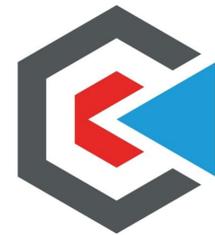


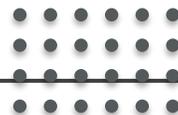
# I Did Not See That Coming!

*Internal Succession System for  
Motorcoach Companies*

Presented By: Jeff Rogers



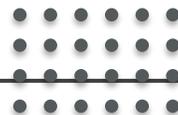
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# The Lie We Tell Ourselves...

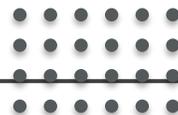
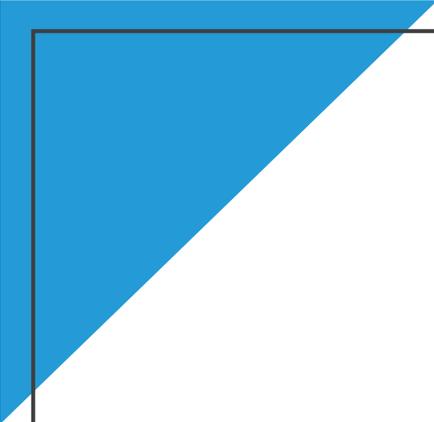
“She’s not going anywhere.”





“I just found out one  
of my best  
\_\_\_\_\_ is leaving  
the team.”





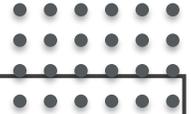
# The Real Risk

- Turnover isn't the problem...
- Unplanned turnover in key roles is a problem.

**Unplanned turnover isn't a moral failure.  
It's a systems breakdown.**



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# Unplanned Turnover Has Two Causes

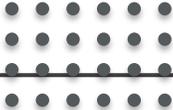
## Predictable, but ignored

- Burnout.
- Disengagement
- Frustration
- Stalled Growth
- Etc.

## Truly Unpredictable

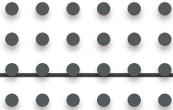
- Illness
- Accident
- Family Crisis
- Death
- Etc.

**Succession planning doesn't judge the cause.  
It protects the company from the  
consequence.**



# **What Breaks When They Leave?**

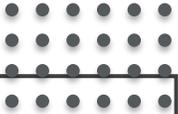
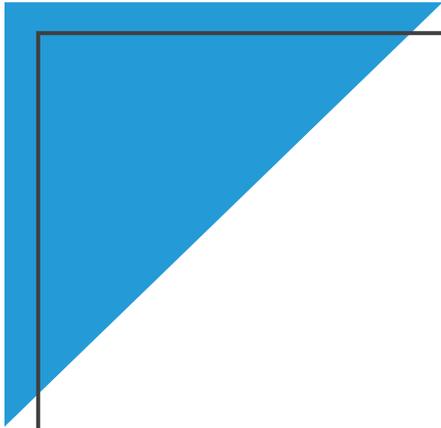
- Safety can slip
  - Sales can dip
  - Decisions slow
  - Trust Erodes
  - Profitability leaks
  - Owners/Leaders get pulled into the weeds
- 
-



# **Drag is now real on your flywheel of momentum!**

---

- It's invisible at first
  - It compounds quietly
  - Suddenly, every push gets harder
  - More effort required to produce the same results!
- 

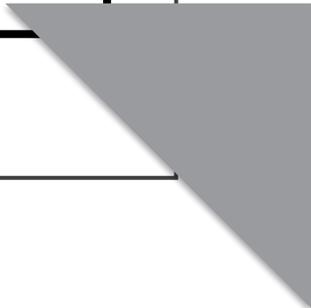


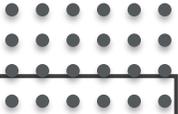
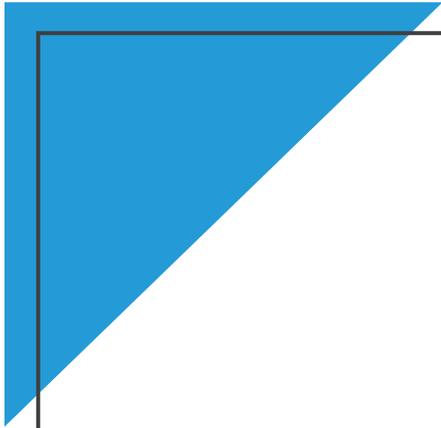
# How Succession Usually Happens (Badly)

- The successor has the right last name
- She is the best producer
- He has been with the company the longest
- We bring someone in from the outside

**Succession failures rarely come from bad intent.**

**They come from good people, avoiding uncomfortable leadership work.**





# Myths of Unplanned Turnover

- **The Talent Myth**

*Succession failure is not a talent issue*

- Failure is an organizational health issue.
  - Low Trust
  - Unclear Standards
  - No Coaching
  - No Exposure of Next Gen to Leaders
  - No Bench Depth.

- **The Bench Myth**

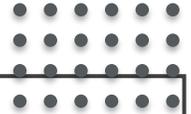
*“We don’t have anyone ready.” (Probably True!)*

- You didn’t discover that.
- You designed it.

- **The Line-of-Sight Myth**

*“We did not see it coming.”*

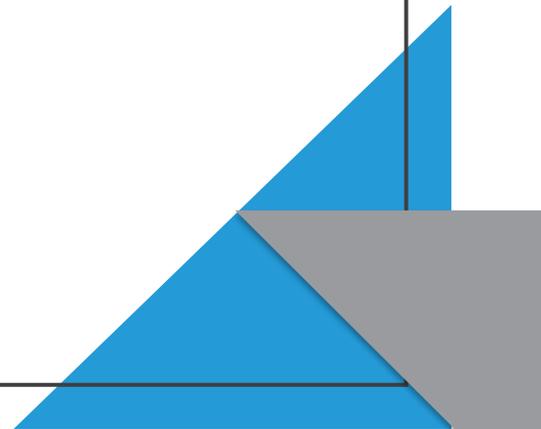
- Leadership must be visionary
  - Leadership must be prepared
- 



# Different Paths, Same Destination

*Organizational Health is the Competitive Advantage*

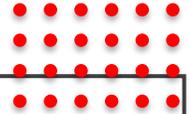
- **Pat Lencioni:** Author of *“The Advantage”*
  - **“Organizational health determines leadership readiness.”**
- **Dan Sullivan:** Author of *“Who Not How”*
  - **“Teach context before control.”**
- **Jim Collins:** Author of *“Good to Great”*
  - **“Discipline beats urgency. Shortcuts destroy greatness!”**
- **Korn Ferry:** Global leadership and talent advisory firm
  - **“Leadership readiness must be built intentionally and EARLY”**



The Best Leaders  
Know How To

**LET GO**

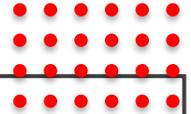




# The Succession Funnel

**IDENTIFY CRITICAL ROLES**

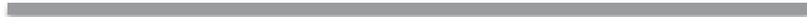


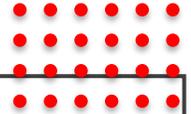


# The Succession Funnel

**IDENTIFY CRITICAL ROLES**

**DEFINE THE ROLE CLEARLY**



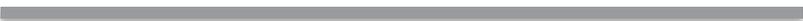


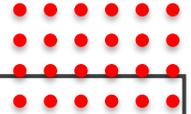
# The Succession Funnel

**IDENTIFY CRITICAL ROLES**

**DEFINE THE ROLE CLEARLY**

**IDENTIFY 2-3 POSSIBILITIES**





# The Succession Funnel

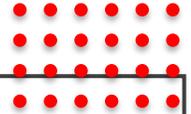
**IDENTIFY CRITICAL ROLES**

**DEFINE THE ROLE CLEARLY**

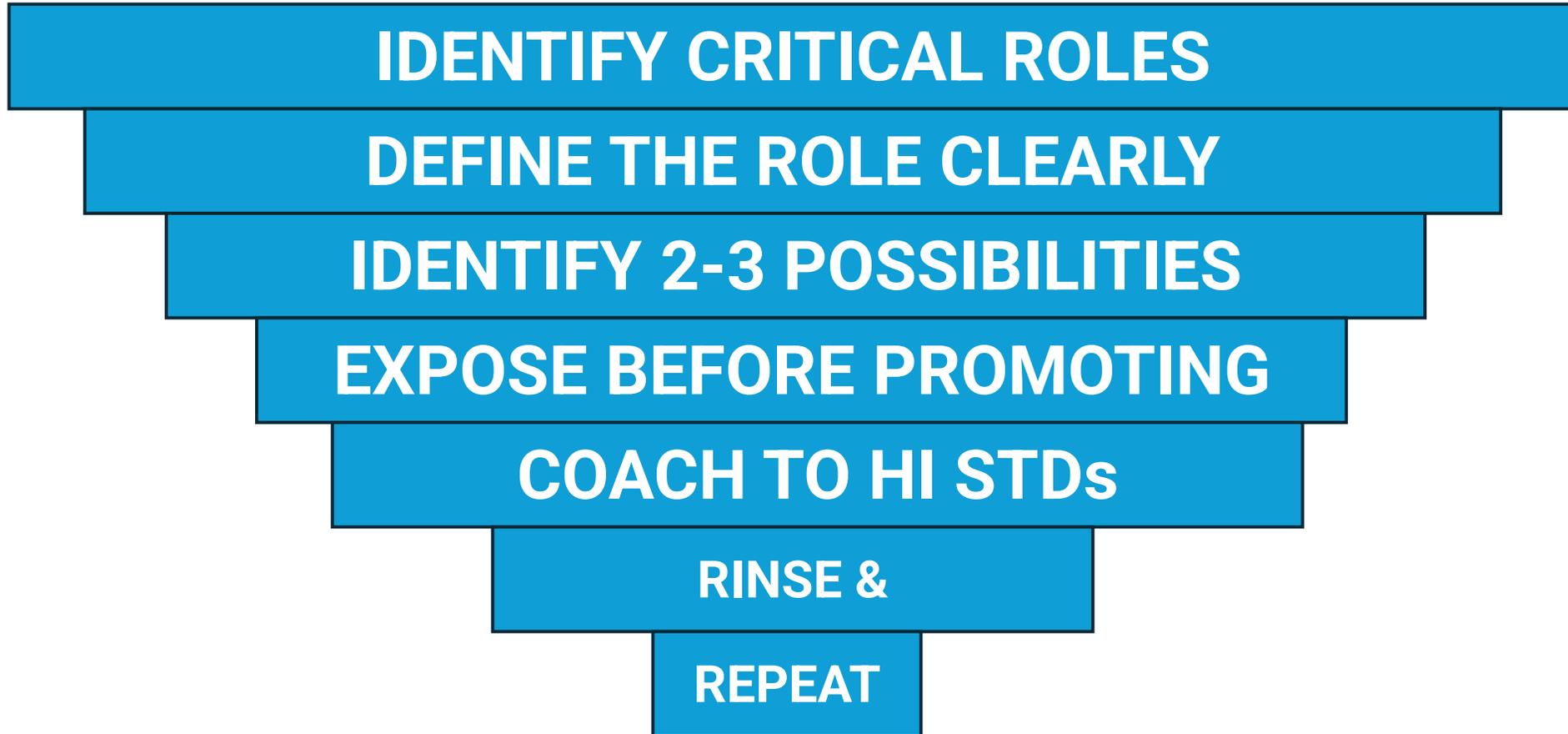
**IDENTIFY 2-3 POSSIBILITIES**

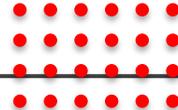
**EXPOSE BEFORE PROMOTING**





# The Succession Funnel





# Succession Funnel (First Simple Step)

## Succession Funnel – Seminar Working Worksheet



Motorcoach Operators | Employer of Choice | Page 1 of 2

### 1. Select the ONE Critical Position

Position Title:

Why this role matters (check all that apply):

- Revenue continuity (charters / tours don't run)
- Safety & DOT / FMCSA compliance
- Fleet availability / maintenance uptime
- Customer experience & group leader confidence
- Dispatcher / driver coordination
- Owner dependency ("only one who knows")

If this role were vacant for 90 days, what breaks first?

### 2. Current Role Holder – Reality Check

Current Role Holder:

What signals are you already seeing? (check any):

- Burnout during peak season
- Retirement or exit conversations
- Reduced urgency or engagement
- Health / schedule constraints
- Frustration with drivers or leadership
- No signals – haven't discussed it

### 3. Succession Funnel – Internal Candidates

Candidate	Current Role	Readiness (Now / 1–2 yrs / 3+)
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>



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jeff@tconteam.com

## Succession Funnel – Seminar Working Worksheet



Motorcoach Operators | Employer of Choice | Page 2 of 2

### 4. Funnel Gap Diagnosis (Potential Successor)

What prevents this person from stepping in TODAY?

- Dispatch / operations decision authority
- Handling driver performance & discipline
- DOT / safety accountability
- Financial awareness (costs, margins)
- Leading peers who were recently equals
- Confidence under pressure
- Compensation misalignment
- Exposure to owner-level decisions

Top TWO gaps to address first:

### 5. Next 90 Days – Development Potential Successor by Exposure

What decision can this person begin owning now (real authority):

Meeting, process, or problem they must be exposed to:

### 6. Retention & Commitment Check

What might cause this person to leave if nothing changes?

Date of next career conversation:

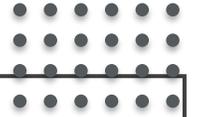
### 7. Emergency Backstop (If Tomorrow Happens)

Short-term coverage:

Immediate operational risk:



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# Successful Succession Starts Here

Answer one question:

***“If \_\_\_\_\_ was gone in 90 days, who could step in – and why?”***

*If the answer is:*

**1. No One...**

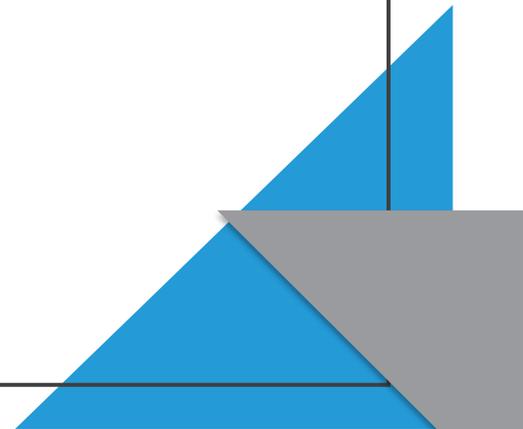
You are exposed, a lot!

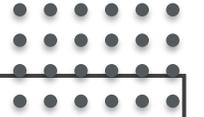
**2. Maybe...**

Start exposure to the #2 now.

**3. We don't know...**

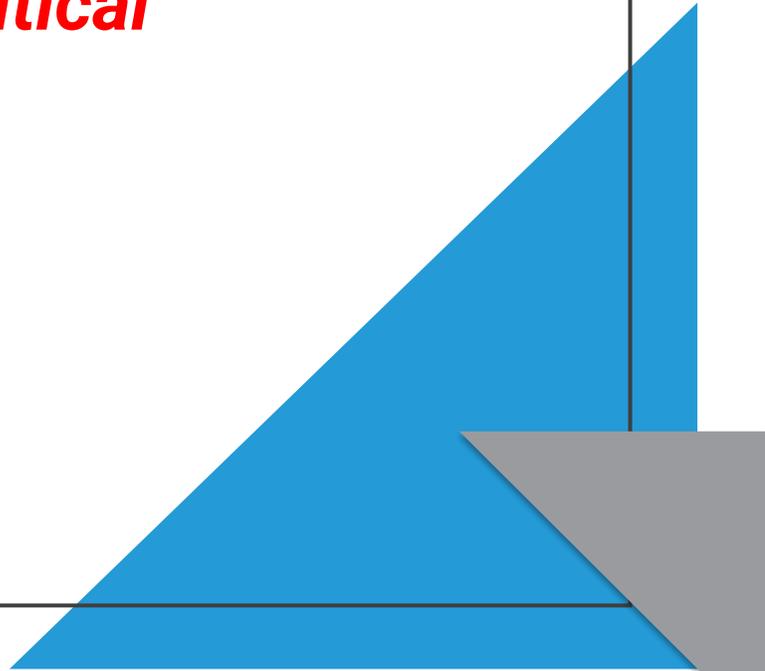
This is a warning sign.

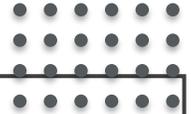




# If you do nothing else when you get home, do this:

*Develop the Succession Funnel for the Most Critical Position on your team.*





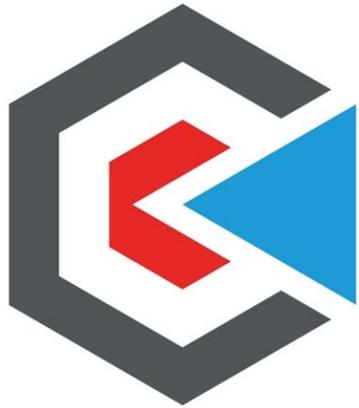
# Say this out Loud...

***Succession planning isn't about replacing people. It's about protecting the company when life happens...***

**If your business depends on irreplaceable people, it isn't strong. It's FRAGILE and VULNERABLE to the forces of the future.**



# Thank You



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