



# Succession Management

## The best performing companies in the world

agree that organizational success comes from attracting, developing and retaining the right people. These companies manage their leadership talent portfolio as proactively and as strategically as they would any tangible asset and have Succession Management strategies that are inextricably tied to both leadership development and recruiting - strategies that do not occur by accident. Top talent developers adopt a highly strategic approach rather than a reactive one, especially during times of accelerating organizational change in challenging market conditions.

Recent studies show it takes about three years to identify a high potential and another 10 years to prepare them for the executive suite. WJM believes that it is not enough to have great leaders at the top—*continuity* in developing great leaders is what truly separates high performing organizations from the rest. To achieve this, a match needs to be created between the organization's future needs and the aspirations of talented individuals, and to provide these executives with growth opportunities that keep them stretching and finding more promising opportunities internally than they might otherwise find elsewhere.

### *Effective Succession Management Systems:*

- Identify high performers and keep them motivated and engaged so they do not seek external opportunities
- Promote a continuous and deep supply of talent
- Respond to the demand for new skill sets and capabilities
- Shorten executive learning curves
- Clarify performance standards

### *The Best Succession Management Programs Are:*

- Developmentally oriented
- Unified and simplistic
- Effective at spotting gaps in talent and at identifying important "linchpin" positions
- Continually evaluated against customer satisfaction metrics, market share and financial performance, and improved upon.

## Client Success

*Our Board of Directors and I were very pleased with the holistic Succession Management approach that WJM brought to our company. I was impressed by the capabilities of the WJM Consultants who provided structure and also optimal flexibility in meeting the specific developmental needs of our executives. The WJM Account Director was attentive and made sure the quality of service was there, start to finish. All in all, the project was very successful. I recommend WJM's Succession services to any organization facing senior-level succession opportunities.*

**- David Lilley, Chairman and CEO (1997-2008) of Cytec Industries, Inc., a \$4 billion specialty chemicals company**

**WJM Associates Inc., the foremost experts in executive assessment and development, offers a highly strategic and pragmatic Succession Management methodology for continually identifying future leaders and providing them with meaningful and measurable development. Our objective is to help you build and retain an organization of successful individuals.**

## How WJM Associates Brings Quality Control to Succession Management

### *Faculty*

WJM's highly experienced faculty of over 100 professional organizational development consultants and executive coaches allows for greater adaptability in complementing the succession management programs objectives.

### *Experience*

While WJM's Faculty members have had rigorous training in organizational development and/or psychology, we also put great emphasis on choosing consultants with direct business experience and a strong, real world understanding of corporate dynamics. In fact, many of our Faculty members have proven track records in senior corporate positions in industries similar to those of WJM's clients. The Company has received consistent positive feedback from clients who appreciate that WJM's services are delivered from experience, rather than just theory.

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WJM ASSOCIATES, INC.

## Account Directorship

WJM offers experienced Account Directors (ADs) who serve as strategic partners to our clients. Our ADs collaborate closely with line managers and human resources executives to define requirements and success factors, while establishing the most comprehensive and strategically effective approach to succession management. ADs serve as 'project managers' for all succession management assignments. They ensure that the process is moving forward appropriately and that all deadlines and expectations are being met. They provide monthly "report cards" on each specific engagement, providing to HR and management an overview and status update against established goals and developmental action plans.

## Measuring and Guaranteeing Results

WJM's succession management is custom-designed to deliver observable bottom line value to the company in a short period of time. We monitor improvement using reliable, objective measures of change and guarantee results.

## WJM Clients

- Bank of America
- Bank of NY Mellon
- Bristol-Myers Squibb
- Capital One Financial
- Celgene
- Citigroup
- Cordis
- Cytec Industries
- Deloitte & Touche
- Diageo
- DuPont
- Eaton
- GMAC Financial
- Goldman Sachs
- Home Box Office
- The Interpublic Group
- Johnson & Johnson
- J.P. Morgan Chase
- LG Electronics
- Lockheed Martin
- MasterCard
- McGraw-Hill
- Merrill Lynch
- Montana State University
- Morgan Stanley
- MTV Networks
- Motorola
- NewPage
- Nielsen Media Research
- Panasonic
- Pepsico
- Pitney Bowes
- Schering-Plough
- Sprint Nextel
- Time
- UCB
- Western Union

## About WJM Associates

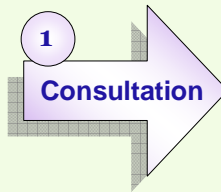
WJM was founded in 1996 by William J. Morin, a renowned authority in executive development and the former CEO of Drake Beam Morin, Inc., one of the world's largest organizational consulting and career management firms. Today WJM has an unsurpassed track record of successfully assisting both Fortune 500 and mid-sized companies in achieving continuous and measurable improvement in the performance of their executives, teams and organizations. Our services include assessment and coaching for individuals and teams, as well as large-scale change efforts, including post-merger integrations, succession management programs and many other initiatives. WJM has an extensive faculty of over 100 professional executive coaches, organizational psychologists and other experienced consultants located around the world that are prepared to address the particular needs of an individual executive, his/her team or the entire organization, whatever the industry, location, corporate culture or language.



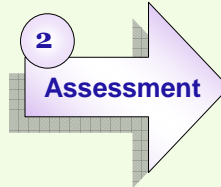
**WJM ASSOCIATES, INC.**

Enhancing Executive & Organizational Effectiveness

## The WJM Succession Management Process



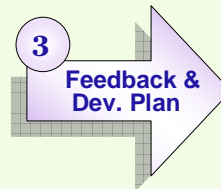
WJM conducts in-depth interviews with the senior leadership team to understand the organization's vision, strategy and culture. In addition, WJM identifies succession planning objectives and reviews and/or develops leadership competencies required to support the organizational strategy, as well as specific technical competencies required for any specific roles in question. Ground rules for the assessment process, confidentiality and key success factors are also explored.



WJM interviews each assessment participant focusing on:

- Fit within the organization's culture
- Leadership competency assessment
- Technical competencies specific to role
- Management style
- Leadership ability
- Interpersonal effectiveness

WJM utilizes a variety of diagnostic assessment tools, when appropriate. Often, these tools include personality and/or leadership styles instruments that assess the candidate's abilities to successfully perform within the organization in the specified role, as well as WJM's proprietary 360° process. WJM can advise our clients on which instrument(s) best suits the organization within the context of the succession planning objectives.

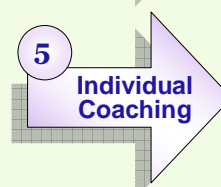


Feedback of the assessment results is delivered to each executive in a clear and constructive manner with the executive's development as the primary focus.

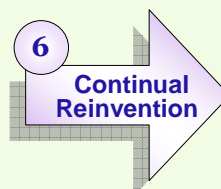
A triad meeting is conducted with the WJM Consultant, the executive and his/her manager to review the outcomes of the assessment. Our guide is the Leadership Proficiency Evaluation™ (LPE™). The LPE™ provides a summary of the information gathered from the face-to-face interview, diagnostic assessments and 360° interviews. The intent of the written report is to offer a clear and concise evaluation based on the interviews and tests in which the executive has participated.



WJM presents a summary report on the executives and organizational themes to leadership, HR and/or the Board of Directors. We make recommendations on developmental options, leadership actions and organizational effectiveness.



WJM works with the executives to improve performance and to strengthen the connection between the leader and the organization's vision for the future. In essence, this phase assists high potentials in developing the required competencies for the future, enabling the succession plan to reach its objectives. WJM's approach is a proven process that enhances the executive's value to the company and provides an attractive return on the investment in human capital.



WJM works with our clients to continually refine and adjust the succession management system. We incorporate changes to the process in response to feedback from line managers, executives and participants. WJM incorporates dialogue and debate about talent and the succession process so that its utilization and value can be improved over time.

**For more information, please call 1-877-667-4647  
or visit us at [www.wjmassoc.com](http://www.wjmassoc.com).**