United Way of Greater St. Louis

STRATEGIC TRANSITION PLANNING SERIES

2018-2019

8.2.19

1

TRANSITION SERIES GOAL

Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhance the fulfillment of community needs-based missions

2

SERIES LEARNING OBJECTIVES

GAIN UNDERSTANDING

- About themselves, their environment & resources to be better equipped for adapting to a shifting funding environment

IMPROVE COMPETENCE

- In seeking funding from diverse sources, beyond the United Way

BUILD PROFICIENCIES

- That improve positioning, agility and navigation through environmental changes

ADVANCE EFFORTS

- To develop and implement a strategic transition plan

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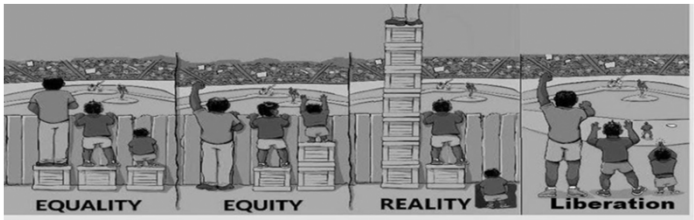
RACIAL EQUITY LENS CONTEXT



- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets…
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

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Member Agency Strategic Transition Planning Series
2018 – 2019 Schedule

TOPIC	CODE*	DATE/TIME	DESCRIPTION	FACILITATORS
#1: Series Overview/SWOT Analysis (lunch provided)	B	May 17, 2018 9am – 1:30pm	Part 1: capacity building blocks for helping agencies adapt to new funding model; Part 2: SWOT analysis	Julie Simon & Rebeccah Bennett, Emerging Wisdom
#2: Financial Health	B	Thurs, June 14 9am – 12pm	Evaluating financial performance, cash flow & budgeting in alignment with Board fiduciary responsibilities	Judy Murphy & Amy Altholz, RubinBrown
#3: Fund Development		Thurs, July 12 9am – 12pm	Basic components of fund development/planning; data analysis; strategies for building on what works	Wendy Dyer, Wendy Dyer Fund Devp Consultants
#4: Program Financial Sustainability		Thurs, Sept 13 9am – 12pm	Functional expense allocation; assessing financial sustainability; mission alignment; calculating unit costs	Dick Goldbaum, Transitions in Leadership
#5: Contingency Planning	B	Thurs, Oct 11 9am – 12pm	Assessing risk; contributing factors & gravity of impact; developing action plans to mitigate/address risks	Pat Knoerle-Jordan, Experience On Demand
#6: Change Management		Thurs, Nov 8 9am – 12pm	Outlining indicators, pathways & impacts of change; deter-mining how, what, when & who changes, how to adapt	Marissa Paine, Painefree Coaching & Consulting
#7: Innovation		Fri, Nov 30, 2018 9am – 12pm	Exploring methods, ideas & approaches to process work more effectively, increase agility/responsiveness & advance impact	Joseph Steensma, Washington University
#8: Racial Equity Lens Application	B	Fri, Jan 11, 2019 9am – 12pm	Assessing agency infrastructure, culture and programs for fairness/justness & exploring how to apply a racial equity lens	Kira Hudson Banks, St. Louis University
#9: Board Engagement in Fund Development (lunch provided)	B	Fri, Feb 8 9am – 2pm	Framing Board member fundraising roles/responsibilities & support required for effectiveness; crafting compelling messages	Pete Werner, Consultant, & Wendy Dyer
#10: Optimizing Board Effectiveness	B	Fri, Mar 8 9am – 12pm	Optimizing Board effectiveness via proper recruitment, engagement, expectation-setting, accountability & facilitated decision-making	Laurna Godwin, Vector Communications
#11: Fund Development Deeper Dive		Fri, Apr 12 9am – 12pm	Expanding/improving development efforts to diversify and increase funding streams	Wendy Dyer & Rachel D'Souza-Siebert
#12: Strategic Alliances: Part I	B	Fri, May 10 9am – 12pm	Exploring the spectrum of collaboration; rationale for pursuit; phases of discovery, due diligence, negotiation & assimilation; defining success	Allie Chang Ray, Mutare Network
#13: Strategic Alliances: Part II	B	Fri, Jun 21 9am – 12pm		
#14: Succession Planning	B	Fri, Aug 2 9am – 12pm	Framing a pro-active process for effective staff leadership transition, emergency & planned, fulfilling current/anticipated leadership needs and retaining institutional memory and values	Dick Goldbaum & Allie Chang Ray
#15: Envisioning/Driving Direction (lunch provided)	B	Fri, Sep 13 9am – 2pm	Creating future vision & defining strategic priorities/direction to position, strive for and move toward that vision	Rebeccah Bennett, Emerging Wisdom
#16: Creating a Transition Plan: Part 1 (lunch provided)	B	Thurs, Oct 10 9am – 2pm	Operationalizing the transition for guiding toward better positioning & adapting to a changing environment	Rebeccah Bennett, Emerging Wisdom
#17: Creating a Transition Plan: Part 2 (lunch provided)	B	Fri, Nov 1, 2019 9am – 2pm		

*** KEY: B = Board-Focused | Stage 1 = Assessing Position | 2 = Preparing for Change/ Innovation | 3 = Exploring Resources | 4 = Creating Plans**

5

STAGE 1: ASSESSING AN AGENCY'S CURRENT STATE

Four reasons for assessing the present state:

- Use current state as an input in planning for agency future
- Identify and prioritize areas that need to be improved and/or invested in to reach agency goals
- Explain to stakeholders why change is needed and the logic behind agency actions
- Create motivation and a common understanding among invested, impacted and interested stakeholders regarding agency conditions, capabilities, vulnerabilities, and opportunities

6

SESSION 1: SWOT Analysis

5.17.18

Presented by: Rebeccah Bennett
Emerging Wisdom

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats

	Helpful	Harmful
Internal	Strengths S	Weaknesses W
External	Opportunities O	Threats T

© 2018 Rebeccah Bennett, Emerging Wisdom

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SESSION 2: Financial Health

6.14.18

Presenters: Judy Murphy & Amy Altholz
RubinBrown

Common financial sustainability benchmarks include:

- Operating reserves
- Liquidity evaluation
  - Days of Cash on Hand to Pay Expenses
  - Current Liquid Assets/Current Liabilities
- Funding gap analysis
- Diversified funding streams
- Budget vs. actual analysis

RubinBrown

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SESSION 3: Fund Development Tools & Techniques

7.12.18

Presented by: Wendy Dyer,
Wendy Dyer Fund Development Consultants

Where Is Your Program?

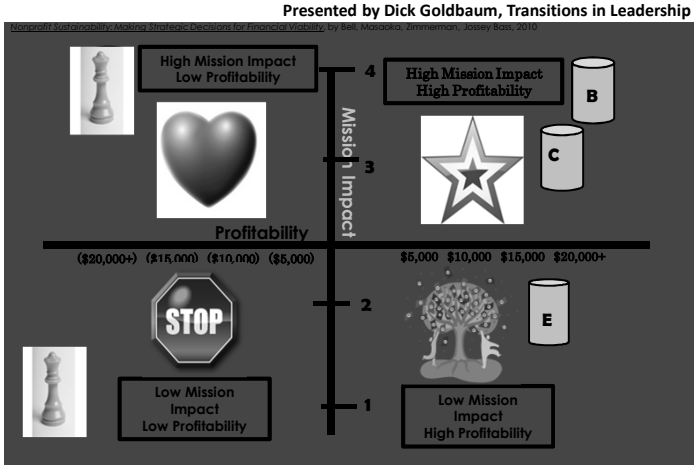
9

FINANCIAL SUSTAINABILITY BUSINESS MATRIX

9.13.18

Presented by Dick Goldbaum, Transitions in Leadership

Nonprofit Sustainability: Making Strategic Decisions for Financial Viability, by Bell, Masaoka, Zimmerman, Jossey-Bass, 2010



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SESSION 5: Contingency Planning

10.11.18

Presented by: Pat Knoerle-Jordan
Experience on Demand

Definition: Risk mitigation process preparing an agency for potential challenges by navigating through worst-case scenarios to help ready itself for best responses if needed

Contingency Planning is used to:

- Achieve higher degree of shared experience and organizational learning
- Raise/challenge widely held beliefs & assumptions about agency and its direction
- Identify key levers to influence future course; incorporate change management into strategic analysis; & intentionally mitigate future negative impacts

Contingency Planning Model:

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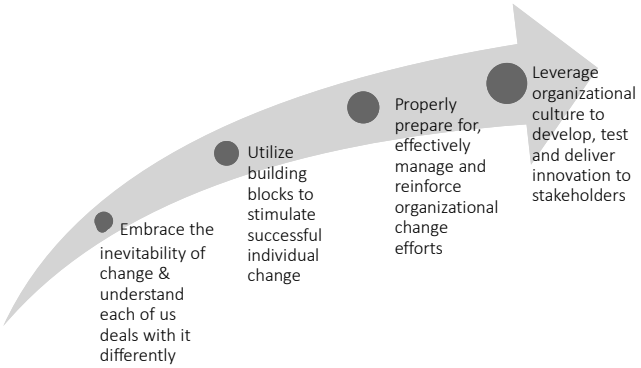
STAGE #2: PREPARING FOR CHANGE AND INNOVATION



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SESSION 6: Change Management

11.8.18

Presented by: Marissa Q. Paine
Painefree Coaching & Consulting

Phase 1 – Preparing for Change

- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change

- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

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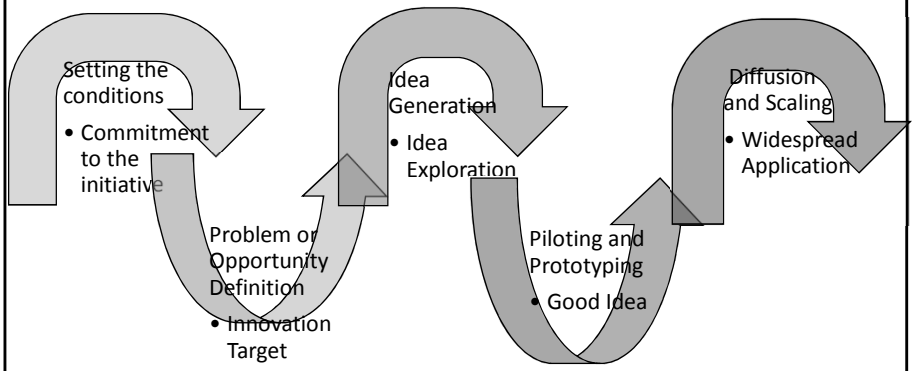
SESSION 7: Developing a Culture of Innovation

11.30.18

Presented by: Joseph T. Steensma
Washington University

Start With A Conceptual Framework:



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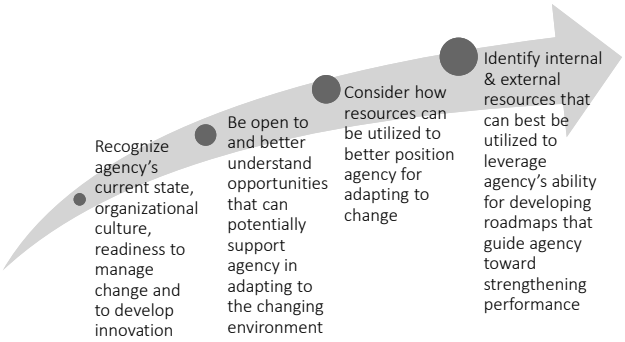
STAGE 3: EXPLORING RESOURCES



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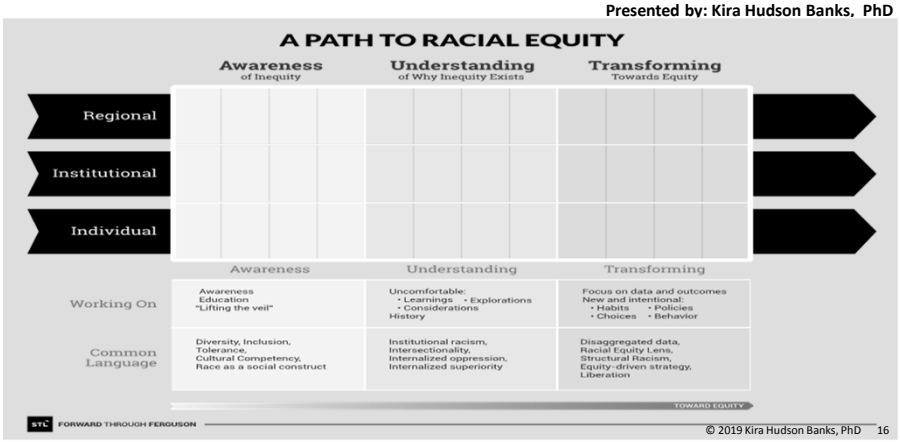
SESSION 8: Applying a Racial Equity Lens – Exploring Ways to Advance Equity

1.11.19

Presented by: Kira Hudson Banks, PhD



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SESSION 9:
Board Engagement in Fund Development

2.8.19

Presented by: Pete Werner, Nonprofit Consultant (P1) and Wendy Dyer, Wendy Dyer Fund Development Consultants (P2)

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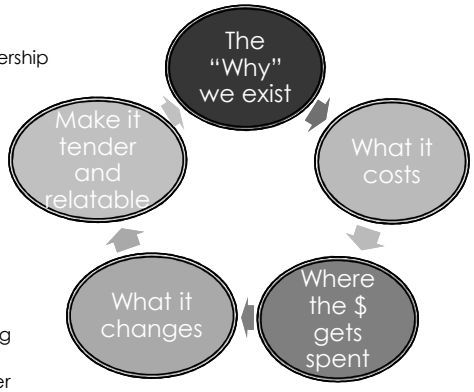
P1/ Board Engagement in F/R requires:

- A partnership structure
- Potential tough decisions re: current board membership
- Recruiting & onboarding new members in a strategic and intentional manner
- Members understand the business model
- Members always ask questions & evaluate progress/results
- Strategy in how to ask the Board to fundraise
- Focus on mission, passion & program understanding
- A compelling case statement members can deliver

P2/ Crafting Compelling Messages



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© 2019 Wendy Dyer, wendy dyer fund development consultants

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Session #10: Optimizing Board Effectiveness

3.8.19

Gold Standard Boards:

Presented by: Laurna Godwin Vector Communications

- Meet regularly with majority of members attending
- Understand/perform legal & fiduciary responsibilities
- Set policy & direction; provide financial oversight; monitor organizational performance (programs & services); hire, evaluate, guide and support CEO
- Utilize Committee structure to reflect agency strategic priorities & change as needed
- Strong Board Chair-Chief Executive partnership
- Board meetings focus on problem solving, inquiry, exploring root causes/new ideas
- Strategically select Board candidates to advance agency's work
- Conduct ongoing training about agency, its programs, field & landscape
- Participate in fundraising; advocate for agency; serve as ambassador
- Complete annual individual member self-assessment; and periodic board assessment

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Session #11: Deeper Dive into Fund Development

4.12.19

Presented by: Wendy Dyer, Wendy Dyer Fund Development Consultants & Rachel D'Souza1Siebert, Gladiator Consulting

Utilizing latest Technologies:

Best Practices related to different Types of Fundraising:

Using a Racial Equity Lens:

- How do we use data captured from existing online giving platforms?
- What do we hope to gain from including technology & digital strategies in our FD plan?
- Who are our donors? How do they give? Who is not giving?
- What platforms have we not tested? What are we waiting for?
- What is an acceptable ROI to get started?

Including .. Know Your Return on Investment

Grants = .20/$1.00 = 400%
Mail appeals = .20/$1.00 = 400%
Major Gifts = .10/$1.00 = 900%
Events = .50/$1.00 = 100%
Donor acquisition = 1.25/$1.00 = (-)200%

Change can happen at every level of an organization

- Check our Bias(es)
- Consider who supports agency's Culture of Philanthropy
- Check our Fund Development structure & process
- Think about Communication

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SESSION 12: Strategic Alliances – Part 1

5.10.19

Presented by: Allie Chang Ray, MUTARE Network

In any stage of its lifecycle, an agency has opportunities to increase mission impact through strategic alliance

This model is adapted from Susan K. Stevens' *Nonprofit Lifecycles: Staged-Based Wisdom for Nonprofit Capacity* (Stagewise Enterprises, 2002.)

Paul Connolly & Susan Kenny Stevens

Spectrum of collaboration

Associations (Includes coalitions, collaboratives, communities of practice)	Joint Programming	Shared Services	Merger (Includes affiliate and subsidiary structures)
Definition: A group of organizations that voluntarily combine forces to accomplish a purpose over time	Definition: Contractual programmatic undertaking of two or more entities without actual legal incorporation	Definition: Jointly hiring a third party or agreeing to share an existing resource to provide services such as accounting, marketing, IT or office space to consolidate administrative functions	Definition: A combining of two organizations into one. This can be accomplished through legal affiliate or subsidiary structures, integrating one organization into another or the creation of a new entity.

Less ← Level of integration → More

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SESSION 13: Strategic Alliances – Part 2

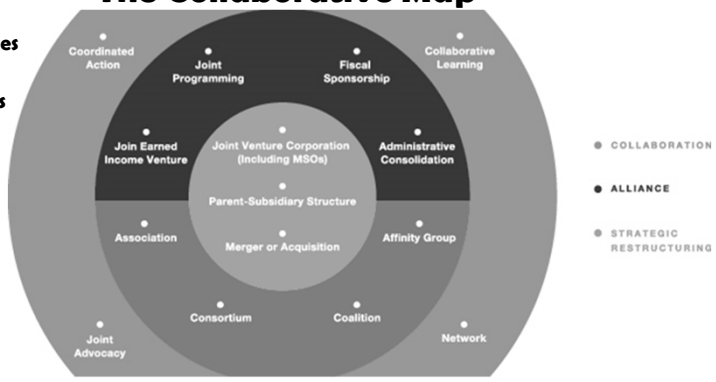
6.21.19

Presented by: Allie Chang Ray, MUTARE Network

Reasons to pursue Strategic Alliances:

- **Gain leverage among stakeholders**
- **Address complex issues**
- **Better integrate continuum of services**
- **Strengthen program quality and performance**
- **Gain administrative efficiencies**
- **Create economies of program scale**
- **Extend reach with new services/clients**

The Collaborative Map



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SERIES ROLES & RULES

Roles

Facilitators

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

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Member Agency
Strategic Transition Planning Series

Please contact Julie Simon at
Julie.simon@stl.unitedway.org
with questions, comments or concerns

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United Way of Greater St. Louis
STRATEGIC TRANSITION PLANNING SERIES
Session #14:
Executive Succession Planning
August 2, 2019

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SESSION PURPOSE

Outline steps of leadership succession planning to ready agencies for inevitable transitions, to fulfill current and anticipated leadership needs, to retain institutional knowledge, to expand leadership development practices and consider all available options.

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LEARNING OBJECTIVES

Participants will:

- Better understand why succession planning and leadership development are critical to agency success.
- Improve knowledge about key components of an effective executive succession plan.
- Gain insight about interim executive director options.
- Advance learning on expanding the culture and practices of leadership development.
- Prior to seeking a new ED, consider developing a partnership or strategic alliance

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Preparing Your Organization for the Inevitable

Succession Planning: It's More Than Just Hiring A New Executive Director

TRANSITIONS IN LEADERSHIP, LLC
Richard I. Goldbaum, Ph.D.
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richard@goldbaum.com

MUTARE NETWORK, LLC
Allie Chang Ray
(314) 604-3825
acray@mutarenetwork.com

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THE FIVE PLANS NEEDED IN EVERY NONPROFIT'S TOOL BOX

STRATEGIC ***FINANCIAL***

DEVELOPMENT ***DISASTER***

SUCCESSION

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Succession Planning

Is a Systematic Approach to Creating Continuity of Leadership in Your Organization.

It Assures Having the Right People in the Right Seats on the Right Bus

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HAVING A COMPREHENSIVE SUCCESSION PLAN WILL PREPARE YOUR ORGANIZATION WHEN FACED WITH THE PLANNED OR UNPLANNED DEPARTURE OF KEY MEMBERS OF IT'S MANAGEMENT LEADERSHIP TEAM?

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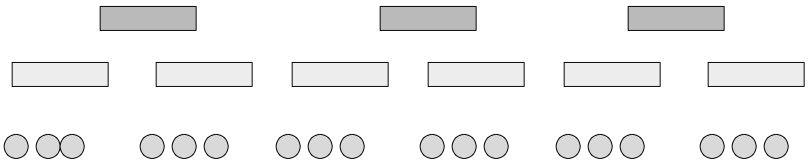
Succession Planning Is Agency Wide

Executive Director



HOW DEEP DO YOU NEED TO GO?

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SUCCESSION PLANNING DELIVERABLES

- **Prepares Organization for Planned or Unplanned Leadership Change by Providing Well Thought Out Guidelines and Information Needed to Respond to the Departure of a Leader**
- **Fulfills The Most Important Responsibility of the Board of Assuring Qualified Capable Leadership**
- **Provides Structure For Decision Making When Faced With Leadership Transition**
- **Assures Stakeholders of the Sustainability During Time of Leadership Change**
- **Creates an Organizational Culture Of Leadership Enhancement**

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BOARD'S APPROACH TO SUCCESSION PLANNING

- **Tend To Rush To Find A New CEO With Little Or No Planning**
- **May Assume the Organization Needs to Find a Clone of the Previous CEO**
- **Tend To Under Estimate The Risks & Costs of a Bad Hire**
- **Generally are Unprepared to Manage the Tasks Associated with the Various Components of the Transition Process**
- **Tend to View The Situation as a Challenge Rather Than an Opportunity**

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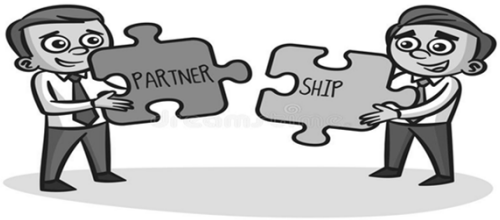

AN EXECUTIVE TRANSITION PROVIDES AN OPPORTUNITY TO CONSIDER DEVELOPING A STRATEGIC ALLIANCE/PARTNERSHIP

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PRIMERS

In addition to an executive transition, there are many reasons why a strategic alliance may make sense for two or more entities. Some of them include:

- **achieve greater leverage among stakeholders (e.g. build awareness or advocacy);**
- **address complex issues that require coordinating multiple stakeholders;**
- **provide an integrated continuum of services to meet beneficiaries' needs;**

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PRIMERS (cont'd)

- **strengthen or expand program or service quality and performance;**
- **gain back-office or administrative efficiencies;**
- **achieve greater economies of program scale; and**
- **enter new geographies, provide new services, or reach new beneficiaries**

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Spectrum of collaboration

Associations (Includes coalitions, collaboratives, communities of practice)	Joint Programming	Shared Services	Merger (Includes affiliate and subsidiary structures)
Definition: A group of organizations that voluntarily combine forces to accomplish a purpose over time	Definition: Contractual programmatic undertaking of two or more entities without actual legal incorporation	Definition: Jointly hiring a third party or agreeing to share an existing resource to provide services such as accounting, marketing, IT or office space to consolidate administrative functions	Definition: A combining of two organizations into one. This can be accomplished through legal affiliate or subsidiary structures, integrating one organization into another or the creation of a new entity.

Less ← Level of integration → More

The Bridgespan Group

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The Board is Usually Not Prepared for the Cost of a Search.

They May Experience "Sticker Shock" When Faced With What it Will Take in Salary & Compensation Package to be Competitive in Todays Market.

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- **50% OF NONPROFITS DON'T HAVE A SUCCESSION PLAN ACCORDING TO A CASEY FOUNDATION STUDY OF 2,200 CHARITIES**
- **THE GREATER KC COMMUNITY FOUNDATION FOUND THAT ALMOST 86% OF ORGANIZATIONS SURVEYED LACKED A SUCCESSION PLAN**

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CONSIDER THIS!

HOW MANY OF YOUR KEY MANAGEMENT STAFF ARE BABY BOOMERS ?

75% OF PRESENT EDS WILL LEAVE THEIR POSITION WITHIN THE NEXT THREE TO FIVE YEARS

AFTER BECOMING AN EXECUTIVE DIRECTOR FOR THE FIRST TIME, 35% TO 40% LEAVE THEIR POSITION WITHIN 18 TO 36 MONTHS

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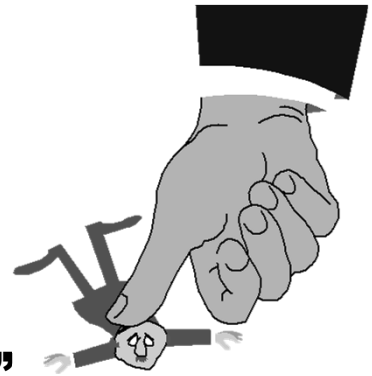
DRUCKER SAYS . . .

" IN THE ABSENCE OF STRATEGY,

PERSONALITY WILL PREVAIL."



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THREE COMPONENTS OF A SUCCESSION PLAN

- **SUDDEN LOSS**
- **PLANNED DEPARTURE**
- **TALENT DEVELOPMENT - LEADERSHIP SKILL ENHANCEMENT**

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ELEMENTS OF THE SUCCESSION PLAN

Operational Manual for Each Position

Organized by Month

Important Activities That Are Essential To Fulfilling The Position's Responsibilities

Important Stakeholders

- **Contact Information**
- **Personal Information**

Funding Requirements

- **Projected Outcomes/Deliverables**
- **Reporting Dates and Deliverables**

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ELEMENTS of the SUCCESSION PLAN

CONSIDER INTERIM MANAGEMENT OPTIONS, ESPECIALLY WHEN FACED WITH AN EXECUTIVE DIRECTOR'S TRANSITION

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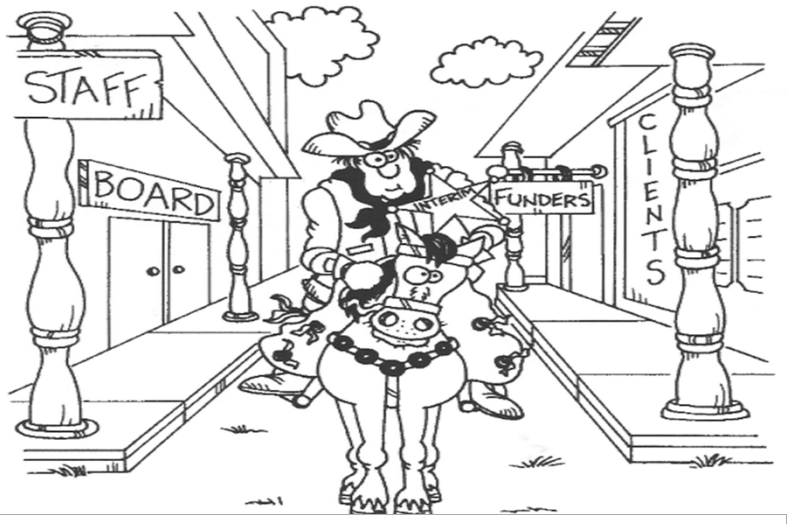

SOMETIMES AN INTERIM IS YOUR BEST CHOICE TO RESTORE LAW & ORDER

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INTERIM MANAGEMENT OPTIONS

INTERNAL STAFF

PAST OR PRESENT BOARD MEMBER

INDEPENDENT OUTSIDE CONSULTANT

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DEFINING THE ROLE OF INTERIM MANAGEMENT

CARETAKER – Hold Down The Fort

PROVIDE SUPPORT TO STAFF & BOARD DURING TIME OF STRESS – Fear - Grief

ASSURE STAKEHOLDERS THAT ORGANIZATION IS MAINTAINING OPERATIONS

CONDUCT ORGANIZATIONAL ASSESSMENT

BE A CHANGE AGENT

- **ID Challenges & Opportunities**
- **Recommend Strategies for Change**
- **Board Directs Implementation Plan**

ASSISTS BOARD IN PREPARIING & IMPLEMENTING SEARCH PROCESS

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ELEMENTS of the SUCCESSION PLAN

LIST OF POTENTIAL INTERNAL CANDIDATES for "TEMPORARY SHORT-TERM ACTING" for EACH POSITION

CREATE a SYSTEM for CROSS TRAINING

- **Give Potential "Acting" Candidates Opportunities of Leadership Experiences**
- **Share Vital Information**

STRATEGIES for ADJUSTING RESPONSIBILITIES WHEN ASSIGNING DUTIES of VACANT POSITION to the "ACTING"

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ELEMENTS of the SUCCESSION PLAN

LIST OPTIONS FOR COMPENSATING "ACTING"

COMMUNICATION PLAN

- **Keeping Internal & External Stakeholders Informed Through Out Transition Process**

DEPARTURE PLAN

- **Especially ED/Long Timers**
- **Consider Providing Life Planning Coach**
- **Plan Ways of Thanking Them - Recognize Their Legacy**

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ELEMENTS of the SUCCESSION PLAN

A PLAN for PREPARING for and EMBARKING on a SEARCH PROCESS

SHOULD it be BOARD IMPLEMENTED or OUTSOURCED?

CONSIDER USING A SEARCH CONSULTANT TO HELP MOVE THE PROCESS IN THE SAME DIRECTION

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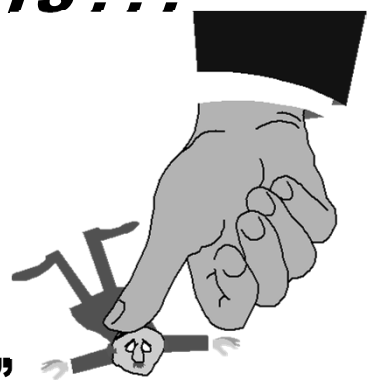
REMEMBER !
DRUCKER SAYS . . .

" IN THE ABSENCE OF STRATEGY,

PERSONALITY WILL PREVAIL."



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OPTIONS FOR CONDUCTING THE SEARCH PROCESS

- **Committee Directed & Implemented**
- **Retain a Search Firm**
- **Committee Directed & Implemented with Consultation from a Search Professional**

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CONDUCTING A STRUCTURED SEARCH PROCESS WILL INCREASE THE PROBABILITY OF A STABLE & POSITIVE NEW HIRE

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The Relay Approach

Or

The Horserace Approach

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SEARCH PROCESS

PREPARING

Vision – Where do We Want Organization to be in Five or Ten Years?

What are the Critical Issues Facing Organization?

Critical Issues are those Strategic Challenges that Require Immediate Attention in Order to Maintain, Enhance and/or Expand the Organization's Mission, Vision and Sustainability.

Great Time to Review and Revise Job Description
Keep it Relevant, Flexible, Adaptable

Identify those Skills that will be Needed by the New CEO in Order to Successfully Meet the Identified Critical Issues

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LEADERSHIP SKILL ASSESSMENT

What Are The Essential Skills Needed In The Position?

- General Leadership Skills
- Decision Making Skills
- Supervisory Skills
- Communication Skills
- Administrative Skills
- Technical Skills – Specific to the Organization – Field

Respondents:

- Supervisor
- Peers
- Direct Reports
- Others (Board Members)

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LEADERSHIP SKILL ASSESSMENT

How to Use The Results

Identifies Skill Levels for Each Position

Major Skills Needed for Position

Identifies Skill Levels for Individual in that Position

Comparing Skill Levels Between Position - Individual

- Identifies Skills Needing Enhancement
- Develop Individual Leadership Enhancement Plan (ILEP)

Using List of Major Skills Needed for Position When Initiating a Search

Identifies Potential Successors

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ELEMENTS of the SUCCESSION PLAN

Outline a Projected Budget
- **Acting or Interim Costs**
- **Search Process**
  - **Recruiting Expenses**
  - **Cost of Retaining a Search Firm**
  - **Out of Town Final Candidates**
- **Relocation Costs**

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SEARCH PROCESS

IMPLEMENTATION

- **Review All Resumes – Rating Against Profile & Major Skills Needed**
- **Telephone Interview Top Candidates**
- **Narrow Candidate Pool**
- **Personal Interviews – Opportunity To Meet Key Staff & Members Of Transition Committee**
- **Narrow Candidate Pool – Contact References**
- **Final Interview With Committee and/or Full Board**

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SEARCH PROCESS

Develop A Profile For The Next CEO

- **Description Of Organization**
- **Qualifications – Education – Experience**
- **Expectations – Related To Major Skills Needed**
- **Compensation Package**
- **How & Where To Send Resumes**

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ELEMENTS of the SUCCESSION PLAN

CREATE GUIDELINES for ON-BOARDING NEW HIRE

ESTABLISH GUIDELINES for OVERLAPPING with DEPARTING EXECUTIVE DIRECTOR

MOU BETWEEN BOARD & NEW EXECUTIVE DIRECTOR

DEFINE EXPECTATIONS of BOARD & ED

REVIEW at LEAST EVERY QUARTER for FIRST YEAR

PROVIDE COACHING/MENTORING ESPECIALLY for FIRST TIME EDs

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CEOs and Quality of Life

47% of the CEOs reported they have achieved a good work-life balance

1 in 3 CEOs followed a leader who was fired or forced to resign

1 in 6 CEOs were 60 years old or older

22% of CEOs over the age of 60 said loss of retirement savings will keep them on the job longer

67% of CEOs indicated they have little or no burnout

45% of CEOs did not have a performance evaluation last year

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The Nonprofit Sector's Leadership Challenge

- **Finding Qualified Leaders Will Continue To Be A Challenge Due To:**
  - **Shortage of Experienced Pool of Candidates**
  - **Lower Compensation/Benefits**
  - **Lack of Organizational Infrastructure**
  - **Increasing Demands On Expectations**
- **Generations X, Y or Z Expectations**
  - **"*Generations: The Challenge of a Lifetime for Your Nonprofit*" by Peter Brinckerhoff, Fieldstone Alliance**
  - **"*Stepping Up or Stepping Out*" – Young Nonprofit Professionals Network**

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The New Generation's Perceptions of Management Positions

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The Next Generation Wants

- A Balance Between Family & Work
- To Make a Difference Without the Hassles
- Compensation that Permits a Decent Life Style – With Health Coverage & Retirement Contributions

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Leadership Enhancement

- NEEDS TO BE AGENCY WIDE
- DEVELOP AN ORGANIZATIONAL CULTURE COMMITTED TO LEADERSHIP ENHANCEMENT
  - PROVIDE THE NECESSARY RESOURCES
  - TIE TO PERFORMANCE EVALUATIONS
- CONDUCT A SKILL SET ASSESSMENT PROCESS TO ESTABLISH BASELINES FOR EACH MANAGEMENT POSITION

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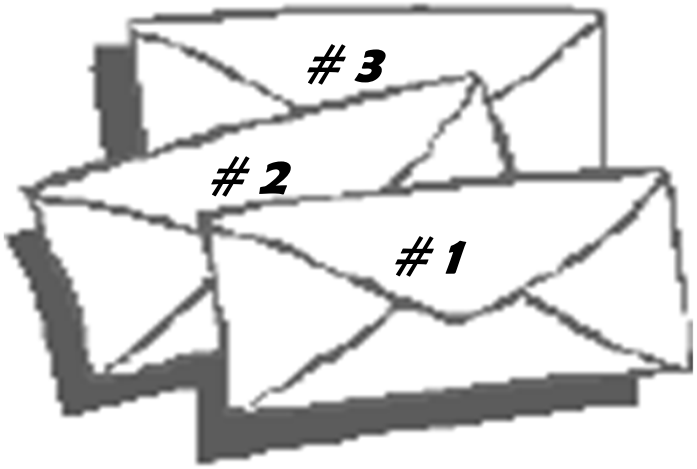

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Board Succession Planning

- Take a holistic view of current and future goals
- Keep an eye on the overall composition of the Board
- Ensure close alignment with strategic goals and strategies
- Think about key leadership roles needed on the Board
- Define skills, expertise and characteristics
- Build Board knowledge of nominating process

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Environmental Scan

What is happening inside and outside of your organization?

Now	In 3 years	Beyond 3 years

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STEP 1: ASSESS

- Identify critical positions and highlight potential vacancies;
- Select key competencies and skills necessary for continuity;
- Focus development of individuals to meet future needs

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STEP 2: EVALUATE

- Consider high potential volunteers who are already involved
- Select the key competencies needed to be successful and prepared for the future
- Categorize skill or competency gaps
- Predict the likeliness for recruiting qualified nominees

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STEP 3: DEVELOP

- Capture the knowledge that Board members possess before departing the organization
- Develop a pool of talent to step into critical positions through targeted Board development strategies

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Board Succession Planning Grid

Position	Current Leader	Possible Successors	2020	2021	2022
Chair					
Vice Chair					
Secretary					
Treasurer					
Governance & Personnel					
Finance & Risk Management					
Resource Development					
Public Policy					
Other					

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Leadership Development Planning Grid

Rate on scale of 1 (low) to 5 (high)

Competency	Self-Assessment	Governance Committee Assessment	Notes
Leadership			
Initiative			
Judgment			
Strategic Thinking			
Planning			
Teamwork			
Commitment			
Political Savvy			
Subject Matter Expert			

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Board Composition Matrix

	CURRENT BOARD MEMBERS										PROSPECTS				
Names: DEFINE (e.g.	JANE SMITH	MARTY HSU									JUAN GOMEZ	MARY JEANS			
Attributes															
Gender	F	F									M	F			
Age	50s	30s									40s	70s			
Race/Ethnicity	CA	AsA									LA	CA			
Geography	Southside	Westside									Downcity	Eastside			
Underserved communities															
Faith beliefs	C	B									P	A			
Political perspective	R	I									D	I			
Knowledge/Expertise															
Nonprofit finance		X													
Nonprofit governance		X										X			
Mission related scholarship	X										X				
Business development											X				
Core Competencies															
Visionary		X													
Connector To:	Academia	Foundations									Business support	Community philanthropy Gov't			
Strategic thinker		X									X				
Accountability		X									X				
Organizational Learning	X	X									X	X			

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Board Terms with History

Example
from Rockwood Board of Education

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