

**HOW SUCCESSION PLANNING BUILDS
ORGANIZATIONAL SUSTAINABILITY
AND STRENGTHENS STAFF AND BOARD LEADERSHIP**

PRESENTED BY



NSP

Nonprofit Support Program

HARTFORD FOUNDATION FOR PUBLIC GIVING

SUCCESSION PLANNING

WELCOME & INTRODUCTIONS



SUCCESSION PLANNING



Frank Abdale is the Founder and Chief Consultant of Abdale Consulting. With 20+ years nonprofit sector, Frank is a proven strategist, facilitator, teacher, leader and author. As a consultant, Frank has helped a wide range of nonprofits develop successful strategies for sustainability through strategic planning, succession planning and board development.

Frank is a BoardSource™ Certified Governance Trainer, a Senior Associate Consultant with the Support Center, a member of the Advisory Council at Long Island Crisis Center where he served as vice president of the board, and former chair of the Association of Nonprofit Specialists (ANS), a premier resource for consultants working in the nonprofit sector. As chair of ANS, Frank helped lead a small organization on extended hiatus into new relevancy.

The former executive director of the Association of Nutrition Services Agencies, Frank transformed a small association into a nationally recognized force. He expanded and diversified the agency's funding base, built an effective grassroots and national advocacy program, wrote legislation introduced into the House and Senate and launched an international program focused on nutrition and HIV/AIDS in South Africa and Namibia. His publications include *Practical Abundance: A Comprehensive Guide to Fundraising and Development for Nonprofits* which he used as the text for "Fundraising Concepts and Practices", a course he co-taught at NYU's School of Continuing Education and Professional Studies.

You can learn more about Frank and his team at www.abdaleconsulting.com.

SUCCESSION PLANNING

SESSION PARTICIPATION

- Muting
- Chat
- Q&A
- Slides/recording

SUCCESSION PLANNING



COMMUNITY AGREEMENTS

SUCCESSION PLANNING

- Be present & participate
- Mind your “air-time”
- Avoid “cross-talking”
- Use “I” statements
- Respect differences
- Assume best intentions
- Maintain confidentiality
- Other?

SUCCESSION PLANNING

GOALS FOR TODAY

- Explore succession planning in its most expanded meaning.
- Identify components of various succession planning scenarios.
- Discuss succession planning as a board responsibility.
- Discuss succession planning challenges among participants.
- Provide an overview of the critical questions, opportunities and challenges in a successful CEO transition process.
- Tap into collective wisdom.
- Identify resources / next steps.

SUCCESSION PLANNING



SUCCESSION PLANNING

**What brought you here today?
What would you like to take
home?**

Please answer in CHAT

SUCCESSION PLANNING

- Best practice – board & staff
- Fosters a culture of continual improvement
- Ensures resilience & sustainability
- Helps manage risk
- Informs development & budgeting processes
- Informs board recruitment & staff development efforts

SUCCESSION PLANNING

SUCCESSION PLANNING SCENARIOS

- Emergency
- Executive Transition - Planned or Unplanned
- Leadership Development / Staff
- Leadership Development / Board

SUCCESSION PLANNING

POLL #1

Which of the following scenarios is of most interest to you?

- Emergency
- Executive Transition - Planned or Unplanned
- Leadership Development / Staff
- Leadership Development / Board

SUCCESSION PLANNING

EMERGENCY SUCCESSION PLAN



SUCCESSION PLANNING

EMERGENCY PLAN COMPONENTS

- ID circumstances under which the plan is activated
- Clarify board's role in appointing an acting or interim
- Define authority and restrictions of an acting or interim
- ID who will step-up or step-in
- Include outline of a communications plan

SUCCESSION PLANNING

EMERGENCY PLAN COMPONENTS

- **Stakeholder** info – clients, volunteers, major donors, partners, passwords, policies
- **HR** – personnel records, payroll info
- **Facilities** – site locations, lease/deed, building management, landlord, security system, waste
- **Insurance** – general, D&O, health, unemployment, workers' comp, disability, life, etc.
- **Time frame** – how often to revisit / update
- **Signatories** – contact information

SUCCESSION PLANNING

POLL #2

Do you have an emergency
succession plan in place?

YES / NO / MAYBE

SUCCESSION PLANNING

SUCCESSION PLANNING FOR THE BOARD

SUCCESSION PLANNING

LEADERSHIP DEVELOPMENT / BOARD

- Create a pipeline
 - Strategic Recruitment
 - Committees / Task Forces
 - Co-Chairs / Vice-Chairs
 - Term Limits
 - Ongoing Education

SUCCESSION PLANNING

LEADERSHIP DEVELOPMENT / BOARD

- Role of Governance Committee
 - Lead the effort
 - Communicate w/ full board
 - Board development
 - Annual evaluation
 - Prepare slate for officers
 - Monitor terms / term limits
 - Ongoing education
 - Ensure diversity

SUCCESSION PLANNING

SUCCESSION PLANNING FOR STAFF



SUCCESSION PLANNING

LEADERSHIP DEVELOPMENT / STAFF

- Why?
 - Attracts talent
 - Ensures seamless operations
 - Allows hiring from within
 - Contributes to employee retention
 - Contributes to employee satisfaction & productivity
 - Reassures donors that investment is protected
 - Maintains institutional memory

SUCCESSION PLANNING

LEADERSHIP DEVELOPMENT / STAFF

- Pipeline
 - Cross-training
 - Special projects / Task forces
 - Strategic Planning / Implementation
 - Outward facing representation (coalitions, advocacy, boards, professional associations)
 - Board Committees liaison
 - Training / education/ special skills
 - Competitive salaries

SUCCESSION PLANNING

LEADERSHIP DEVELOPMENT / STAFF

- Role of Executive Director / CEO
 - Establish culture / Lead by example
 - Share / delegate leadership
 - Advocate value of PD to full board
 - Ensure diversity
 - Hold a bigger vision for talented individuals
 - Require PD in every budget
 - Design annual evaluations to ID potential leaders
 - Provide time and other resources (coaching, mentoring, education, pay dues)
 - Make it about the mission

SUCCESSION PLANNING



SUCCESSION PLANNING

EXECUTIVE TRANSITION SCENARIOS

- Emergency
- **Short-Term - Planned**
- Long-term - Planned
- Permanent - Planned or Unplanned

SUCCESSION PLANNING

SHORT-TERM PLANNED

- Temporary – up to 3 months
- Family leave
- Sabbatical
- Medical
- Bereavement
- Extended vacation

SUCCESSION PLANNING

SHORT-TERM PLANNED

- Staff or board member – acting ED
- Emergency plan guidance
- Overlap / transition
- Acknowledge impact of change
- Relevant policies in place
- Compensation plan
- Communications plan

SUCCESSION PLANNING

SUCCESSION PLANNING SCENARIOS

- Emergency
- Short-Term - Planned
- **Longer-term - Planned**
- Permanent - Planned or Unplanned

SUCCESSION PLANNING

LONGER-TERM PLANNED

- 3 – 6 months
- Sabbatical
- Medical
- Military

SUCCESSION PLANNING

LONGER-TERM PLANNED

- Staff or board – acting ED
- Additional staff support
- Short-term hires
- Emergency plan guidance
- Overlap / transition
- Acknowledge impact of change
- Relevant policies
- Compensation plan
- Communications plan

SUCCESSION PLANNING

SUCCESSION PLANNING SCENARIOS

- Emergency
- Short-Term - Planned
- Long-term - Planned
- **Permanent - Planned or Unplanned**

SUCCESSION PLANNING

PERMANENT – UNPLANNED

- Go to emergency succession plan
- Alert the board & key staff
- Seek appropriate advice (legal, HR, other)
- Convene / reassure staff
- Form Transition & Search Committee
- No comment until communications strategy in place w/ content, timing and sequence of announcements

SUCCESSION PLANNING

PERMANENT – PLANNED

- ED shares intention to leave w/ chair (in writing)
- Determine timeframe for departure
- Form Transition and Search Committee
- Determine process for selecting new ED (in-house / external search/ both / interim ED)
- Identify key questions to answer before and during process
- Develop communications strategy w/ content, timing, process and sequence of announcements

SUCCESSION PLANNING



SUCCESSION PLANNING

BOARD

- Understand the full scope of the ED's role & responsibilities
- Regularly evaluate
- Articulate future vision & ensure strategic planning
- Onboard new ED

CURRENT / DEPARTING ED

- Be courageous
- Transition stewardship of key relationships & prepare staff
- Inform search process (not conduct it)

KEY STAFF

- Step up – keep plates spinning
- Support onboarding of new ED

OTHERS – Interim ED, Consultant, Funder

SUCCESSION PLANNING

WORKING WITH THE ENTRENCHED LEADER

SUCCESSION PLANNING

WORKING WITH THE ENTRENCHED LEADER

Understand & Address Resistance

Founder/ED

- Loss of identity
- Loss of status
- Financial hardship
- My baby will fail without me

Board

- Built from founder's friends
- Conflict averse
- Fear – we can't replace her/him
- Scarcity

SUCCESSION PLANNING

Q & A

SUCCESSION PLANNING

KEY LEARNING

NEXT STEPS

SUCCESSION PLANNING

THANK YOU!



Frank Abdale

www.abdaleconsulting.com