Change is Coming:
Effectively Managing Your Next Executive Transition

Carolyn Sullivan, New Chapter Coaching
New Chapter Coaching

Our mission is to build a better world by increasing the effectiveness of nonprofit leaders and the impact of the organizations they serve.
What We Do

Coaching
- Leadership
- Roundtables

Consulting
- Strategic Planning
- Succession Planning
- Executive Transition Management

Training/Facilitation
- Skills-Based Workshops
- Team Building
Our Nonprofit Experience

- Executive Director – Statewide Nonprofit
- Program Director – National Nonprofit
- Board Member & Officer
- Executive Coach, Consultant, Trainer

- 9 Years with Community Action: MO CAN & 14 of 19 MO CAAs; NE; KS
- Facilitator of Missouri Community Action Directors Association Monthly Roundtable & Annual Retreat
Let You In On a Secret
Key Objectives

By the time you leave this room, you will:

1. Know the 6 key steps in managing your next executive transition
2. Have identified specific ways to apply what you’ve learned to strengthen your organization’s readiness for executive transition
Let’s Get Started!
When You Least Expect It

November 11, 1977 – March 30, 2018
3 Elements of Succession Planning

Strategic Leadership Development

Departure Defined Transition

Emergency Succession Plan
Departure defined transition planning focuses on:

1. communicating the transition to staff and stakeholders
2. conducting an organizational assessment
3. building organizational capacity and sustainability
4. recruiting and hiring a new executive
5. and celebrating the transition.
EXECUTIVE TRANSITION MANAGEMENT PROCESS

Poorly managed transitions can result in negative program outcomes, funding loss, and harmful public perception. If an executive transition is in your future and sustainability is what your organization is seeking, New Chapter Coaching’s signature four-step process is the answer.

PLANNING & PREPARATION

- SUCCESSION PLANNING
  - CREATE Emergency Succession Plan
  - DEVELOP Long-term Succession Plan
  - COACH Executive Director Planning Resignation or Retirement/Emerging Leader

- PRE-SEARCH ASSESSMENT & PLANNING
  - FORM Transition Committee
  - SELECT Interim Executive Director
  - CREATE Transition Plan
  - ACCESS Organization’s Needs
  - CONDUCT Stakeholder Interviews
  - IDENTIFY Core Competencies Needed in Next Leader

SEARCH, RECRUITMENT & SELECTION

- DEVELOP Position Description
- IDENTIFY Qualified Candidates
- SCREEN & Interview
- CHECK References
- DEVELOP Compensation Package
- MAKE Final Selection
- NEGOTIATE Offer & Acceptance

TO GET STARTED visit or call:
NewChapterCoach.com  |  p. 573.228.9600
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New Chapter COACHING, LLC
Exploring the Present, Transforming into the Future
Why Is It Important for Sector?

2004: 75% within 5 yrs.

2015: 64% within 5 yrs. (New England region)
1. Resource Squeeze
2. Increasing Need
3. Governments Shifting Their Burdens to Nonprofits
Why Important for Our Community Action Network?
Risks Are Real
But So Are The Opportunities!
Your Choice

Success

Failure
Three Most Important ETM Questions

Where are we now?
Where are we headed?
Who do we need to lead us there?
6 Step ETM Process

1. Establish Transition Leaders
2. Develop Roadmap
3. Assess Organization
4. Identify Leadership Needs
5. Search & Select
6. Onboard New Executive
Step One: Establish Transition Leaders
Transition Team: Who?

**Required:** Board Members

**Optional:**
- Employees
- Other Stakeholders (Clients, Volunteers, Funders, Community Leaders)
Transition Team: What?

1. Communicate with stakeholders about transition
2. Develop transition plan
3. Assess the agency’s capacity/needs
4. Determine the leadership needs based on those agency needs
5. Design, launch, and complete successful search
All Hands In for Transitions
Step Two: Develop a Roadmap
Waiting Is Hard
Four Aspects of Transition Plan

**Operational Planning**
- What must be done now to maintain business as usual?

**‘Set the Table’ Planning**
- What must be done to ‘set the table’ for the new executive?

**Future Planning**
- What should we hold off on doing until the arrival of new executive?

**Search and Selection Planning**
- What must we do to conduct a successful search and selection?
Step Three: Assess Organization
The Direction You Should Head, Depends on Where You Are
Assess Organizational Capacity/Effectiveness

- Performance: financial, programmatic, etc.
- CCAT (validated self-evaluation of capacity)
- Board and/or Employee Survey
- Stakeholder Interviews
- Strengths, Weaknesses, Opportunities, Threats
Step Four: ID Leadership Needs
How Will You Know Who You’re Looking For?
Missouri Community Action CEO Core Competencies

1. Priority Setting
2. Interpersonal Skills
3. Ethics, Integrity, Trust
4. Strategic Agility/Flexibility
5. Delegation Skills
6. Ability to Motivate Others
7. Ability to Manage Mission and Vision
8. Client Focus
9. Presentation Skills
10. Sense of Humor
Step Five: Search and Select
Isn’t This Who We’re Looking For?
Executive Transition Management
Timeline: Winter 2017 - Summer 2018

Begin to Plan
- December-January
  - Board Approves Consultant/Executes Contract
  - Convene Initial Client Meeting (BOD Pres/ED/Consultant)
  - Form Transition Committee (Pick Chair/Fill Committee)
  - Convene 1/2 day Transition Planning Session

Gather and Analyze Data
- February-March
  - Design/Conduct Employee Survey/Interview Protocol
  - Conduct Stakeholder Interviews
  - Analyze Surveys & Interviews: Generate Results
  - Convene Full-Day Planning Session
  - Create Job Profile

Search/Selection New ED
- April-June
  - Develop Search Strategy
  - Identify Qualified Candidates
  - Check Reference/Run Background Check
  - Interview Most Qualified Candidates
  - Make Selection
  - Successfully Negotiate Employment Terms

Orientation/Onboarding
- July-September
  - Clarify ED & Board Roles & Responsibilities
  - Establish ED Performance & Professional Development Goals
  - Establish Expectations
  - Commence Executive Coaching
Step Six: Onboard New Executive
6 Elements of Onboarding

1. Orientation
2. Cultural Acclimation
3. Goal-Setting
4. Leadership Coaching/Mentoring
5. 90-Day Performance Review
6. Monitoring Progress/Development
Succession and Transition Planning

MLTC 2018

Michael Tubbs
CEO, CAP of North Alabama
It Begins

• Preparing the Leadership Team and Staff
• Preparing the Board of Directors
• Preparing Me
Planning/Anticipating

- Eighteen Month Window
  - Framing the Challenge
  - Focus on What is Important
  - Milestones
  - Invite Others to the Table
  - Stay the Course

- At One Year
  - Introspective Thinking
  - Active or Passive Role
  - Setting Expectations
  - Building a Team
  - Creating a Defined Process
High Expectations

• What Will Happen to Me?
• What About the Agency?
• What Must Happen in the last Nine Months?
• Communicate Aggressively
• Building a Bridge
• Defining October 1 to January 1 for the Successor
• Avoid the Valley of Despair
SUCCESSION AND TRANSITION PLANNING

THE LEADERSHIP TRANSITION AND BEYOND.....

Patricia Beier
Executive Director
WAGES - Wayne Co, NC
IT BEGINS….

- Informing Staff, Community Partners and Stakeholders
- Working with the outgoing Executive Director/CEO
- Becoming Acclimated to Processes, Systems and Programs
ONCE THE TRANSITION OCCURS....

- First 90 days

**Building a Bridge**
- Connect with staff
- Connect with the constituents; the community
- Learn Key Staff leadership styles, goals and plans
- Review funding source requirements, expectations and mandates
- Observe, observe, observe!
• 3 months- 6 months

**Assessing the Situation**

- Assess all current plans, processes and systems
- Determine your role in the scheme of things
- Engage the Staff, Board, Community and other Stakeholders
- Focus on What is Important
- Observe, observe, observe!
• 6 months to 12 months

Prioritizing for Success

- Evaluate community strengths, needs, challenges and opportunities
- Evaluate agency strengths, needs, challenges and opportunities
- Evaluate staff strengths, needs, challenges and opportunities
- Observe, observe, observe!
• After the First Year

Strategizing for Maximum Impact

- Now that you have a determination of community, agency and staff needs, how do you move forward?

- What strategies are necessary to ensure compliance, attainment of goals and sustainability?
Questions?
Recap of What We’ve Learned
6 Step ETM Process

1. Establish Transition Leaders
2. Develop Roadmap
3. Assess Organization
4. Identify Leadership Needs
5. Search & Select
6. Onboard New Executive
Apply to Transitions of Other Agency Leaders?
What Will You Do When You Get Back to Your Agency?
obrigado
Dank U
Merci
mahalo
Köszi
cnacubo
Grazie
Thank you
mauruuru
Takk
Gracias
Dziękuję
Děkuju
danke
Kiitos
For more support...

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