

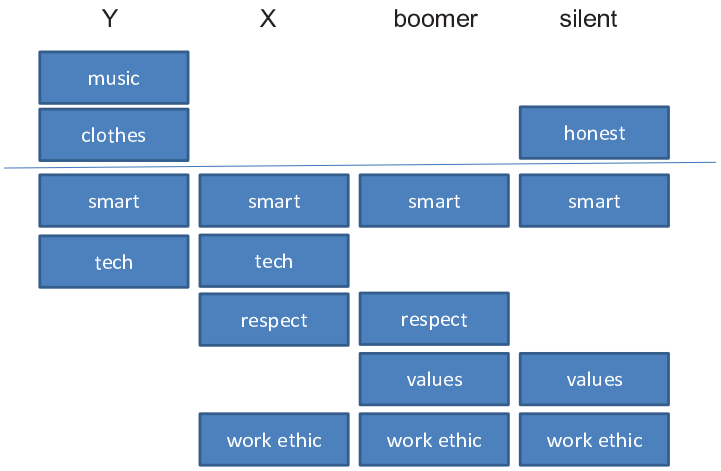
Succession Process (for CEO)

Analysis	Identify most significant challenges next 4-6 years.
Development	Identify internal candidates ready next 2-4 years. Bring external candidates in through other roles.
Selection	Evaluate the "developed" candidates. Process may again require external search.
Transition	Prior-to, enable Board-Successor relationship.

Adapted with permission from Nate Bennett, Ph.D.
Professor of Management
Robinson college of Business
Georgia State University

http://www.forbes.com/2007/11/07/succession-ceos-governance-lead-cx_sm_1107planning.html

Generational Distinctions



Generation- Y (Millennials)

PewResearchCenter

MILLENNIALS

Confident.
Connected.
Open to Change.

pewresearch.org/millennials

At that web address, users can explore special features such as our "How Millennial Are You?" quiz and other interactive graphics. And they can read other reports in this on-going series.

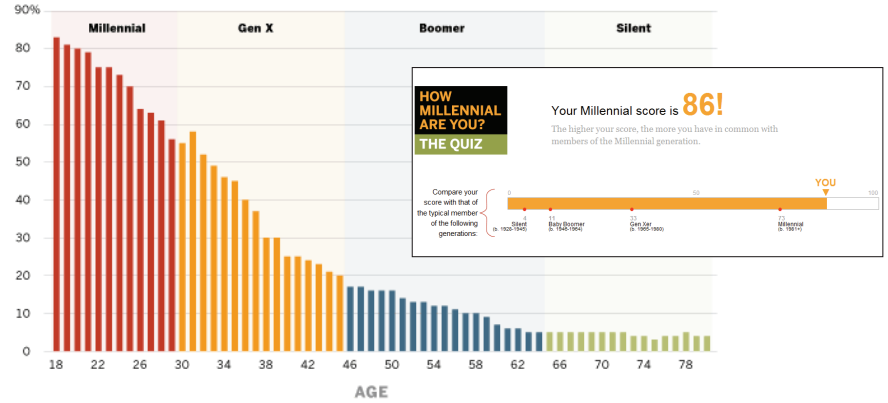
To view the report summarizing the results of the work survey, go to http://pewsocialtrends.org/pubs/742/americas-changing-work-force
The report on generational differences is at http://pewsocialtrends.org/pubs/739/woodstock-gentler-generation-gap-music-by-age

Generation- Y (Millennials)

http://pewresearch.org/millennials/

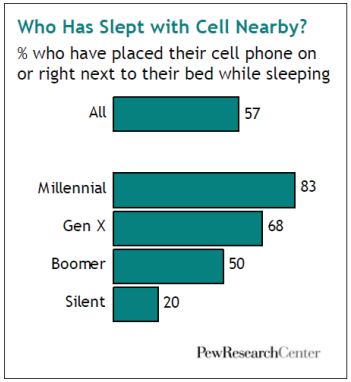
http://pewresearch.org/millennials/quiz/intro.php

Average Millennial Scores by Age from the 2010 Survey



The line for each age represents a five-year moving average of the median Millennial score. Data from the 2010 survey.

Generation- Y (Tech / Connected)

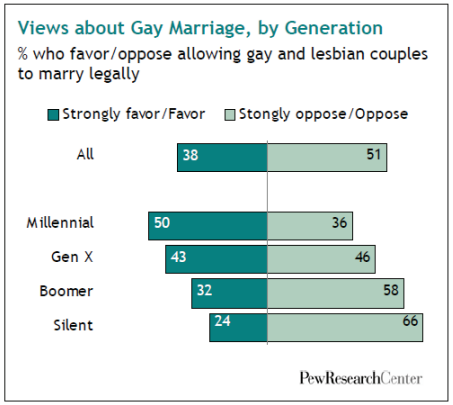


What Did You Do in the Past 24 Hours?

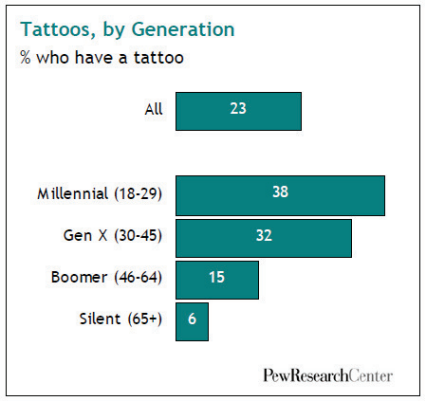
% saying they have ...

	Millennial	Gen X	Boomer	Silent
Millennials more likely to have...	%	%	%	%
Watched a video online	32	23	9	7
Posted a message to an online profile	32	22	9	3
Played video games	28	14	15	6
Millennials as likely to have...				
Sent or received an email	56	57	54	26
Number of respondents	830	351	487	319

Generational Trends

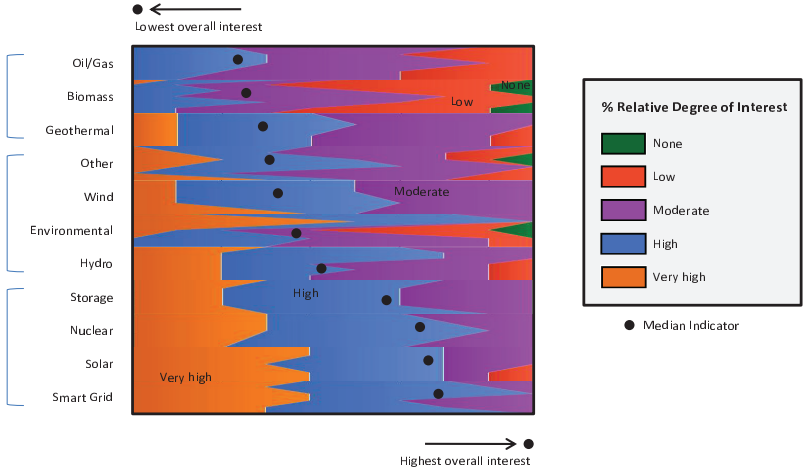


Illustrative Value Shift



Illustrative Culture Shift

Generation-Y (Engineer)



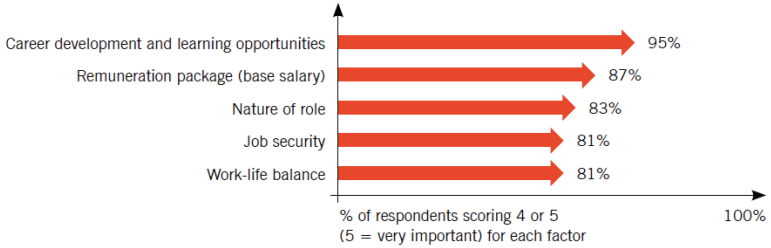
Adapted from Xbig6 study with Lehigh University and Pittsburgh State University. 2011.

Generation- Y (Accountants)

A joint research paper by ACCA and Mercer

http://www2.accaglobal.com/pubs/accountants_business/research_opinions/people/generations_v_report.pdf

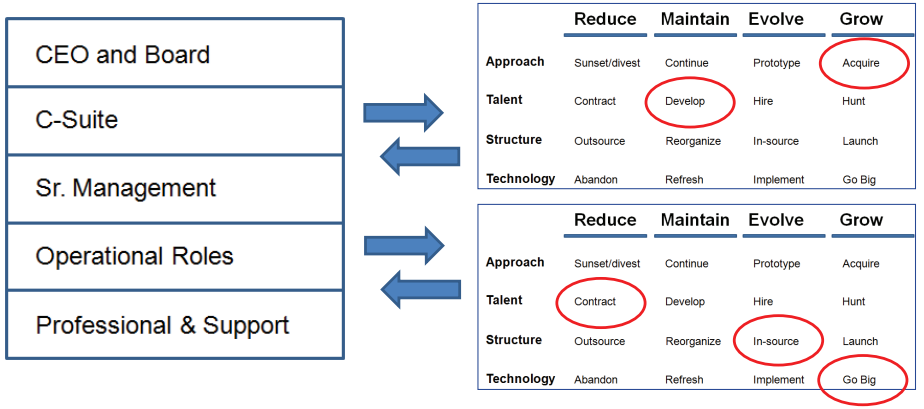
TOP-FIVE FACTORS ATTRACTING POTENTIAL EMPLOYEES



A TALE OF TWO CAREER PATHS

The classic finance career	The new pathway
Traditional finance roles	Broader business roles
Depth of finance knowledge	Breadth of knowledge outside of finance
Career paths within finance roles	Career paths outside of finance roles
Quick vertical progression early in career	Slow vertical progression early in career

Summary / Conclusion



Illustrative Mixed Tactics and Actions per Segment

Thank you.