

Kansas Health Foundation Learning Conference

Planning for Successful Succession

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Agenda

- How can we prepare our organization for succession?
- What steps do we take to develop and implement succession plans?
- What are some basic resources to assist with succession planning?

Getting Ready for Succession

Understand the basic types of leadership transitions

- Emergency departure of staff leadership
 - Executive Director
 - Other key leadership
- Planned departure of executive
- Board leadership transition

Getting Ready for Succession

Engage in strategic thinking and planning

- What challenges will the new leader need to address?
- What future opportunities will a new leader need to pursue?
- Do we have a board-approved strategic plan to guide our leadership transition?

Getting Ready for Succession

Address barriers to successful transitions

- Understand your organization's stage of development and the type of leadership needed
- Recruit board members with experience in change management

Getting Ready for Succession

Address barriers to successful transitions
(continued)

- Budget resources to support the leadership succession process
 - Invest in leadership development education to enhance staff effectiveness
 - Schedule board education and training

Getting Ready for Succession

Address barriers to successful transitions
(continued)

- Formally engage in evaluating the executive at regular intervals
 - Allow time for constructive conversations between executive and board
 - Reflect upon future needs of organization

Getting Ready for Succession

Address barriers to successful transitions
(continued)

- Evaluate executive (continued)
 - Discuss issues and set goals
 - Build mutual trust
 - Take opportunity to discuss executive's future transition plans

Developing Succession Plans Emergency Succession

- Create an emergency transition team
- Develop a work plan, timeline and assign responsibilities for actions
 - Update executive job description
 - Articulate expertise and traits needed in new leader (and interim leader, if needed)
 - Detail actions of search for new executive

Developing Succession Plans Emergency Succession

- Create a communications plan
 - Determine who speaks for organization during transition
 - Define specific internal and external communications to implemented and determine a timeline
 - Keep key stakeholders informed during transition

Developing Succession Plans Emergency Succession

- Address financial management needs during transitions
 - Make changes needed in bank account signatories
 - Prepare detailed financial and administrative information for new leader
- Update emergency succession plan after hire of new executive and formally approve plan

Developing Succession Plans Planned Departure

- Ensure ongoing periodic evaluation conversations with executive
 - Address potential challenges inherent in a founder transition, if applicable
 - Keep executive job description current

**Developing Succession Plans
Planned Departure**

- Design an executive search and transition action plan with timeline that includes:
 - Appointment of committee(s) to lead the search and transition
 - Determine if using a search firm to identify new executive

**Developing Succession Plans
Planned Departure**

- Design search and transition action plan (continued)
 - Update executive job description as needed and agree upon specific goals for new executive
 - Confirm the role of the departing executive during the search and the transition and beyond

**Developing Succession Plans
Planned Departure**

- Develop a communications plan for the executive succession process
 - Determine timeline for announcement of departure of executive
 - Coordinate the messages to stakeholders throughout all phases of the transition
 - Ensure stakeholders are fully informed to lessen their concerns about the organization

**Developing Succession Plans
Planned Departure**

- Determine key actions needed for a successful leadership transition and implement them.
 - Plan a public celebration of successful transition, honoring departing leader and welcoming new leader.
 - Provide thorough orientation for new executive

**Developing Succession Plans
Planned Departure**

- Key actions needed for a successful transition (continued)
 - Schedule introductory meetings/receptions with key internal stakeholders
 - Arrange for formal introductions to funders and community leaders
 - Schedule quarterly evaluation meetings with new executive

**Developing Succession Plans
Planned Departure**

- Have board formally approve the planned departure succession plan
 - Periodically review this plan, discuss with the executive and update, as needed
 - Ensure there are discussions with executive about future transition plans annually

Developing Succession Plans Board Leadership Transitions

- Board Leadership Transition Actions
 - Create leadership track to develop board future board leaders
 - Utilize non-board members on committees and task forces for recruitment of future board members
 - Invest in board education and training

Resources

- Nonprofit Executive Succession Planning Toolkit -- Federal Reserve Bank of Kansas City
www.kansascityfed.org/publicat/community/Nonprofit-Executive-Succession-Planning-Toolkit.pdf
- Transition Guides –
www.transitionguides.com/resources

Questions and Session Wrap-Up
