



# 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.

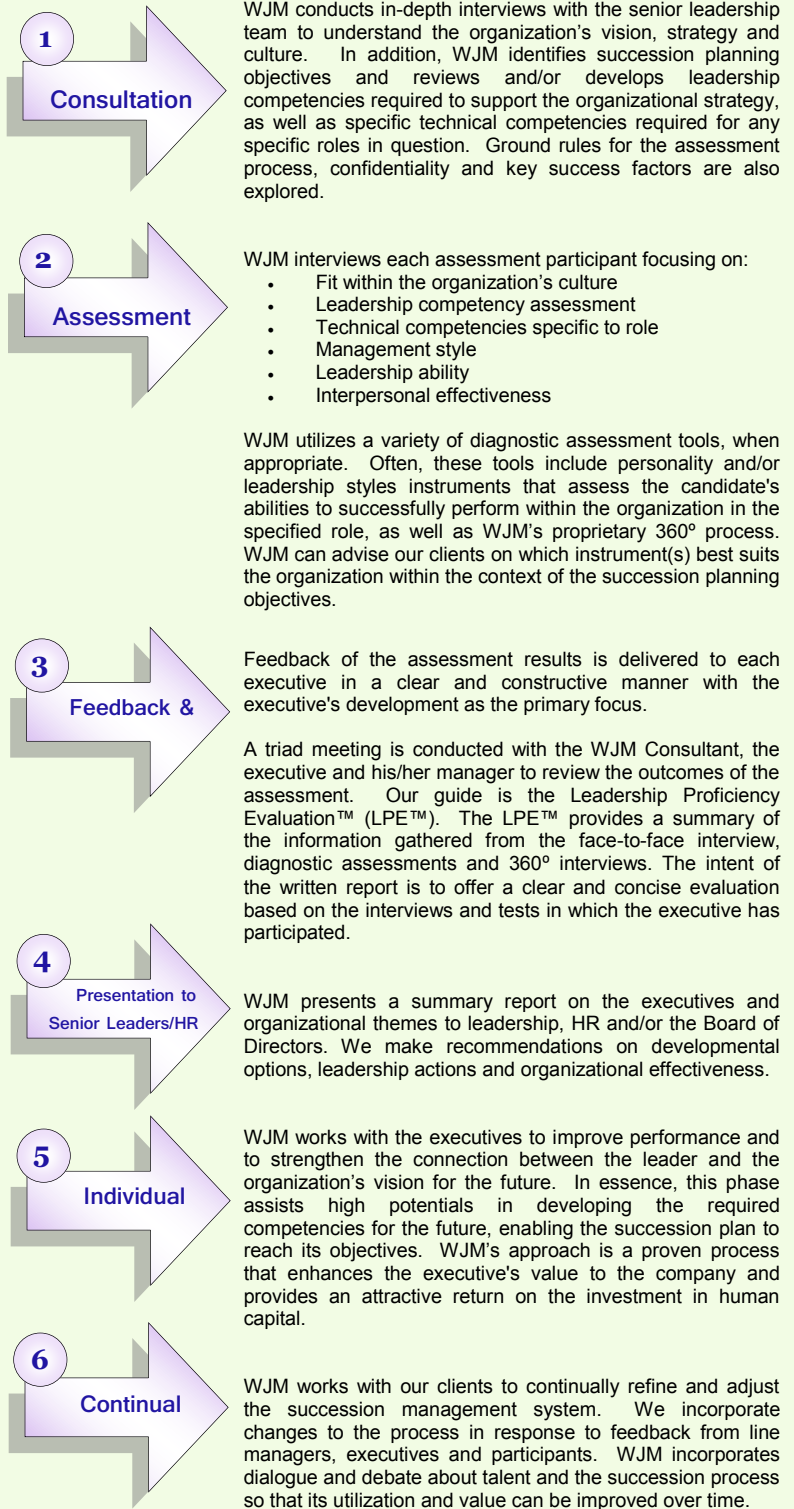
## Measuring and Guaranteeing Results

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
- Xerox

## The WJM Succession Management Process



## 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

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

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