



Trust Executive Focus:

Understanding Succession Development



Overview

In this world nothing can be said to be certain, except death and taxes.



Today's Discussion Points

Understanding Succession Development

- Beginning with the end in mind
- Understanding the lay of the land
- Grooming the next generation of owners v. sale



Notable quotes on Succession Planning

Beginning with the end in mind:

*Begin with the **End in Mind** means to begin each day, task, or project with a clear vision of your desired direction and destination, and then continue by flexing your proactive muscles to make things happen.*

- Stephen Covey

Notable quotes on Succession Planning

Understanding the lay of the land:

*No question is so difficult to answer as that to which
the answer is obvious.*

-George Bernard Shaw

Notable quotes on Succession Planning

Grooming the next generation of owners v. sale:

Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.

- George Orwell



Beginning with the end in mind

Nature gives to every time and season some beauties of its own; and from morning to night, as from the cradle to the grave, it is but a succession of changes so gentle and easy that we can scarcely mark their progress.

- Charles Dickens



Beginning with the end in mind

Culture sets the tone for successful transitions.



Beginning with the end in mind

Share the vision:

- Plan – Where do we want to go and when do we want to get there?
- Organize – Set a date and work backward
- Direct – Set clear mileposts with time deadlines and stick to them
- Coordinate – Make sure to communicate with the team
- Control – Be the Captain, My Captain!

Again, Culture Sets the Tone!





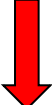
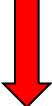
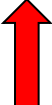
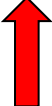

Beginning with the end in mind

That which grows fast withers rapidly; and that which grows slow endures.

- Josiah Gilbert Holland

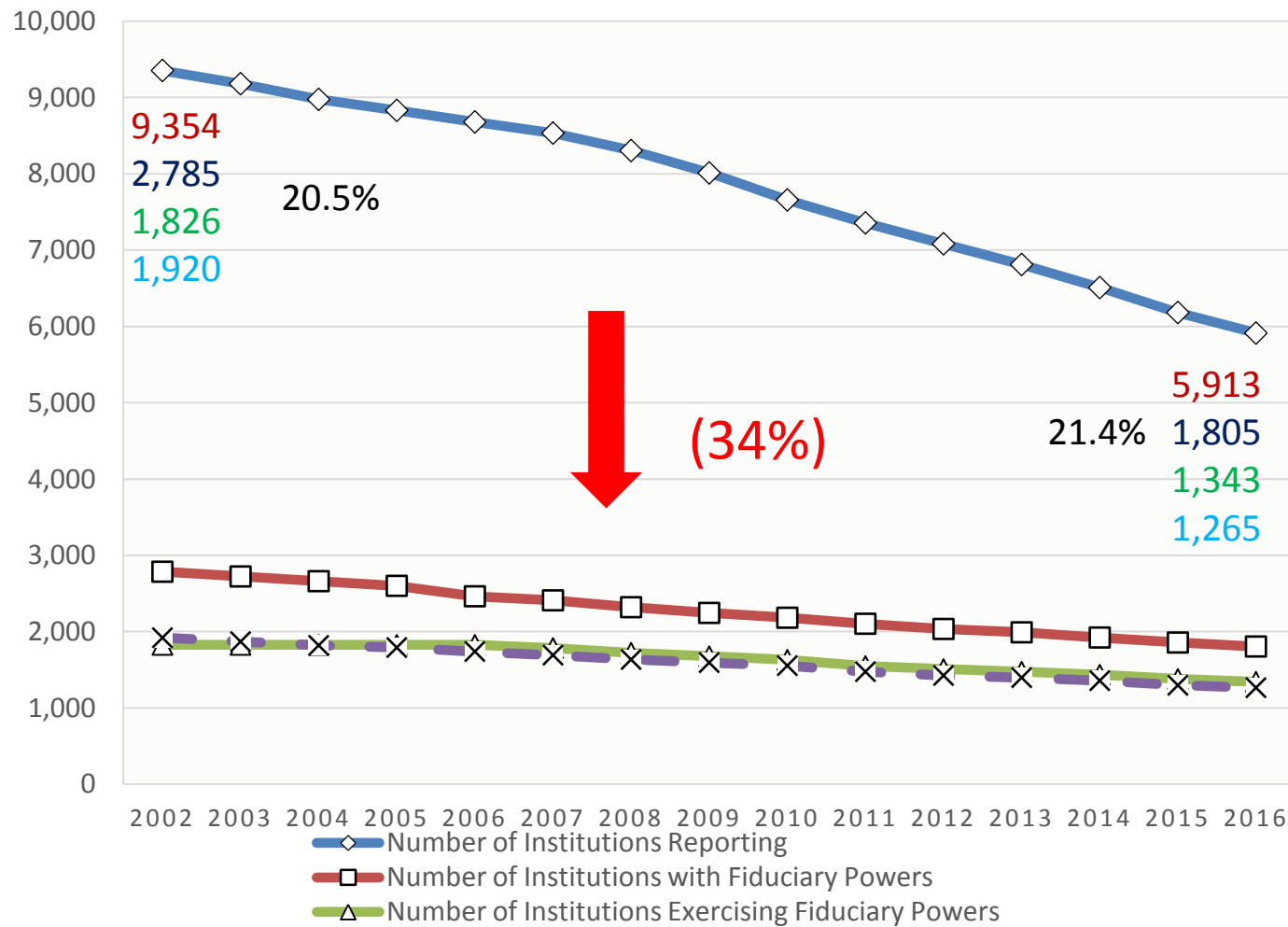


Understanding the lay of the land

- Gross Income 
- Expenses 
- Business Losses 
- Net Operating Income 
- Profit Margin 
- Shareholder Pressure 
- Regulatory Concern 
- Risk Potential 
- Number of Competitors/Providers..... 

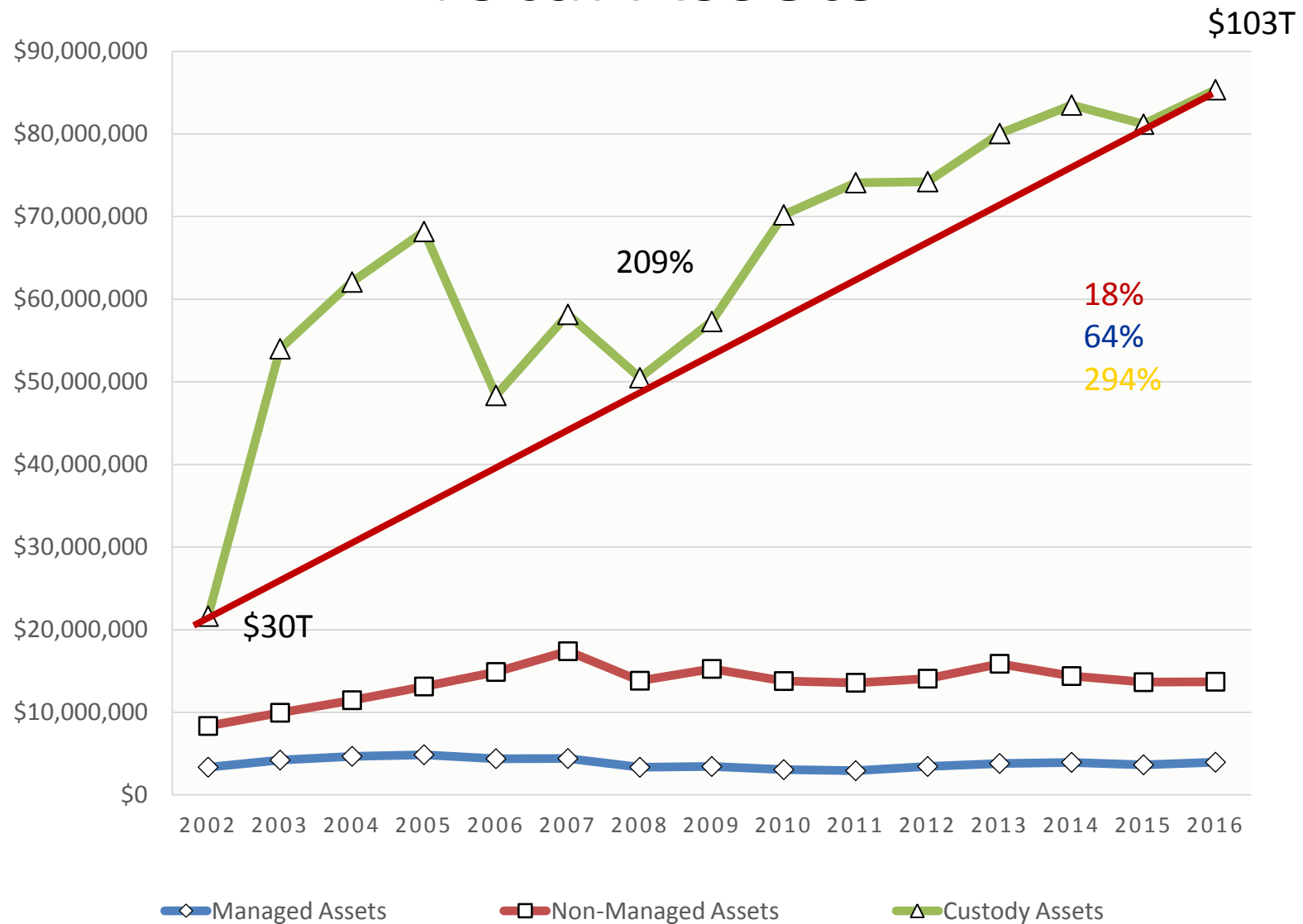


Industry Profile





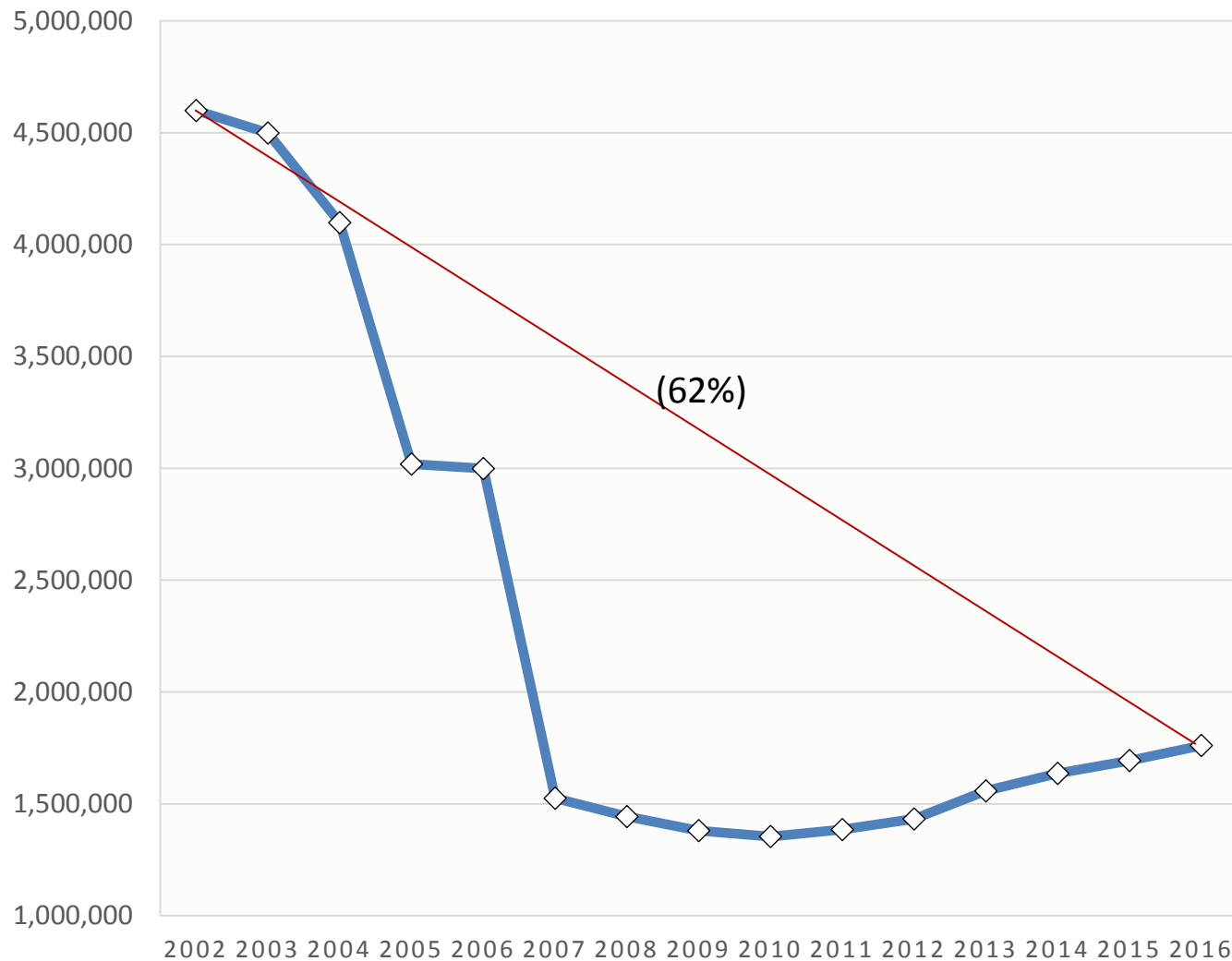
Total Assets



*Dollar figures in thousands

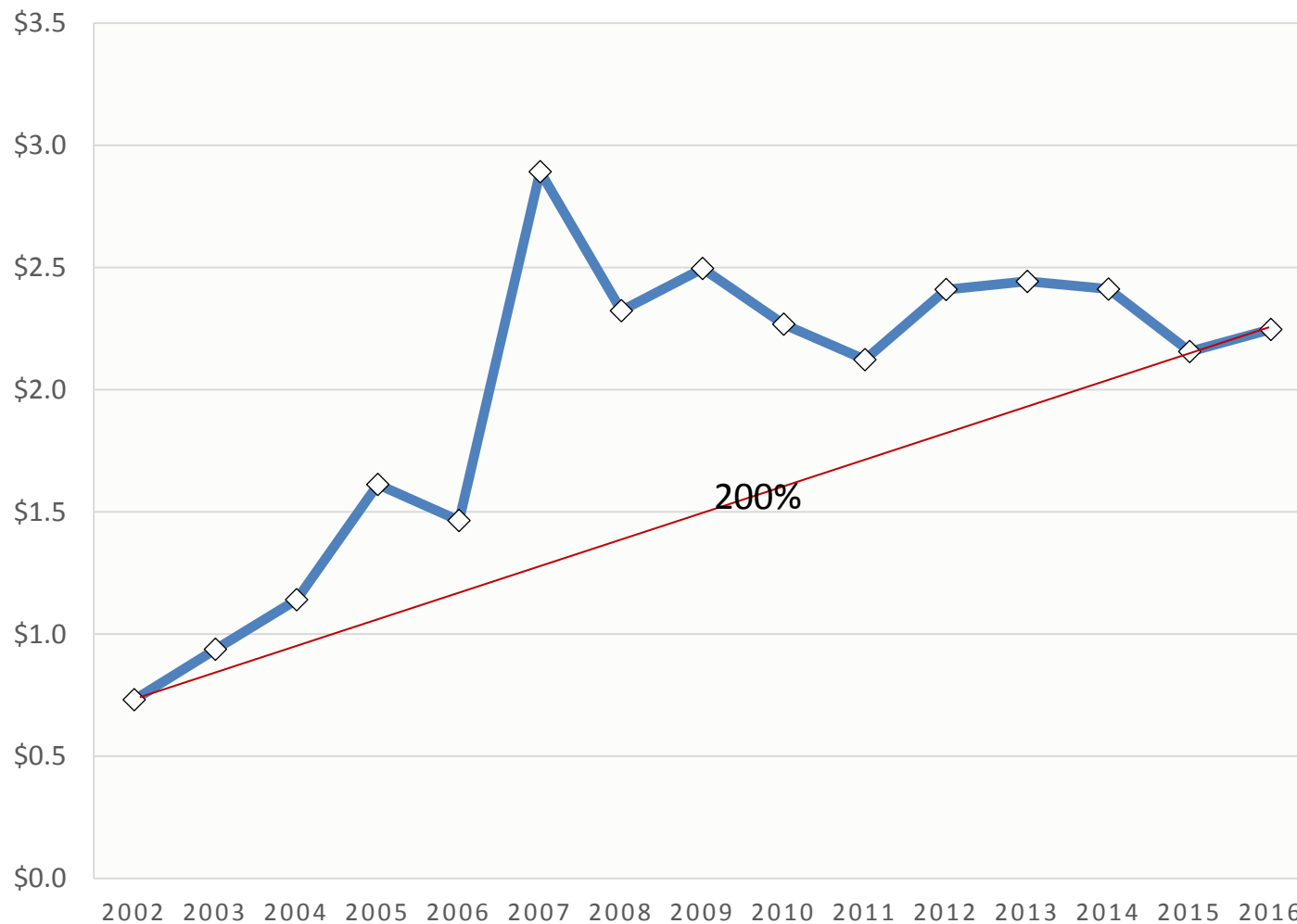


Managed Accounts – Number of Accounts





Managed Accounts – Average Account Size

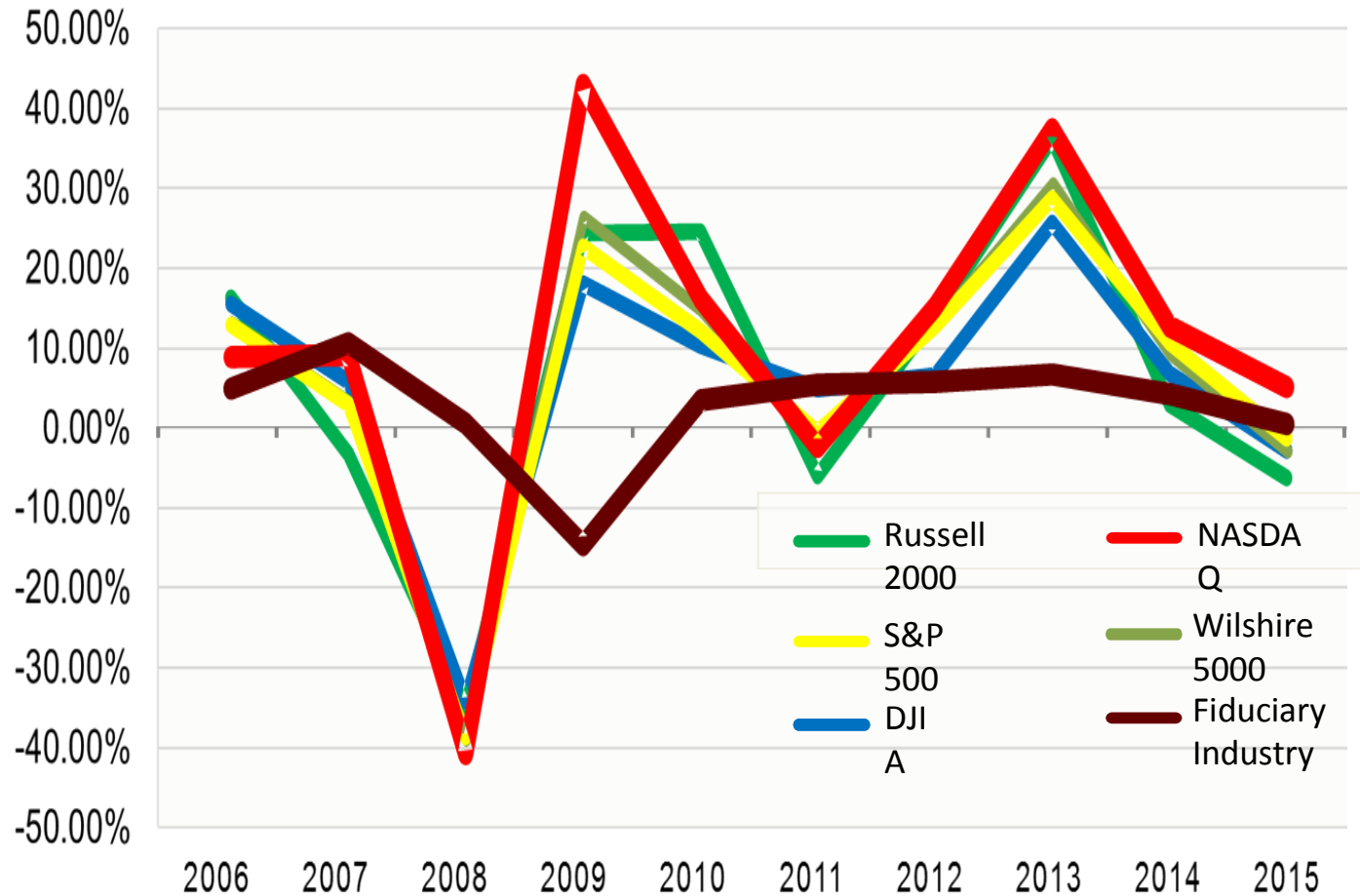


*Dollar figures in millions



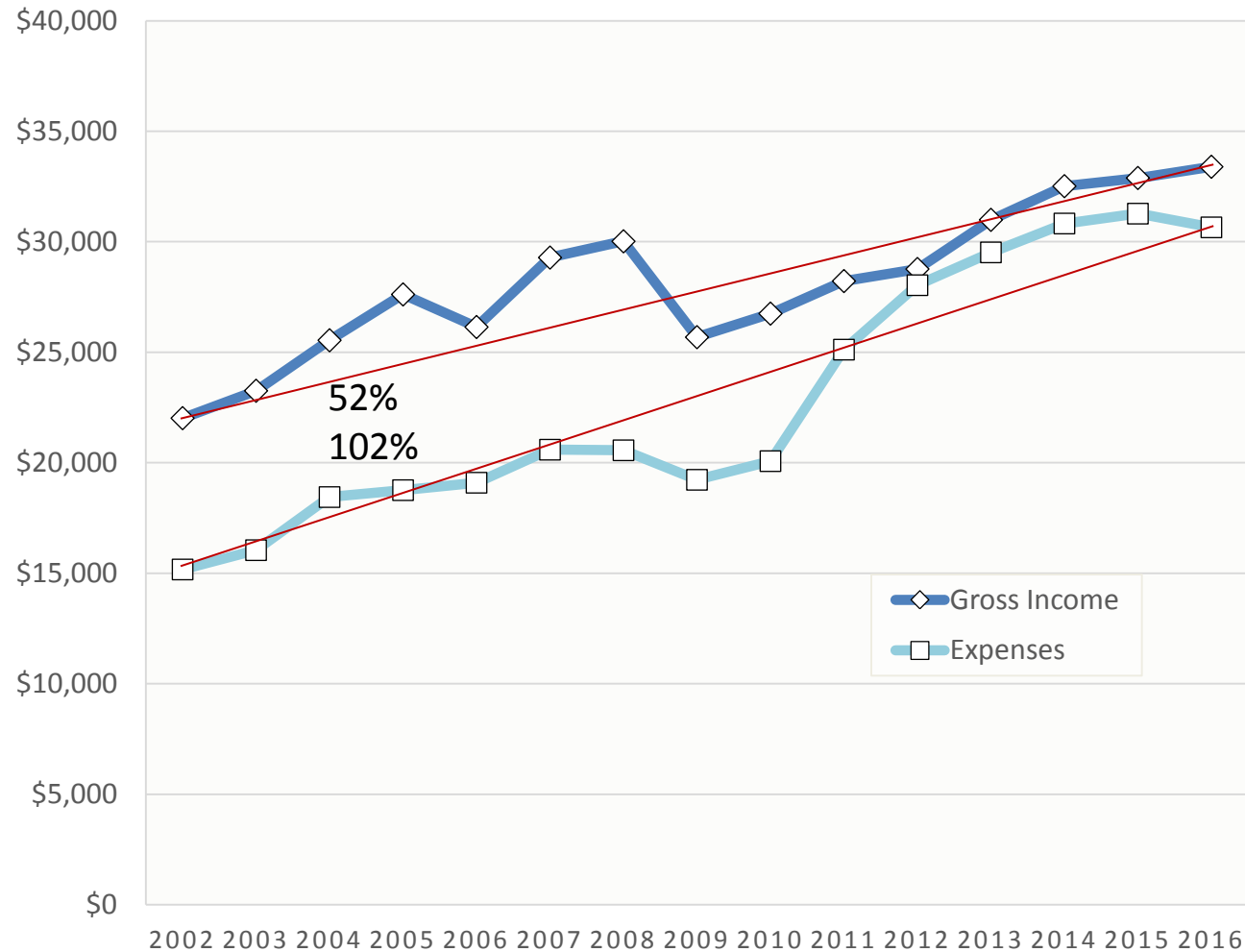
Industry Analysis

Indices – Performance and Comparison





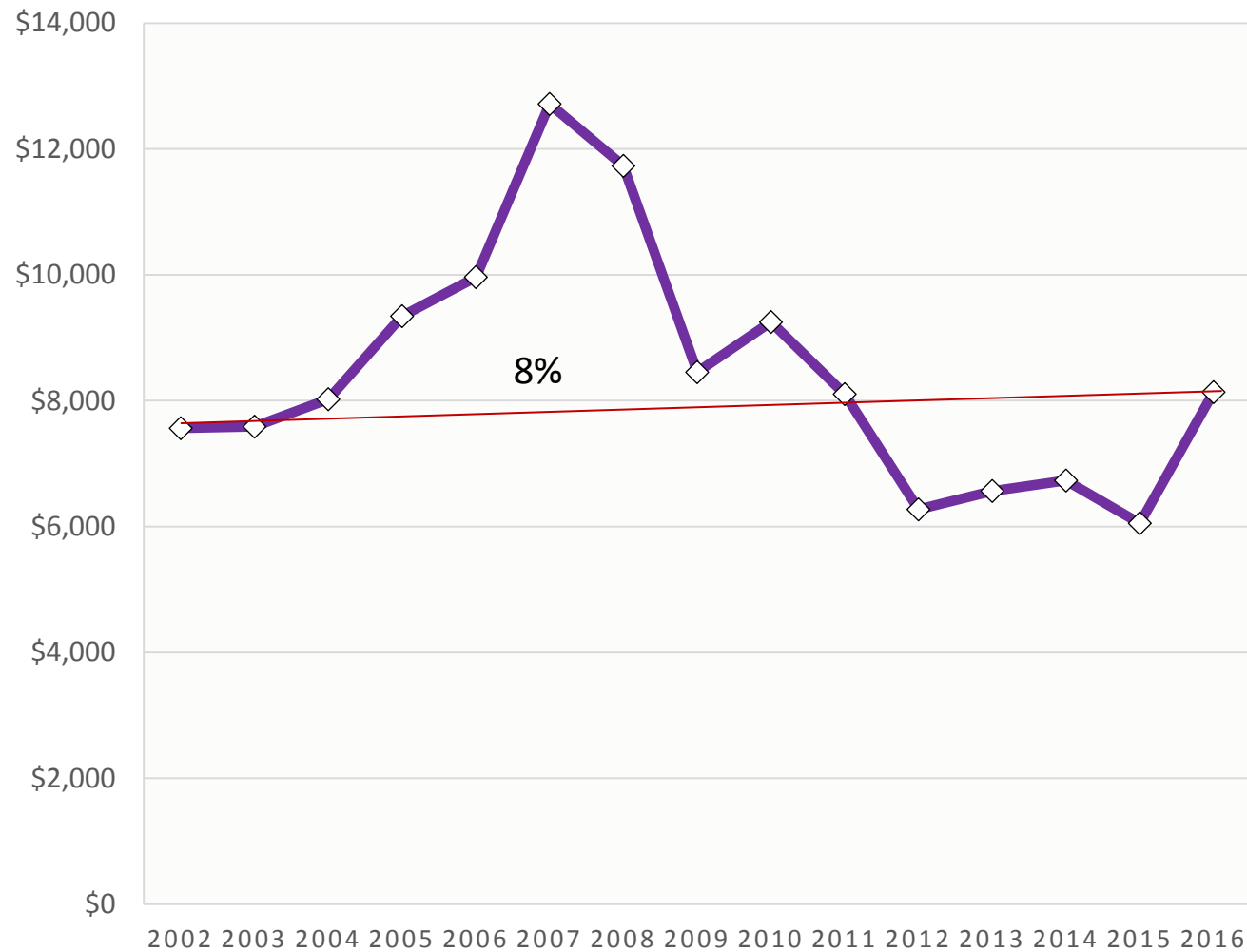
Income and Expenses



*Dollar figures in thousands



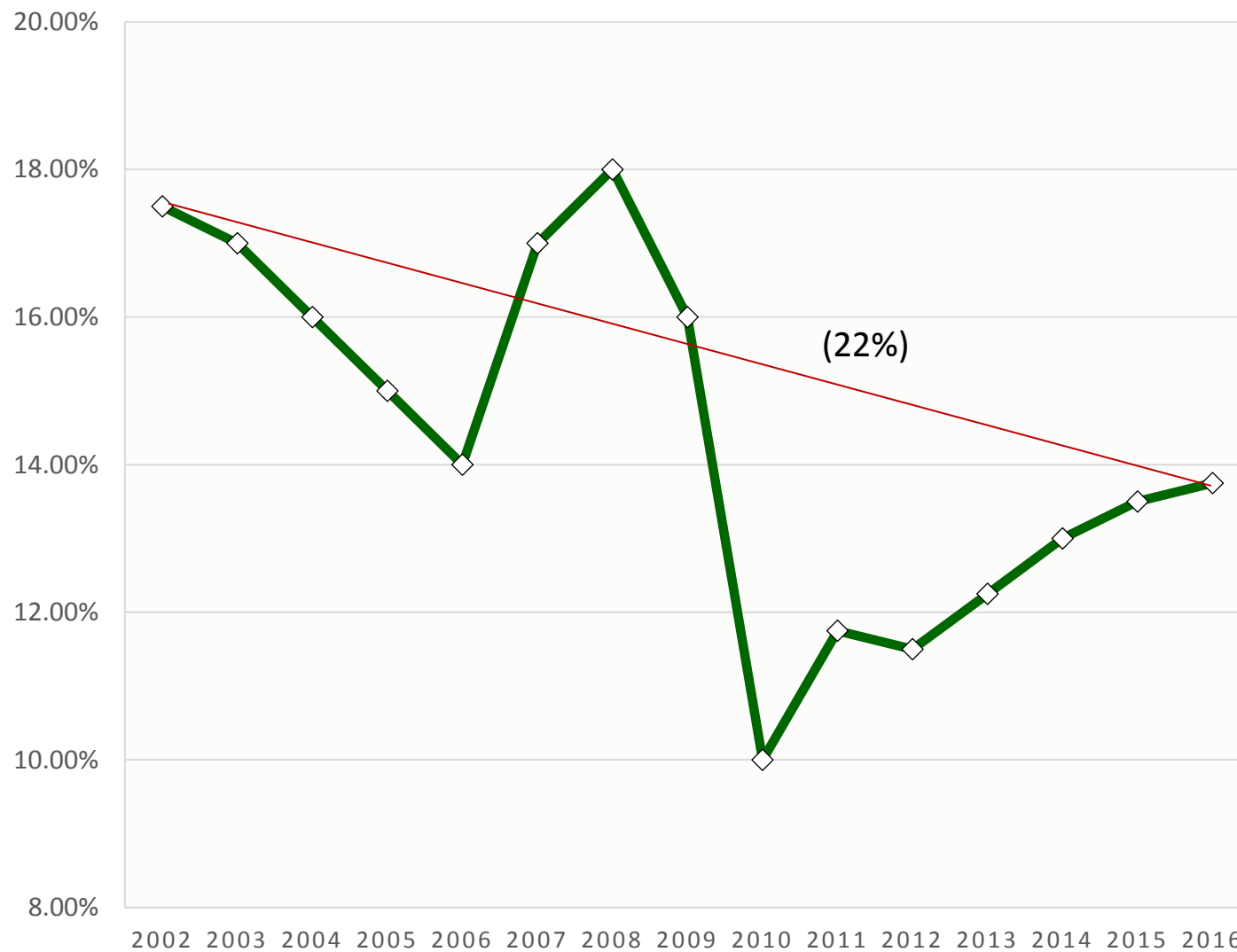
Net Income



*Dollar figures in thousands

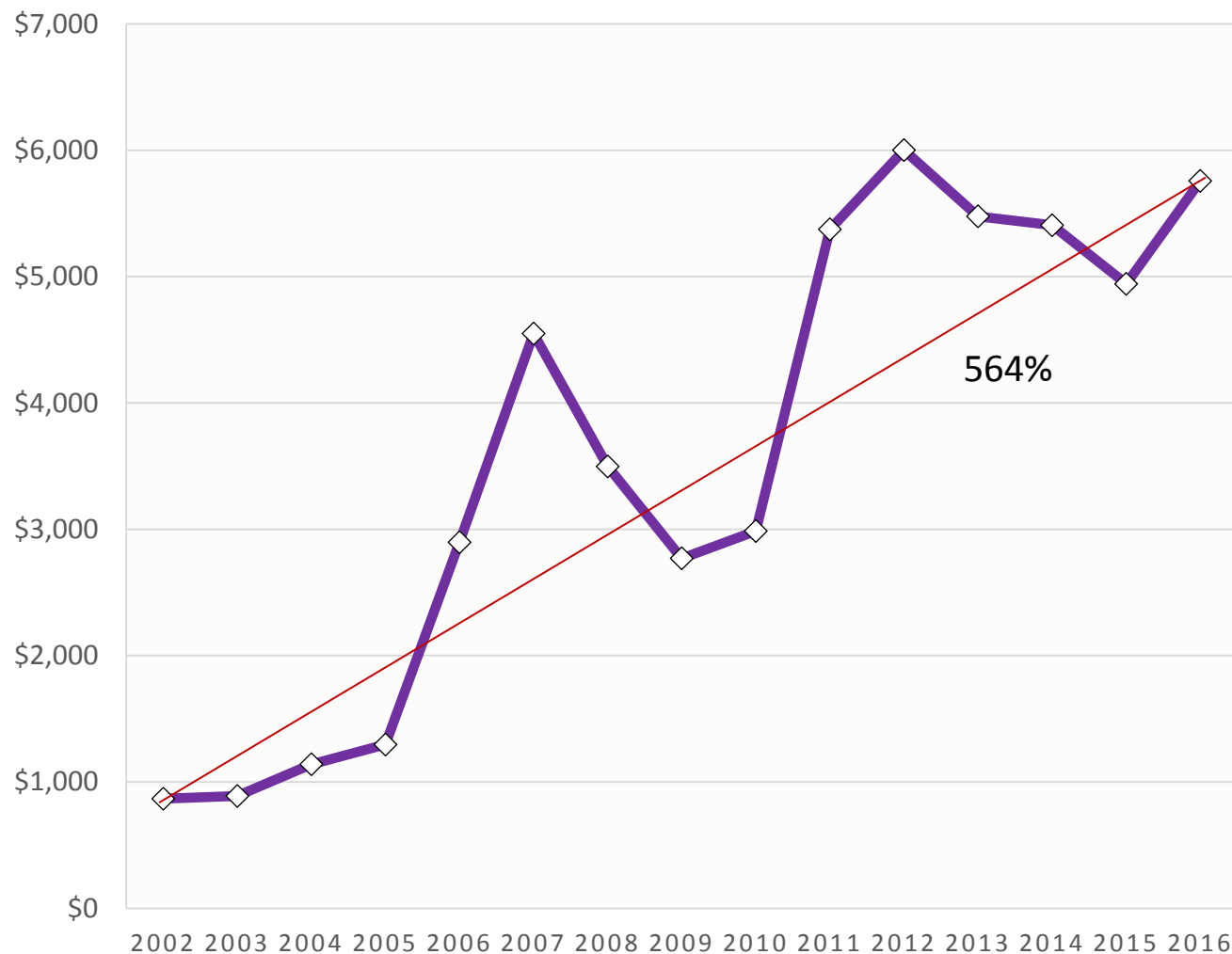


Fiduciary Income as a % of Non-Interest Income





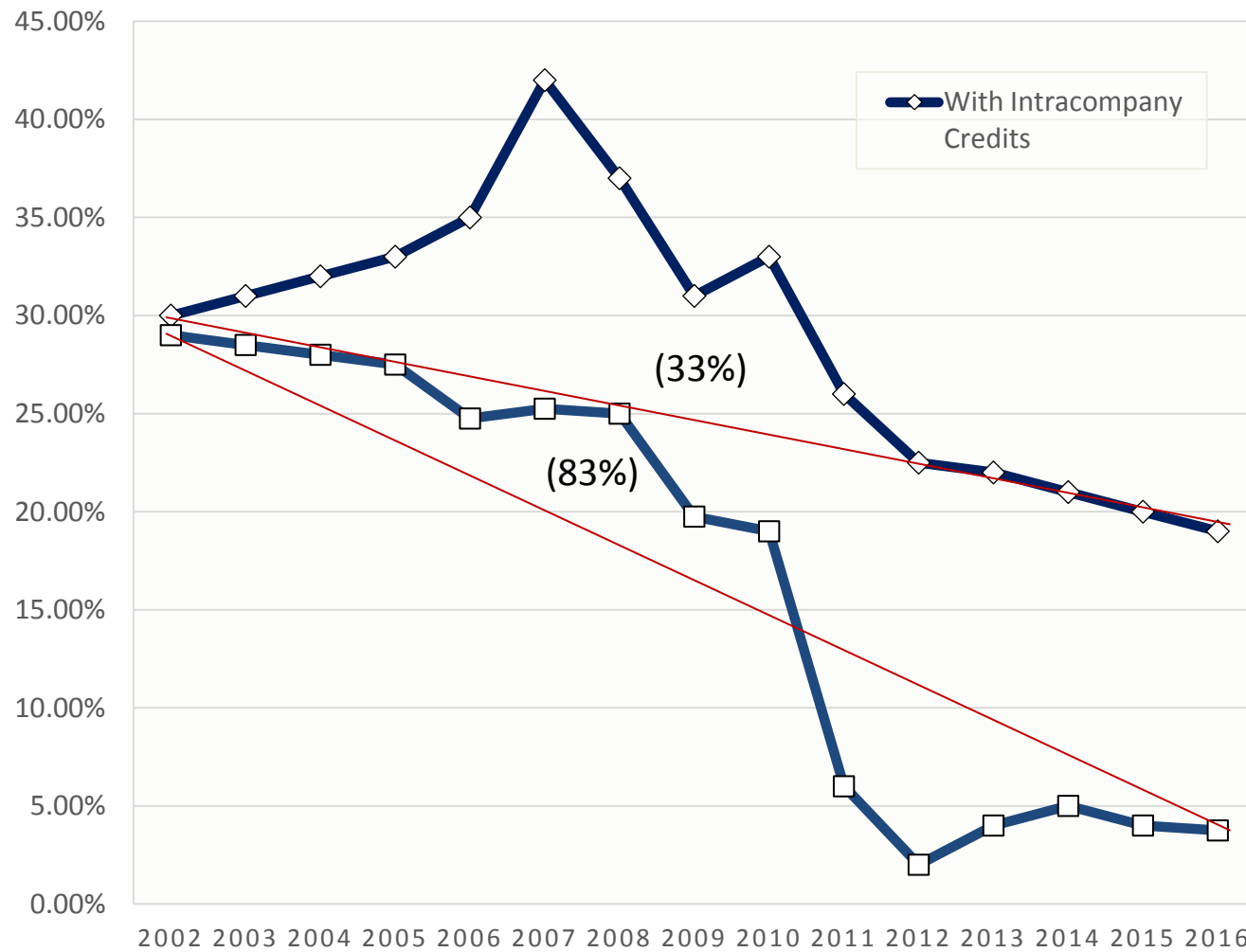
Intracompany Income Credits



*Dollar figures in thousands



Profit Margins





Grooming the next generation of owners v. sale

How do we answer this question against this
backdrop?

Grooming the next generation of owners v. sale

What is your company's culture?

For the most part we inherit our opinions. We are the heirs of habits and mental customs.

- Robert Green Ingersoll



Grooming the next generation of owners v. sale

Parkinson's Law(s)

- Work expands so as to fill the time available for its completion.
- Multiplication of Subordinates.
- Multiplication of work.

-The Economist November, 1955

Grooming the next generation of owners v. sale

A recent study of 22,719 leaders showed that those who ranked at the bottom 10% in their ability to give honest feedback to direct reports received [poor] engagement scores from their subordinates.

Forbes, December 2016

Grooming the next generation of owners v. sale

It [becomes] quite obvious that these employees detest their jobs, their commitment was low and they regularly thought about quitting.

Forbes, December 2016



Grooming the next generation of owners v. sale

Culture sets the tone for successful transitions.

Effective succession plans are anchored on culture centered on clarity of vision at every level of the company.



Thank You.

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