

THE NATIONAL GLASS ASSOCIATION PRESENTS

BEC

CONFERENCE™

25TH
Anniversary

WHERE WE'VE BEEN & WHERE WE'RE GOING

MARCH 5-7, 2023 | LAS VEGAS | GLASS.ORG

ATTENDEE GIFT!



Recipient of the Gold American Business Awards

Whether you're 2 years from retirement or 20, *An Owner's Guide to Exit & Succession Planning* gives glass industry professionals in-depth advice on managing the exit process.

Order today at glass.org/store

Use Promo Code: ESPGFREE

to download the Guide for FREE through March 10.

limit one per company location, please



FIVE WAYS TO ADDRESS GENERATIONAL & MENTORSHIP GAPS



Jeff Haber
W&W Glass



Joey Aragon
Aragon
Construction



Taylor Anderson
Anderson
Aluminum

SUCCESSION PLANNING WHY THE ESOP ROUTE?

- Allows current ownership to stay on, possibly long term if they so choose
- Provides a smooth transition to the next generation of management and or family members
- *Continues the company culture that made it successful in the first place*



SUCCESSION PLANNING WHY THE ESOP ROUTE?

- Aligns both management and employees interests to benefit from the company's success.
- Is a powerful retention and recruitment tool offering a rare benefit in our industry
- Can provide a significant tax benefit to selling shareholders, especially in states with high income tax rates like CA, NY, NJ, MN, OR, IA, WI



THE ESOP VS OTHER ALTERNATIVES

- Private Equity
- Sell to a strategic company in or adjacent to our industry
- Partial sale to another company in our industry
- Merge with another company in our industry $1+1=3$?
- All of the above required working for someone else and adapting to “their way” of doing business

STRATEGIES FOR A SUCCESSFUL TRANSFER

- Identify your goals – Our goal was to seamlessly find a way to not damage the brand equity built up over decades while protecting all the stakeholders i.e., employees, selling shareholders, customers and next the generation while transferring ownership.
- Engage with professionals - accountants, lawyers, etc.
- Seek out others that have gone through similar experiences
- Be patient! It can take a long time to find the right solution - you typically only get one shot to do this right.
- Develop a plan and a timeline. Depending on your age and personal situation the timing can be adjusted. **It is best to make these decisions when the choice is fully yours to make, not when you have external pressure to do it.**

CREATE AN OPERATIONAL STRUCTURE THAT FACILITATES MENTORSHIP

- Stronger Ratio of Mentors to Mentees Spreads the Mentorship
- Long Term Investment
- Formalize Roles (“Senior” Tier)
- Mix it up, consider strengths/weaknesses
- Real Time Feedback
- Formalize Mentor/Mentee Relationships



SYSTEMATIZE THE FEEDBACK PROCESS

- Create a Predictable Rhythm of Formal Feedback (Quarterly, Annually)
- Premeditate the Written Review
- Weekly/Monthly 1-on-1's
- Tie in Core Values



ROTATE LEADERSHIP OPPORTUNITIES

- Rotate the Leadership Spotlight
- Mix the Departments Up (Ex. Committees)
- Help Prepare, Watch Execute, Give Feedback



A MENTORSHIP PROGRAM CAN BE SIMPLE AND SMALL

- Annual Initiative or Challenge
 - Mentorship
 - Training (Give/Receive)
 - Certifications
- Make it Fun
- Make it Memorable



STRATEGIES

- Create an operational structure that facilitates mentorship
- Systematize the feedback process
- Rotate leadership opportunities



PROACTIVELY SUCCESSION PLAN

- Make the time to work *on* the business, not just in the business.
- Focus your efforts on the company's most important initiatives, set timelines, execute, and follow-up.
- Determine short-term and long-term goals regarding ownership, transitions, and department initiatives.



DEVELOP PROCESSES TO CAPTURE INSTITUTIONAL KNOWLEDGE

Next Generation Workforce:

- Create development programs that help **fill the gaps and strengthen the experience** of younger team members.
- Identify team members who are **passionate** about the industry and have the **potential** to become long-term employees and lead the business in the future.
- Develop opportunities for your more experienced employees to **step out of their day-to-day** and focus on sharing their knowledge with the next generation.



CREATING A STRUCTURED TRAINING PROGRAM

Develop a Checklist for Each Department

- List the top 5 responsibilities for each department.
- Include 3-5 processes under each responsibility that are imperative to gain an understanding of how that department operates.
- Develop a timeline based on the prior experience and availability of each type of candidate.

Fabrication Training Snapshot	Grading Scale
Managing Materials	
Managing Drawings	
Fabrication Process	
CNC Process	
Quality Control	

CREATING A STRUCTURED TRAINING PROGRAM



Develop a Checklist for Each Department

- Assign a mentor, to check-in and answer questions along the way.
- Create a grading scale to hold both the apprentice and mentor accountable.

Fabrication Training Snapshot	Grading Scale
Managing Materials	
Managing Drawings	
Fabrication Process	
CNC Process	
Quality Control	

SUCCESSION PLANNING STRATEGIES

- Identify a few key goals you want achieve each year to capture institutional knowledge.
- Work closely with your organization leaders to understand where your generation and leadership gaps are to develop transition plans for the future.
- Create structured and guided learning opportunities to onboard, train, and cross-train the next generation.

QUESTIONS & CONVERSATION

FIVE WAYS TO ADDRESS GENERATIONAL & MENTORSHIP GAPS



Jeff Haber
W&W Glass



Joey Aragon
Aragon
Construction



Taylor Anderson
Anderson
Aluminum

STRATEGIES & TAKEAWAYS

- Identify your goals > Develop a plan & timeline with the end in mind
- Seek out others who have gone through similar experiences
- Hire professional guidance when appropriate
- Create an operational structure that incorporates mentorship as a position responsibility
- Systematize the feedback process
- Rotate leadership opportunities
- Address the value of cross-functional exposure / experience
- Spell out prospective career paths > anticipated steps and salary growth
 - This includes the ability to slowly step down into roles of less responsibility as a factor of succession planning

ATTENDEE GIFT!



Recipient of the Gold American Business Awards

Whether you're 2 years from retirement or 20, *An Owner's Guide to Exit & Succession Planning* gives glass industry professionals in-depth advice on managing the exit process.

Order today at glass.org/store

Use Promo Code: ESPGFREE

to download the Guide for FREE through March 10.



limit one per company location, please