

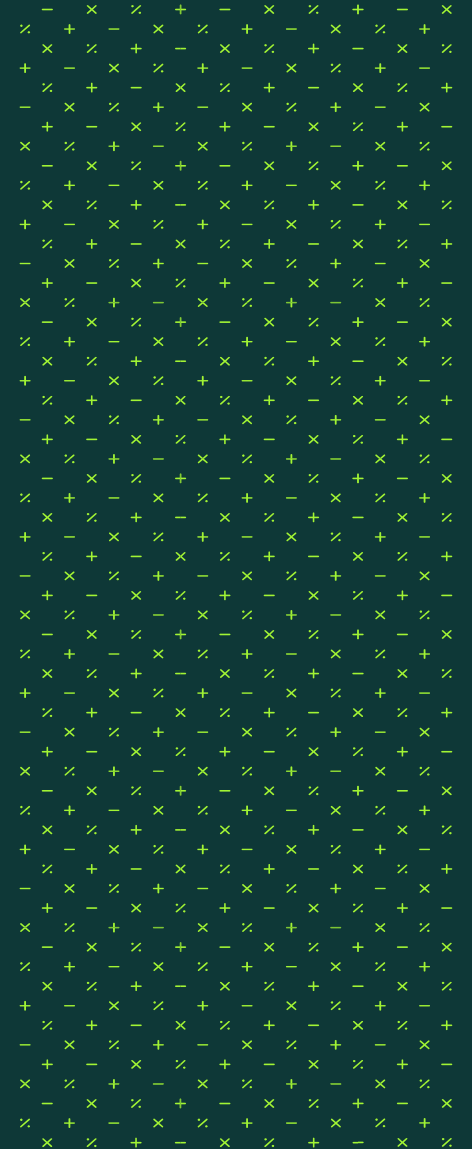


MOSSADAMS

# Planning for, Building out, and Deploying Transformational Leadership

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Camille Christiansen



# You're Saying....

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30% of my  
current team is  
going to be  
gone in the next  
5 years

I don't know  
how we're  
going to  
survive when  
Camille leaves!

My  
biggest  
challenge  
is people

Where do I  
find good  
people?!

Those  
millennials!





# The Silver Tsunami

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- 4.1 million turning 65 annually until '27
- Work force participation declining at 62.8%
- 55 to 64 years makes up ~ 65% of the work force
- Fewer 1<sup>st</sup> graders than seniors in 30 states



# We've Adapted for Over 100 Years

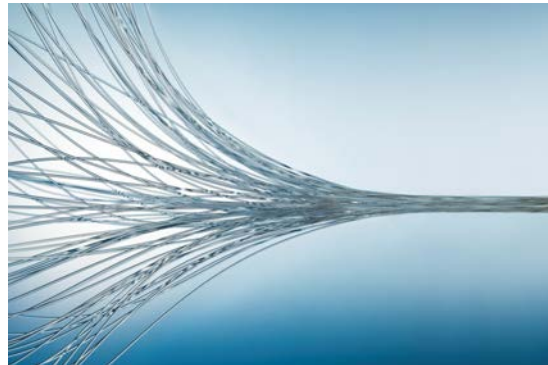
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30%



71%



76%



Leadership is not a title but an ability to inspire followship.  
- Hogan Assessments

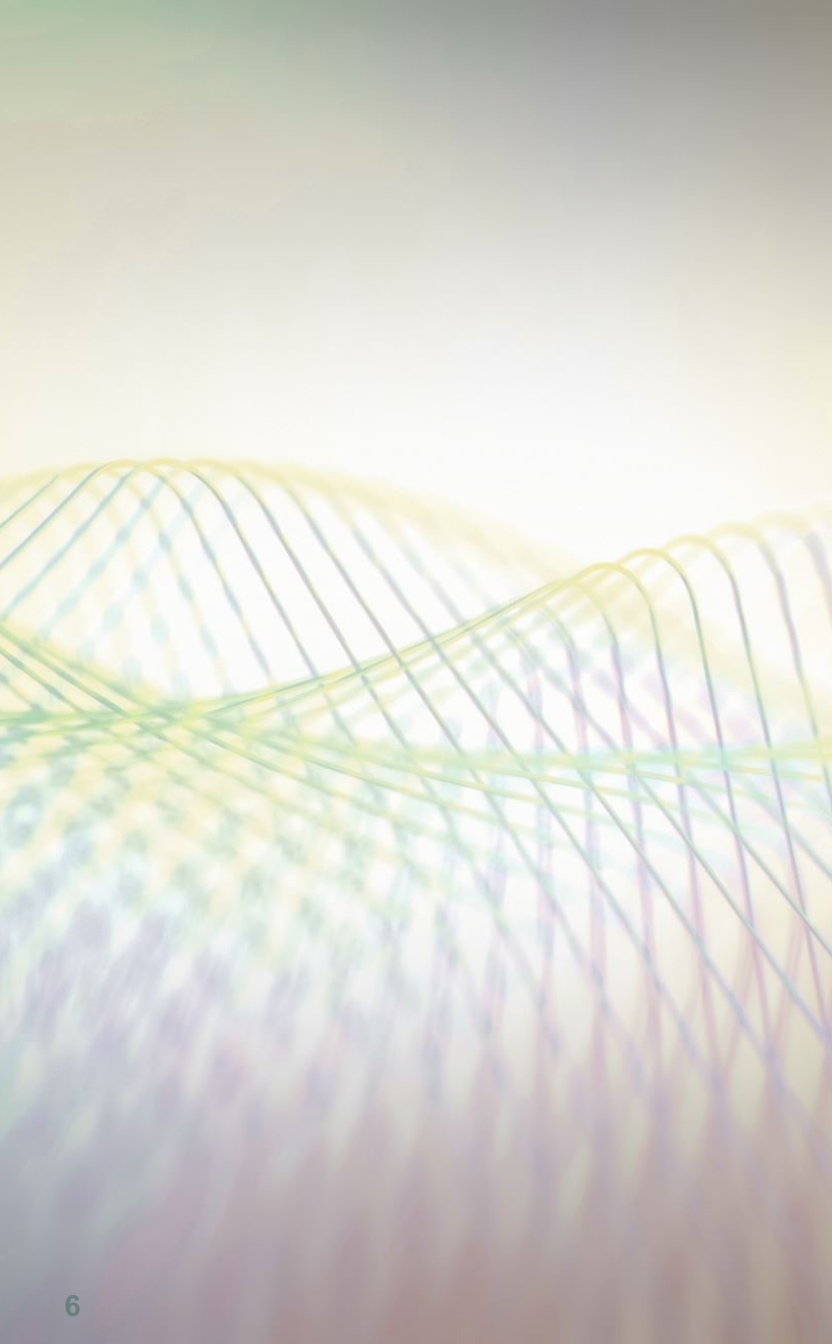
# Developing leaders is our future

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Management is about coping with complexity.  
Leadership is about coping with change.

- Harvard Business Review





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I think that you might be so sure a person is one thing, that sometimes you completely miss who they really are.

- Ted Lasso



# Succession Planning – the Employees

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Break the habit of making decisions based on tradition

Employee surveys

Understand skill sets



# Succession Planning – the Process

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Complete turmoil without a plan

Succession planning worksheet

Junior leadership teams

Employment agreements





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For me, success is not about the wins and losses. It's about making these young fellas be the best versions of themselves on and off the field.

- Ted Lasso



# Coaching, Mentoring, & Sponsoring

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Coaching	Mentoring	Sponsoring
Talks with you	Talks with you	Talks about you
Measures performance	Shares knowledge/guidance	Uses influence/social capital to advocate
Coach drives the relationship	Two-way relationship	Provide access to opportunities
Short-term support	Long-term support with a wider focus	Advance career



# Coaching

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Not one big scary day

“The File”

Catch people doing good

Clear job descriptions that are modern



# Coaching

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## Employee scorecards

- job description
- soft skills
- project specific assignments
- personal development



# Mentoring

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Industry connections

External resources

Personal executive coaches



# Sponsoring

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Promotion opportunities

Opportunities to be viewed as a leader



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Taking on a challenge is a lot like riding a horse, isn't it? If you're comfortable while you're doing it you're probably doing it wrong.

- Ted Lasso



# Training

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Build skills as a team

Soft skills

Networking

Key employee development







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Earn your leadership every day.

-Michael Jordan



# Trust Triangle

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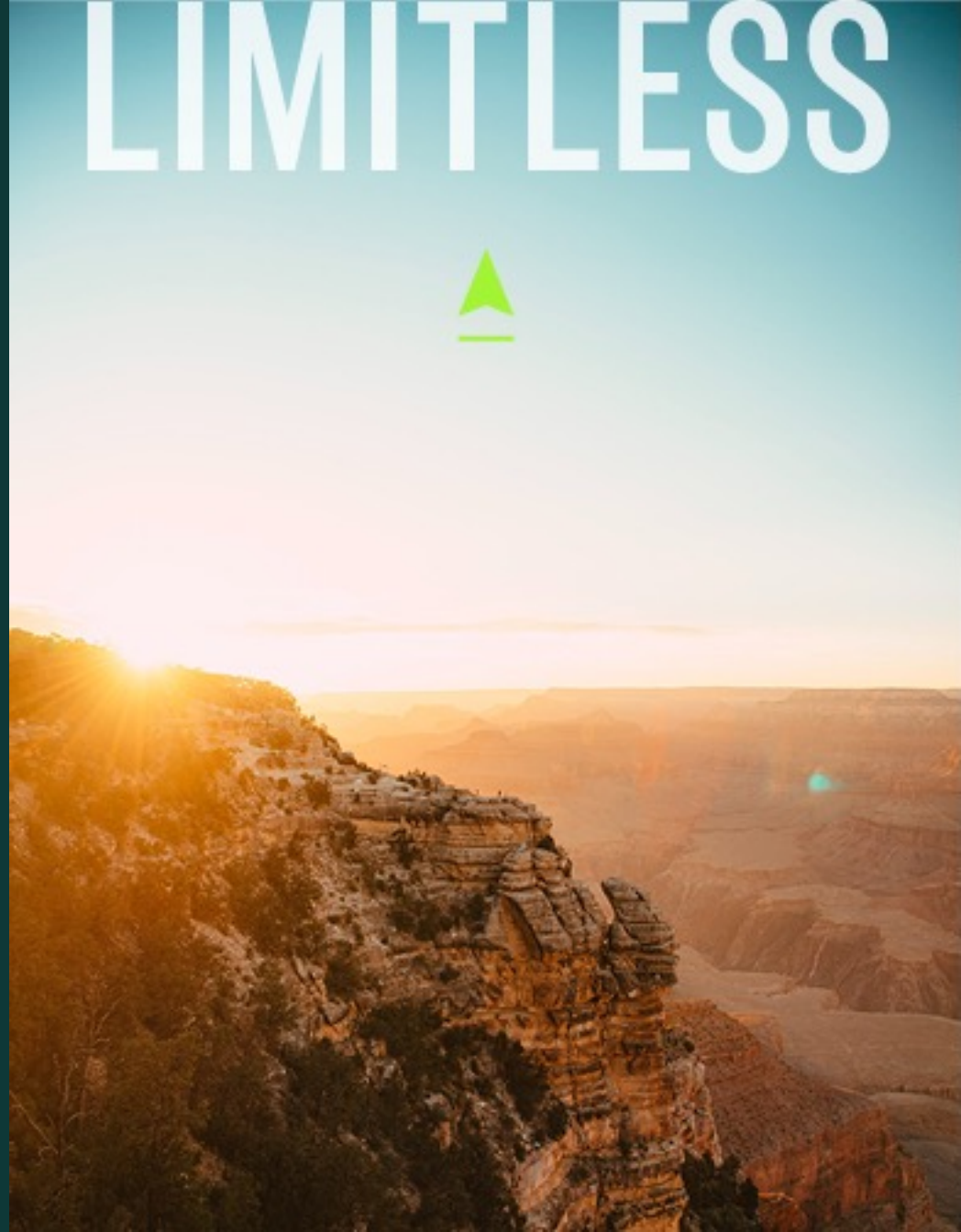


I believe in  
'believe'.  
- Ted Lasso

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We're inspired by the  
*extraordinary potential*  
companies and individuals  
possess to discover and claim  
their future.

# LIMITLESS



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