

Executive Summary

InterGEN

**Developing the
Leaders of Tomorrow –
Starting Today**



Sustainability is about operating in a manner that delivers peak efficiency today, while maintaining our ability to achieve similar or better results going forward. Sustainability is not a difficult principle to grasp - we all know burning the furniture is not a sustainable way to heat your house - yet its practical application can be complex and potentially disruptive.

“There is a growing vacuum behind the current leadership as they pass into retirement, resulting in a reduction in succession planning and future capacity.”
InterGEN: Preparing Future Leaders

RSI develops strategies that put the principle of sustainability into action - for the leaders of small and large Canadian organizations - across sectors and generations.

InterGEN, developed by RSI, is an inter-generational engagement and mentoring process that addresses one of the most critical challenges facing long-term business sustainability today - its future leaders.

With the current shift in workplace demographics, there is a widening gap between existing skilled and experienced leadership, who are rapidly approaching retirement in five to ten years, and a rising generation of highly qualified but inexperienced graduates and immigrants, who remain underemployed and underutilized.

The challenge is to maintain the continuity of success within an organization by transferring existing human competencies from a wise and seasoned generation to a fresh and energetic new generation of leaders.

InterGEN is a proven and scalable means for identifying your core business competencies, and developing them in emerging leaders and new workforce entrants, via directed and mutually-beneficial mentoring relationships with senior executives and relevant experts.

Mentoring is a long-term leadership development tool, with a deep and successful track record. More than just teaching, more than coaching - mentoring is a deeper and richer relationship-based process for imparting underlying skills, organizational culture and business instincts.

RSI’s InterGEN strategy amps up the effectiveness of the mentoring process to deliver value that matches specific needs:

- 1 Assessing the success requirements of the sponsoring organization
- 2 Facilitating InterGEN training workshops for selected mentees and mentors
- 3 Monitoring and supervising the ongoing mentoring process
- 4 Tracking and assessing progress, and making adjustments where indicated
- 5 Allocating tools for measuring the organization’s resulting ROI

Why do you need InterGEN?

InterGEN provides a strategic program, fully scalable and measurable, that enables organizations of all kinds to identify the competencies they will need in the future, when they will need them, and to source and develop those competencies in the right people, at the right time, in the most effective way.

RSI's white paper, "InterGEN: Preparing Future Leaders," rigorously details the demographic challenges and the InterGEN solution. This Executive Summary abstracts from that detail, in order to simply and clearly outline the challenge and solution. RSI recommends the white paper for the meticulous research and cogent analysis it provides to back up our case.

"There is an increasing need for strategic workforce planning that uses better information and metrics on current and future workforce needs, ensuring that organizations have the qualified employees in the right place, at the right time, and at the right cost."
InterGEN: Preparing Future Leaders

Simply put, every business - and every organization of any kind, on any scale - depends for its success on the productive and leadership competencies of its people.

The demographic risk to business today is that the most valuable competency resource-base is preparing to retire - while at the same time the most promising long-term successor cohort lacks the opportunities to develop the business competencies the organization will need in the coming years.

Going forward, successful organizations will be those that develop systematic inter-generational competency-transfer strategies and tools. Those that do not will go under, sooner or later. InterGEN gives your organization a strategic framework to develop and implement the successful transfer of organization-specific competencies to strengthen and expand their competitive position going forward.

What is the InterGEN opportunity?

The "Boomer" generation, with its highly developed skills and experience, is reaching retirement age. Yet, in many cases, that retirement is delayed, due to financial and other personal concerns. Thus, they remain available to provide mentorship for the organization's needs.

Meanwhile, "Generation Y" (born between the late 1970s and early '90s) is the most highly educated generation in Canadian history. They are able and willing to learn, and eager to apply their learning in service to the organization that gives them that opportunity.

In addition, immigrants across the generations (who will provide all net population growth in Canada by 2030) similarly possess a higher level of education and professional expertise than any previous generation of newcomers. They are also keen to learn and work in their new country if given the chance.

The opportunity is clearly there. InterGEN is designed to seize the advantage of this demographic moment to provide your organization with a tool for the inter-generational transfer of competencies, specifically addressing your organization's future capability needs - starting today!

How can InterGEN benefit your organization?

InterGEN is a strategically designed framework of formation mentoring built on the current abilities and future needs – and for the benefit – of all three parties to the mentoring process:



Mentoring is a two-way learning process in which the mentee learns how to approach issues, recognizing where and how to develop their skills. Meanwhile, the mentor is encouraged to revisit their past decisions and actions to see if they would still be appropriate in the current environment – thus becoming more aligned to current and evolving social and technological constraints and opportunities.

Thus, mentor and mentee both benefit from a properly developed mentoring process – and your organization benefits on both ends.

“InterGEN’s Formation Mentoring framework guides organizations through intergenerational future competency development. With a focus on attitude, knowledge and experience, InterGEN empowers the organization to create long term, mutually driven, mutually beneficial, organic sustainability.”

InterGEN: Preparing Future Leaders

As a formation mentoring process, InterGEN is directed mentoring. Instead of the mentor and mentee defining their own development goals, InterGEN helps your organization map out the competencies you will require at specific points in the future. Thus, InterGEN is a three-way relationship in which the current and future needs of the organization, the mentee and the mentor are all represented and served.

Formation mentoring creates long-term sustainable organizations through the sharing of corporate memory. It improves retention, as well as both the productivity and profitability of your organization. The most tangible and Measurable Return on Investment (MROI) associated with formation mentoring is improved retention and competitive recruitment, once the mentoring process is under way.

How does InterGEN work?

InterGEN provides a proven, stage-by-stage methodology and ongoing guidance to help maximize the organizational benefit of a directed mentoring program.

It begins by helping your organization to determine and map the competencies you will require at specific points in the future, based on business projections, staffing limitations and other factors. It helps you develop precise objectives for each stage, based on the individuals selected and their particular competencies.

At every stage, InterGEN’s assessments and evaluations measure the development value for your organization, and reinforce or modify the mentoring team’s requirements going forward.

“InterGEN centers on the formation mentoring framework while incorporating the organization’s strategy. Each stage objective will demand capability components and their associated employee competencies. These are captured and incorporated in an HR development plan that mobilizes the corporate strategy.”

InterGEN: Preparing Future Leaders

Mentees are selected, via the normal HR process, by demonstrating the knowledge and aptitudes desired by your business. Mentors are chosen both for their high levels of competence and for their projected future involvement with the organization. We want them to remain with you long enough for their skills and knowledge to be transferred back into the organization, via the selected mentees and sponsors.

The actual structure and delivery formats of the mentoring process are adapted to fit your organization’s unique needs and preferences.

Sharing Experience and Delivering Value

RSI is a ‘go to hub’ and network for business and expert leaders in action. We develop, disseminate and enable the implementation of strategies and initiatives for discovering and advancing energy, environmental and social sustainability and innovation.

Our goal is to cultivate leadership in business, government, community and investment organizations to respond in a timely and effective way to the challenges impacting the future of business and society of today and tomorrow.

RSI will partner with your organization to develop and execute a customized and pragmatic InterGEN program, scaled to match your specific needs. We bring our experience and value to your business in order to:

- Identify current and future competency requirements to achieve organizational goals for success
- Assist in the selection process for both mentors and mentees from within and external to the organization
- Provide training and ongoing support for mentors and sponsors
- Monitor and supervise mentee-mentoring delivery teams
- Track progress and provide ongoing support
- Allocate the tools for measuring the organization’s resulting ROI

With InterGEN, RSI can catalyze your organization’s readiness for an unpredictable future, develop the human capital and capabilities you will need for future success, help mitigate your risk of uncertainty and obsolescence, and power your competitiveness in a rapidly changing economic environment.

Future Ready your Organization – Powered by the Right People

To ensure you have the right people with the right competencies to drive your organization’s success today and tomorrow - and to access the peer reviewed InterGEN white paper, *InterGEN: Preparing Future Leaders* - please contact RSI today.

twitter.com/rethinksustain
www.rethinksustainability.ca
communications@rethinksustainability.ca