

To our valued partners and friends,

2015 ended with one very important word still ringing in our ears — growth. It was a remarkable year for everyone in the association, nonprofit and hospitality communities, as demands from members, clients and partners seemed to expand every day.

We see an equally daunting environment in the year ahead, but also one ripe with opportunity — and reward — for those who are up for the challenge. As 2016 begins, we're advising our clients not to let up, to consider the challenges ahead and to prepare for the opportunities.

Consider the following:

**A vibrant talent marketplace.** This year, plan for a battleground no less competitive, and perhaps more so. Demand for talented leaders continues to pick up steam, and the war for top talent at all levels of an organization rages on. Attracting talent grows more complex, requiring hiring organizations to offer an attractive compensation plan and a strong cultural fit. Talent will gravitate to organizations with clear values and a spirit of inclusivity.

**Succession planning.** Few organizations have adopted a formal succession plan for the CEO let alone other key positions. Smart organizations won't wait to develop succession plans. They will make sure they have sound plans in hand for every level of the organization so that they are prepared for any transition — expected or not. Succession plans also minimize the downtime organizations face in achieving mission and vision during transitions — so get yours in order today!

**Authentic onboarding.** Leaders continue to express frustration with the number of new hires that prove to be a disappointment. But some report real progress in changing their results for the better by adopting a different approach to integrating new executives — one that recognizes onboarding more as a collective way of thinking and acting rather than a mechanical checklist. This “Authentic Onboarding” approach emphasizes a more broadly based effort to create an environment focused on success for each new hire.

**Hiring trends.** We're seeing an even greater call for Chief Learning Officers as well as rising demand for a higher degree of strategic and technical knowledge needed for finance talent at all levels. Also in high demand are Chief Digital or Chief Content Officers, who can spearhead the effective use of content in as many platforms as possible in order to engage multiple generations in the organization.

We wish you great success in making 2016 not just another interesting year, but a satisfying and rewarding one, too.



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