



# Successful Succession: Future proofing your airport workforce

NYAMA

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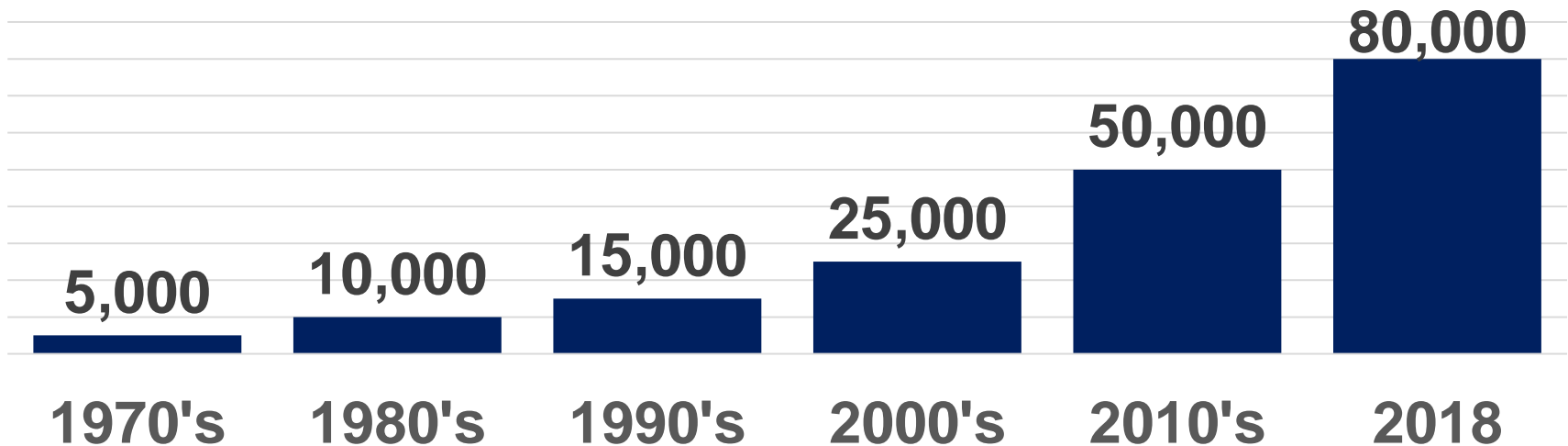
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# Technology Demands

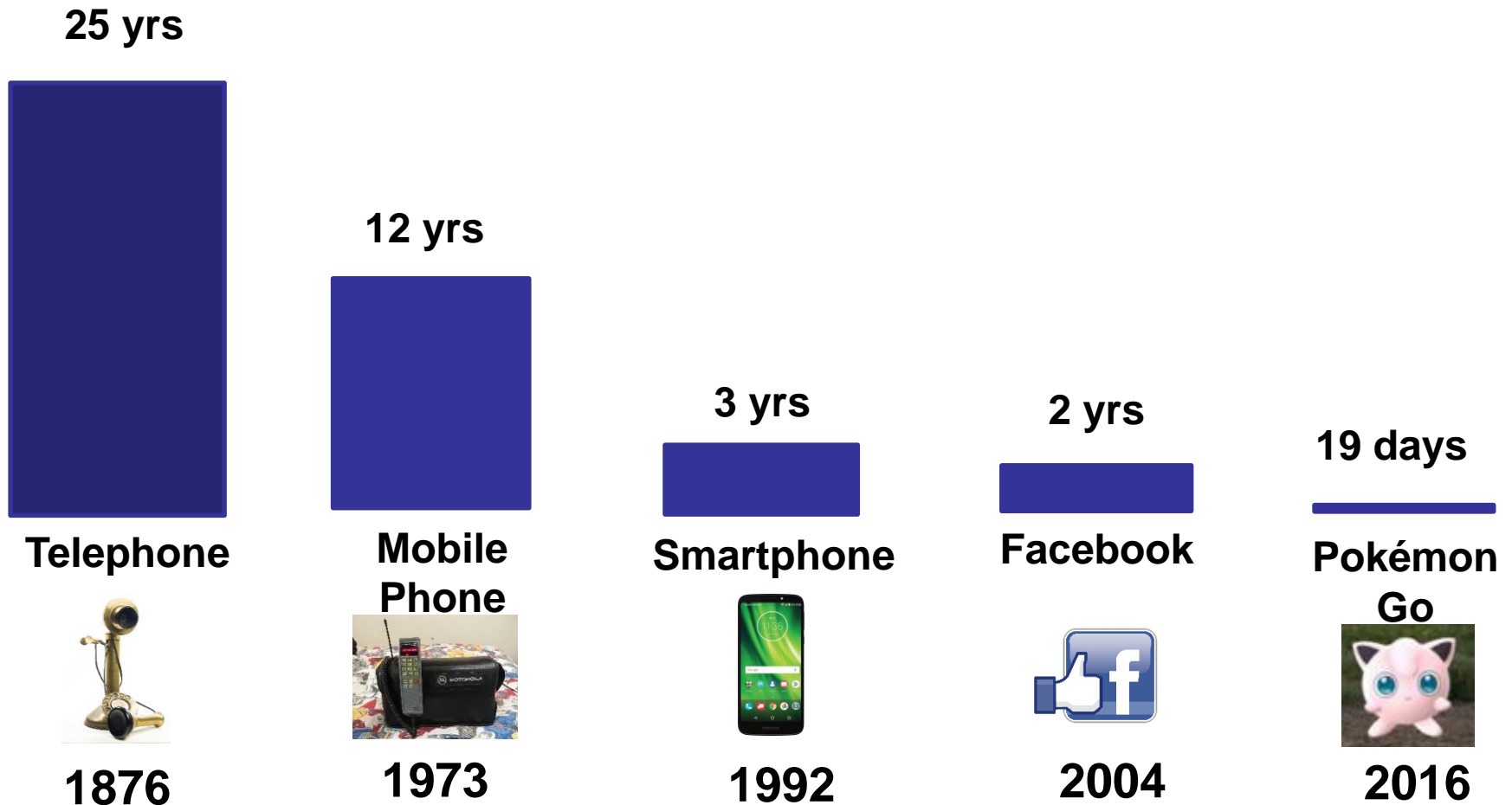
4 Exabytes ( $4.0 \times 10^{18}$ ) of unique information will be generated this year



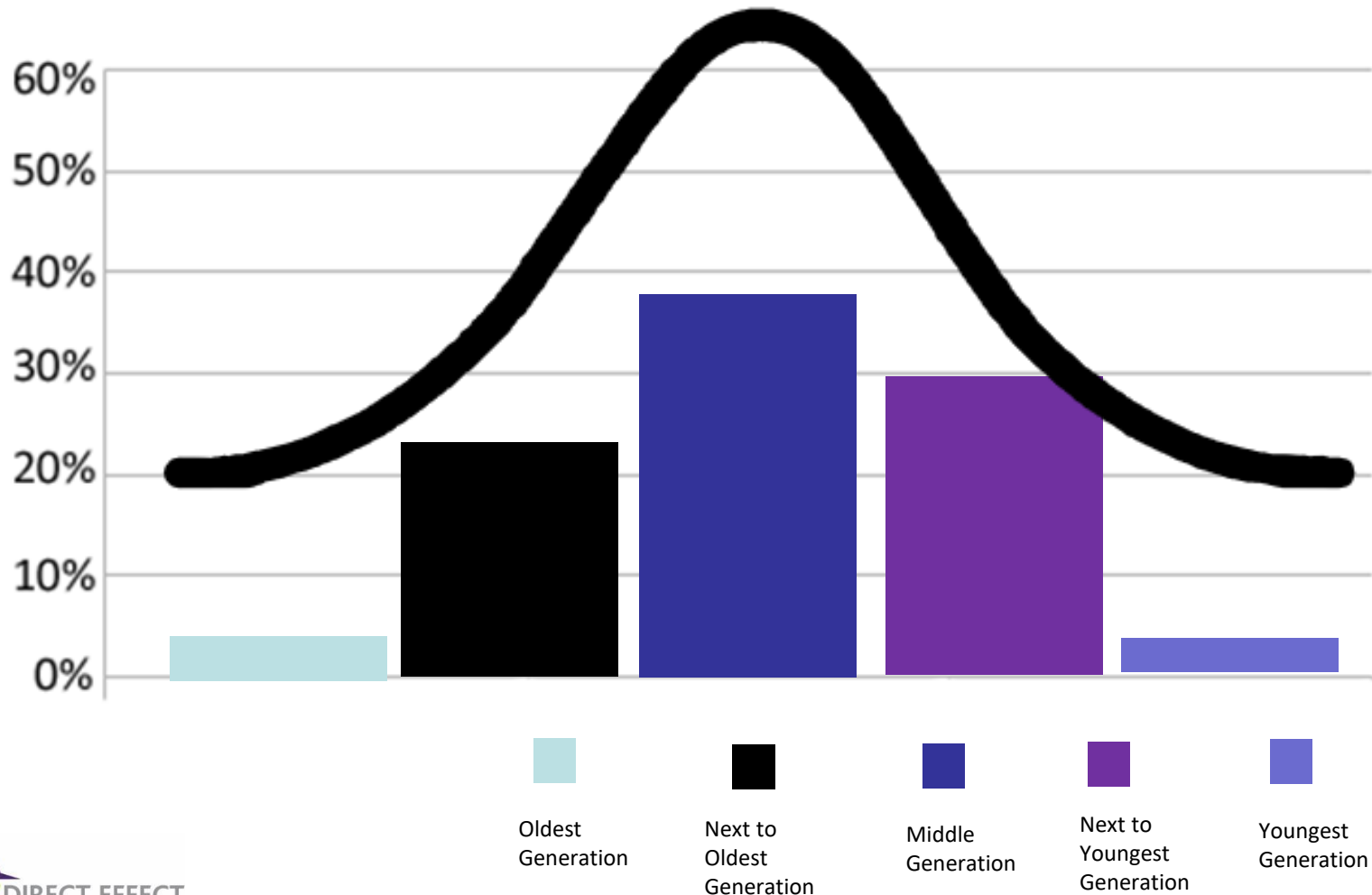
## Communications per leader per year



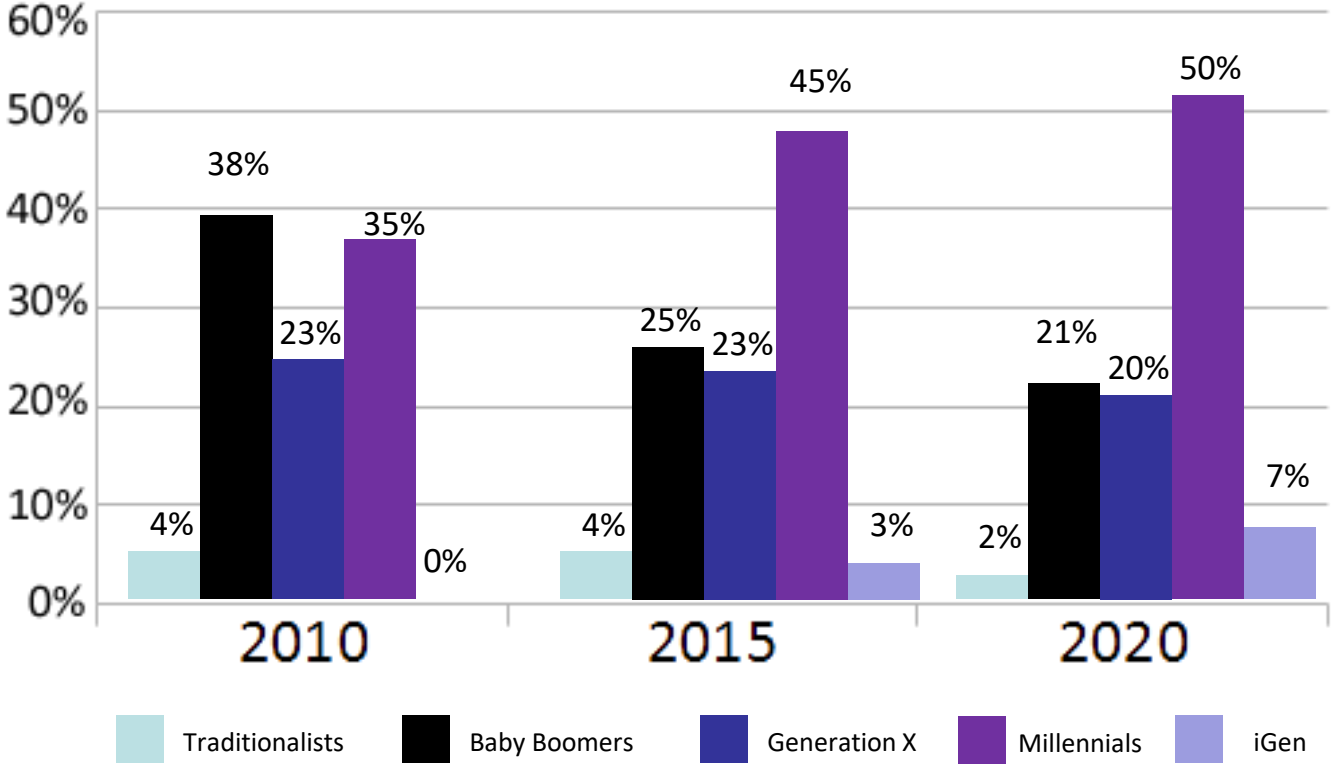
# Rapid Pace of Change



# Typical Workforce Demographics



# Five Generations in the Workforce



# Five Generations



	<b>TRADITION ALISTS</b>	<b>BABY BOOMERS</b>	<b>GEN X</b>	<b>MILLENN- IALS</b>	<b>I-GEN</b>
<b>Born</b>	1925- 1945	1946- 1964	1965- 1980	1981- 1994	1995- 2010
<b>Current Age</b>	74-94	55-73	39-54	25-38	9-24

A birth period of roughly 20 years shared by a group of people who experience common life events and cultural milestones that form their values, attitudes, life and work perspectives.

# Succession Planning



# Change in Focus

## **Traditional Program**

- Focus on retirements
- Replace one for one
- Promote tenured staff
- Promote from within division

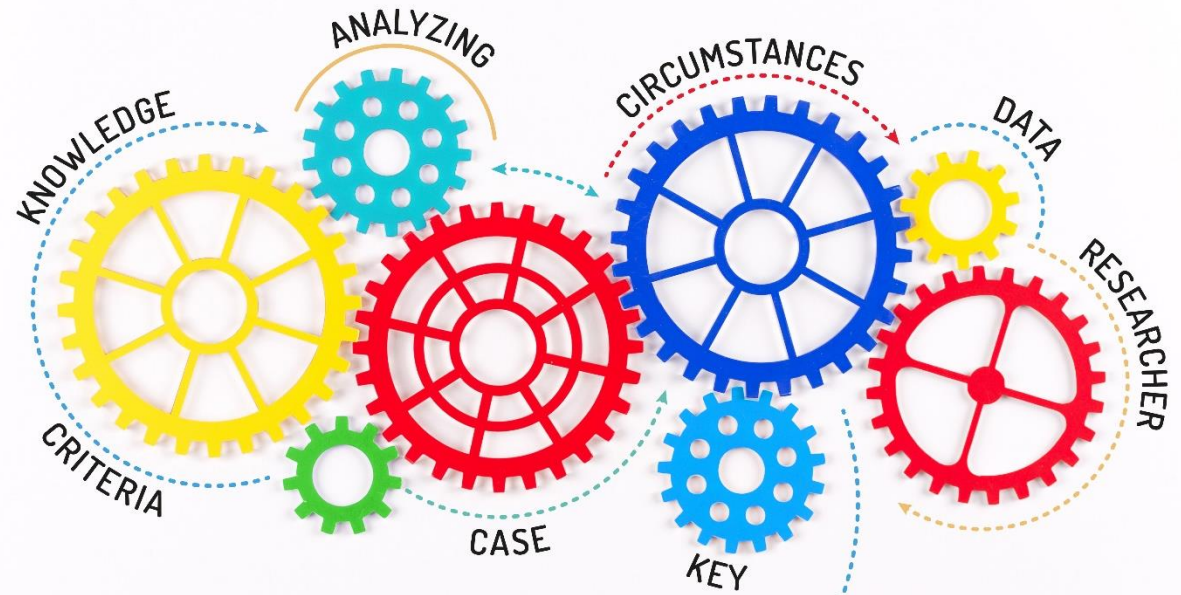
## **Agile Program**

- Forecast needs
- Identify creative possibilities
- Expand and contract organization structure
- Use both internal and external talent



# Process and Practices:

- Identify critical positions
- Determine skills, abilities and competencies required
- Map to existing talent or development plans
- Know when to use internal vs external talent



Case Study

