



National Association of
State Personnel Executives

Success(ion) Planning: Preparing Leaders for the
Workforce of the Future

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What does today's workforce look like?



A photograph of a busy city street with many people walking. The image is overlaid with text. The text is in a serif font, with the main title in italics and the statistics in a bold sans-serif font. The background shows a mix of modern and older buildings, trees, and a crowd of diverse people.

Many Generations... One Workplace

Composition of the National Workforce:

Greatest Generation (aged 68+) - 5%

Baby Boomers (aged 49-68) - 39%

Generation X (aged 32-48) - 32%

Millennial (aged 17-31)- 25%

“Unless an organization continuously adapts to the environment via speedy, effective learning, it will die.”

“Learning inside must be equal to or greater than change occurring outside the organization or the organization dies.”

Michael J. Marquardt
Building the Learning Organization



The Learning Organization

- **According to Peter Senge (1990: 3) learning organizations are:**
- **...organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.**

Learning Starts with the Individual

- Assumes learning is an ongoing and creative process
- Believes that enormous human potential lies locked and undeveloped in the organization
- Realizes that learning expands a human being's capacity to create the results he/she truly desires
- Acts upon the learning

Learning Takes an Organization

- Engages everyone - Not just “doers” and “thinkers”
- Taps the intellectual capacity of employees
- Allows employees of all levels, individually and collectively, to continually increase their capacity to produce results they really care about
- Fosters and enhances thinking, communicating and cooperating among employees

*All levels of leadership MUST promote learning
within the organization*



Traditional vs. Learning

Traditional Organization

- Focused on customer complaints
- Impacted by structure and tradition
- Outdated recruitment and retention practices
- Stifled creativity
- Limited participation in learning and growth
- Limited trust – denial, blame, excuses

Learning Organization

- Creates customer responsive workforce
- Adapts to changing culture
- Attracts and retains a talented committed workforce
- Embraces diversity and innovation
- Promotes emphasis on learning and growth
- Builds a more accountable workforce

A Solution...

Build a current pool of employees who have been prepared to step in and assume leadership roles by creating a *learning community* within the organization.



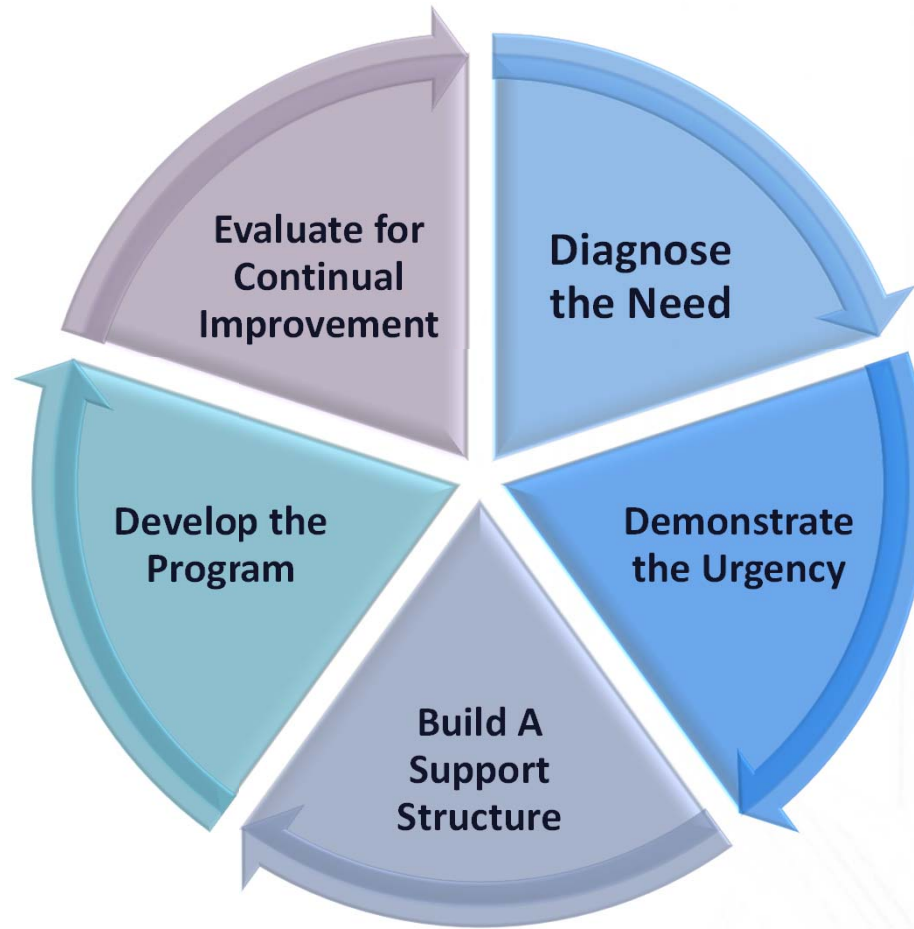
The Key for Preparing for the Future: Filling the Leadership Gap

Clear strategies to:

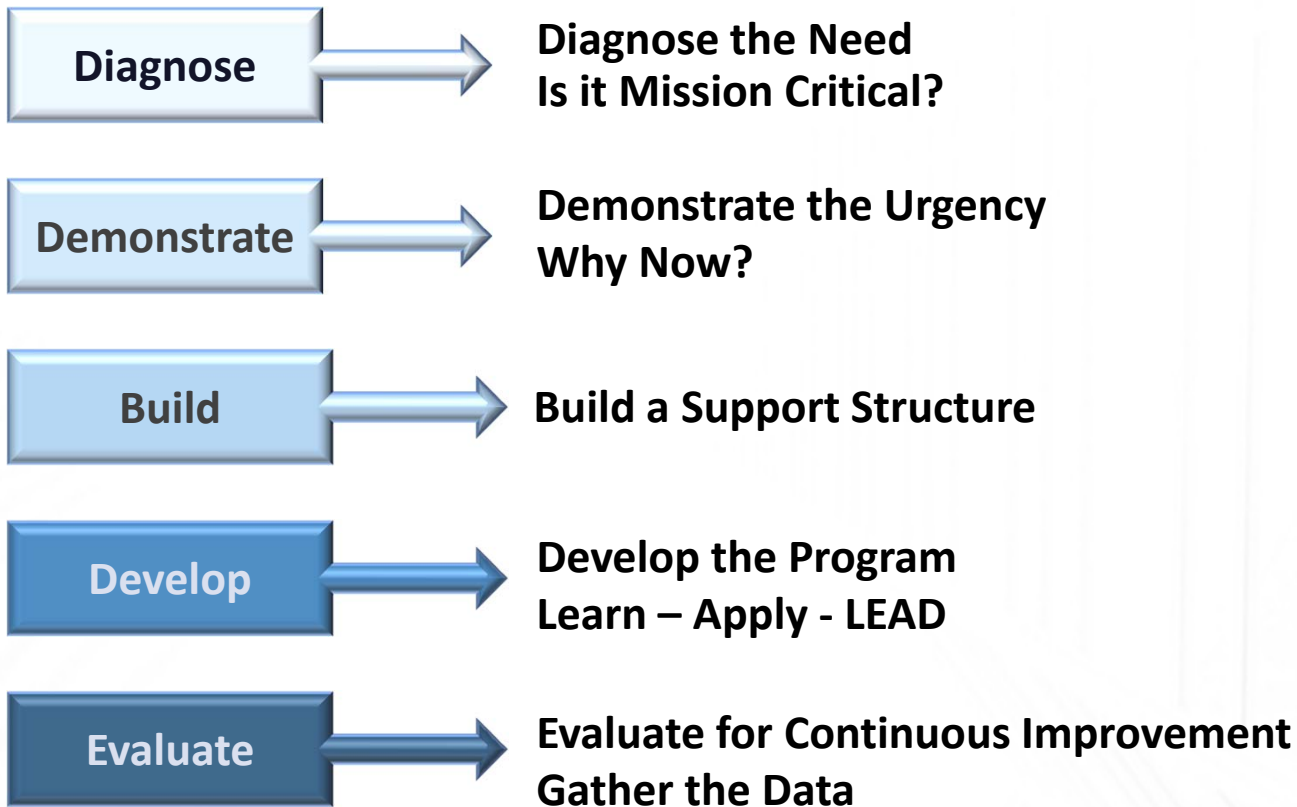
- **Develop the needed core skills**
- **Attract and retain the needed skills**
- **Ensure solid leadership is in place over time**

Circle of Life

Creating Sustainable Leadership Initiatives



Creating Sustainable Leadership Initiatives



Diagnose the Need

Is This Mission Critical?

State Organizational Landscape

**Become a learning organization,
where people continually expand their
capacity to create the results they
truly desire**

**State Organizational
Landscape**



What Does the Tennessee State Government Workforce Look Like?



What Does the State Workforce Look like?

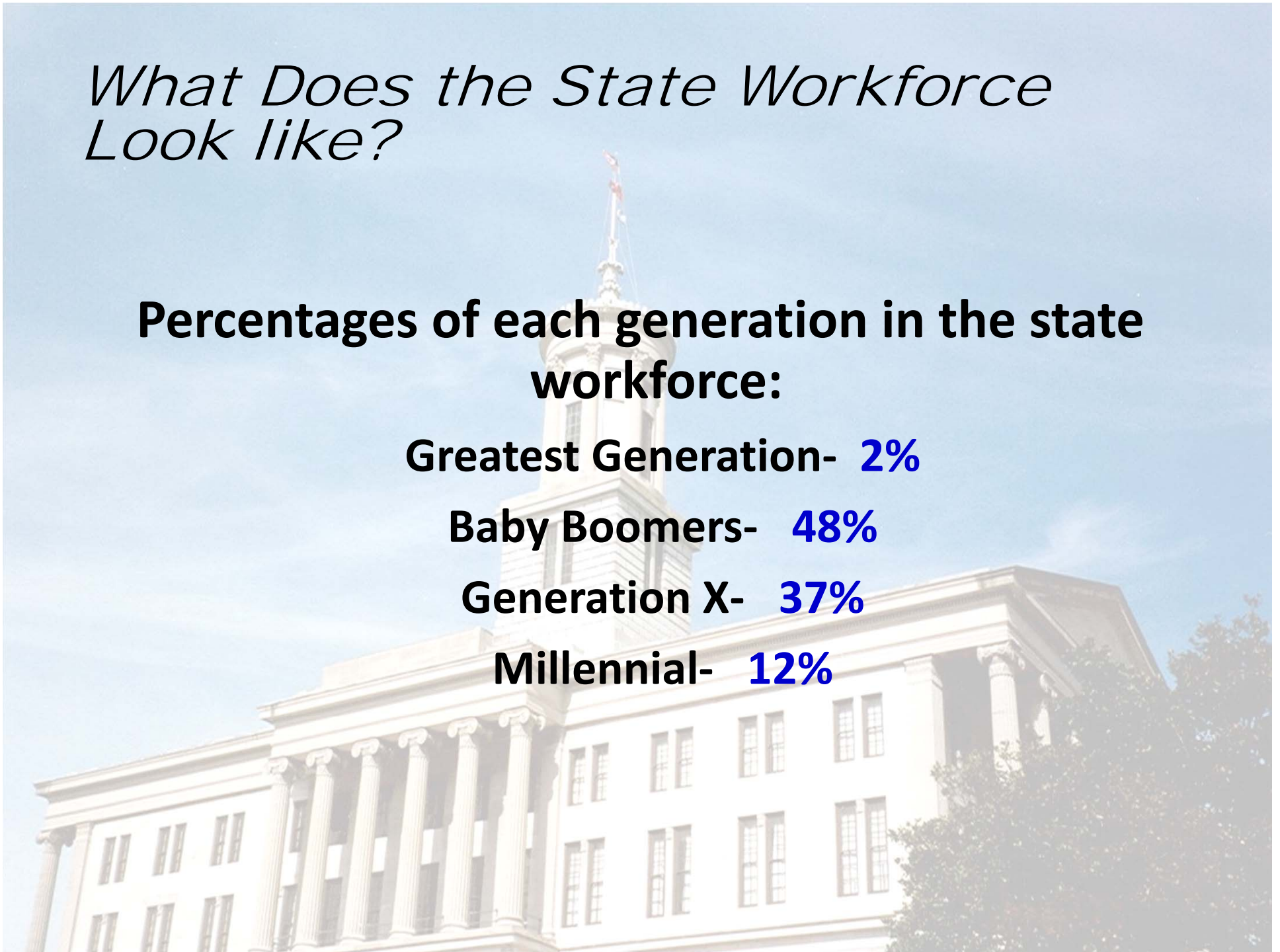
**Percentages of each generation in the state
workforce:**

Greatest Generation- 2%

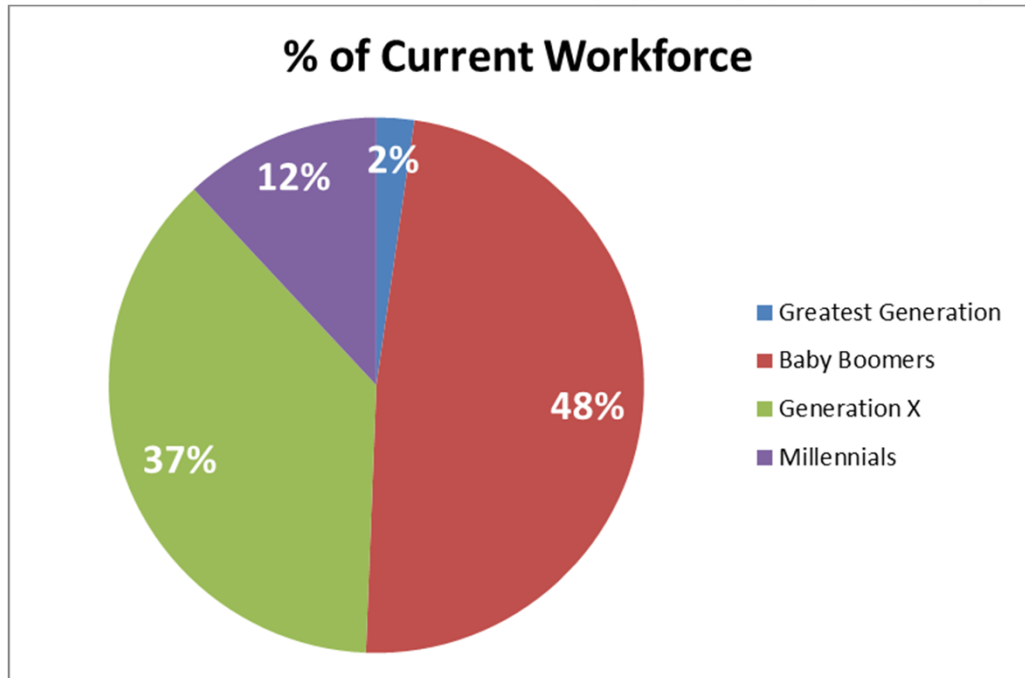
Baby Boomers- 48%

Generation X- 37%

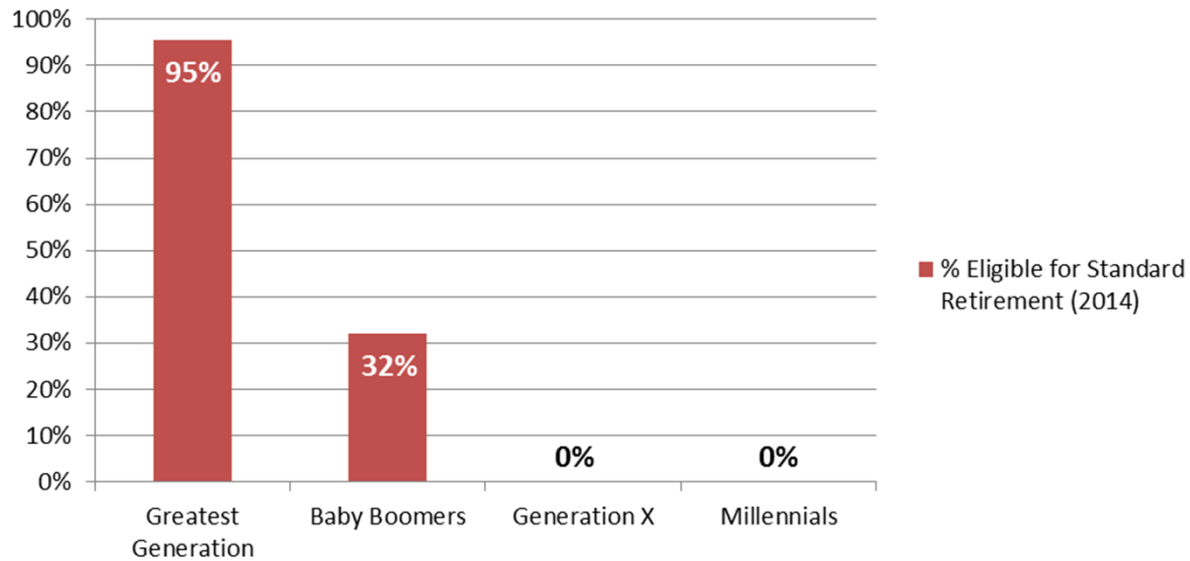
Millennial- 12%



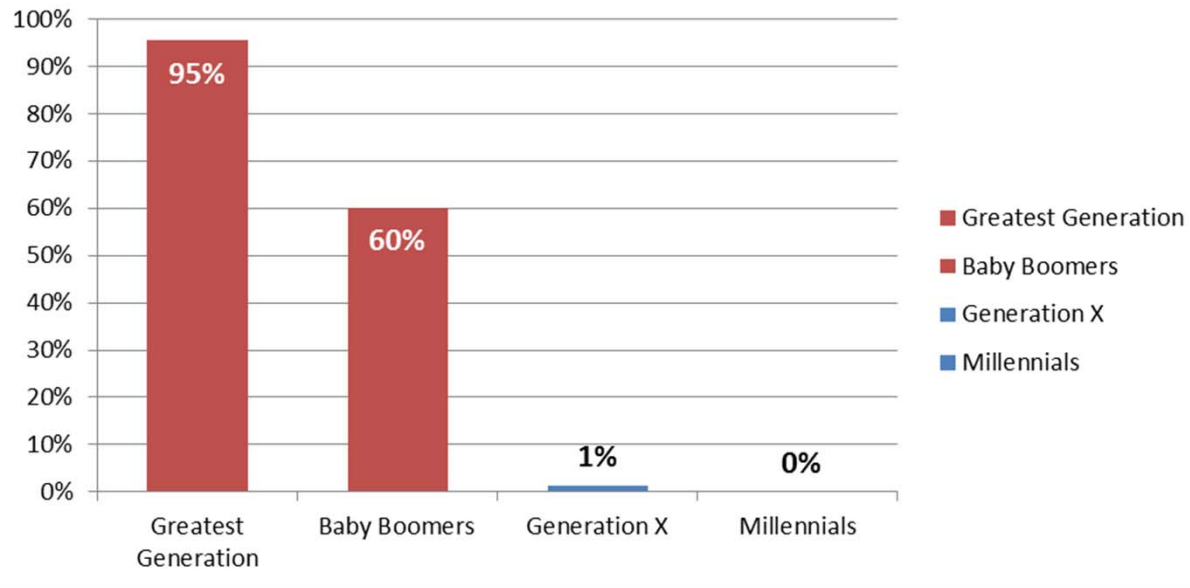
% of Current Workforce

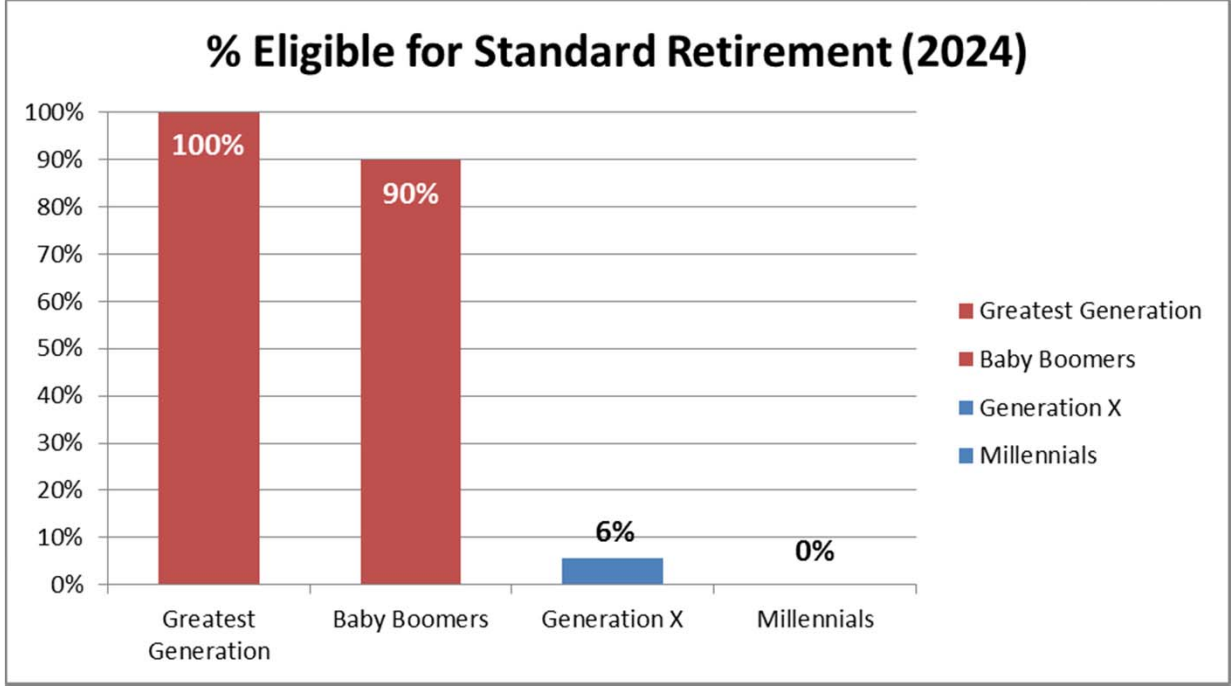


% Eligible for Standard Retirement (2014)

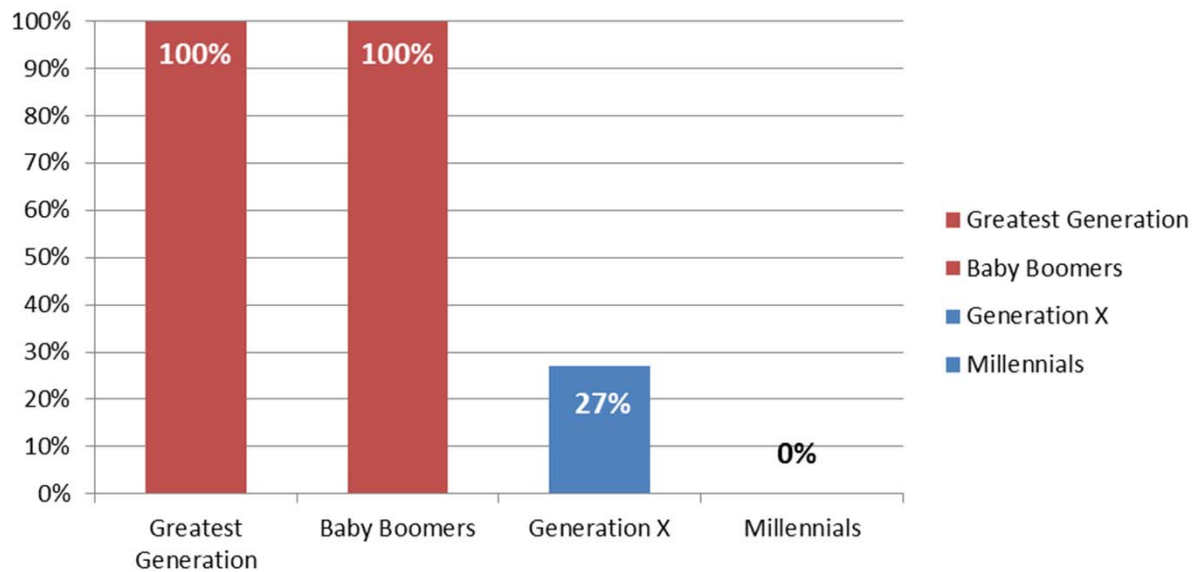


% Eligible for Early Retirement (2014)





% Eligible for Early Retirement (2024)



What happens when the Boomers exit?

- A leadership vacuum is created
- Institutional knowledge goes with them
- Vacated positions will need to be filled
- Organizations will have to do more with less
- Obtaining and retaining good talent will become a challenging need

Build a Support Structure

Support from the Top Office/Governor

Executive Leadership Council of Cabinet Members and Governor's Office

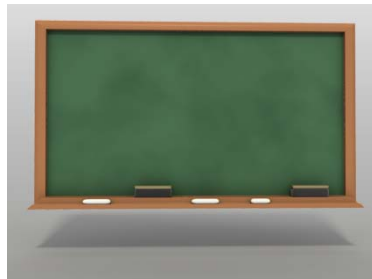
Investment: "Skin in the Game"


Application Process and Final Selection by Agency Head, CLO and DOHR Commissioner





Develop The Program

Start with: “What is Your Learning Philosophy?”



 **A Basic Principle**

 Real learning has not occurred until a student shows that he or she can use or apply the knowledge. 



LEARN

The first tenet of all DOHR leadership development is to prepare competency based material for participants to learn.

APPLY

The second is that learning must be applicable to the work at hand.

LEAD

The third is that the participant should be able to make a difference in their workplace the very next day.

Tennessee's Premier Leadership Development Initiative



2010 International Public Management Association HR Excellence Award Recipient



LEAD

Tennessee



CORE

COMPETENCIES

**Lead an
Organization**

*Mission-Driven
Customer Focused
Innovative*

**Lead
Self**

*Self-Management
Integrity
High Performing*

**Lead
People**
*Courageous
Talent Focused*

Learn



Apply



LEAD

Develop the Program

ICR Master Series Components



Evaluate for Continual Improvement

- **Develop metrics to measure (What is the “right data”?)**
- **Create a cycle of learning – feedback loop**
- **Key question – What are the product performance and process effectiveness results?**
- **Data, data, data...**

A Learning Community: Creating Cultures of Continual Development



Thank You!

- **Questions?**

