

A scenic landscape of a mountain valley. In the foreground, a dirt road curves through a lush green field. Several tall, dark evergreen trees stand prominently. The middle ground shows a dense forest of smaller evergreens covering a hillside. In the background, misty mountains rise under a bright sky. A large, warm sun flare is visible on the right side of the image, creating a golden glow and lens flare effects. The overall atmosphere is peaceful and natural.

Succession Planning

CSFF: Summer Board Development Series

September 9, 2022

Agenda

- Welcome, Ice Breaker
- Orientation to planning
 - Four-step process
 - Four factors to consider
- Working through a scenario
- Additional considerations
- Recap of change management approach
- CSFF: Fall Horizon

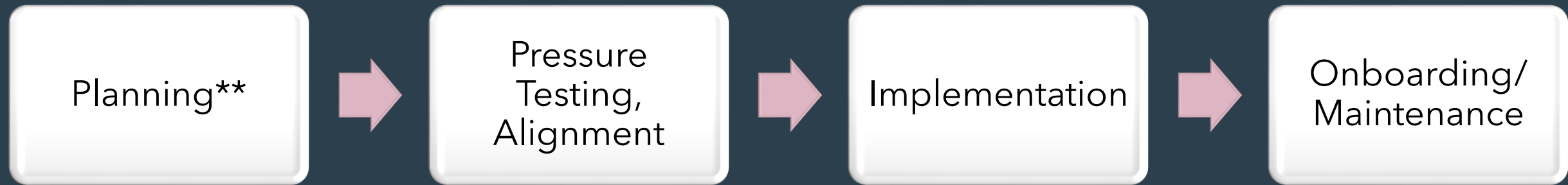
Icebreaker



Orientation to planning

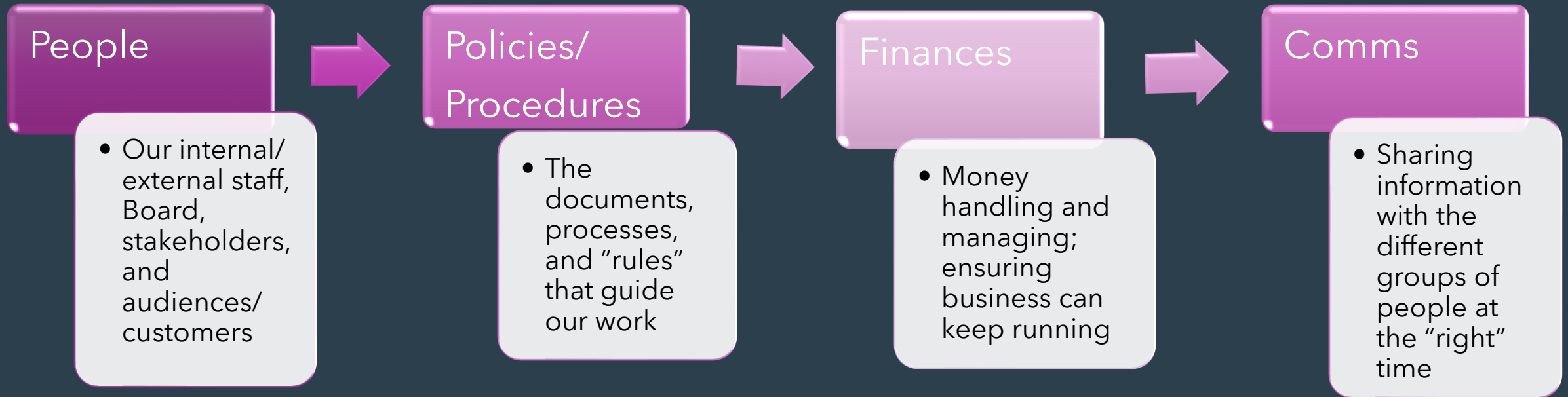
- Planning is everything
- This will be different for every organization
- Building a full plan can take 12 months+++
- Conversations about vision, mission and values are critical
- Many parts of the plan can be leveraged for other emergencies (aka a pandemic)
- This is about building and maintaining artifacts
- Essential to integrate external stakeholders throughout
- A good plan addresses planned/unplanned options (only difference is amount of time you have to jump in and act)
- This isn't rocket science

Four-step Planning Process



**The more time you spend on planning, the easier the other steps are

Four factors at each step



Step 1: Planning

The process of preparing for a future that involves transition, change and disruption; finding and creating artifacts that will help stakeholders orient and be able to make decisions quickly



Step 2: Pressure Testing Alignment

Taking all you do in Step 1 and “testing” it for its feasibility and useability. Analyzing the assumptions behind the planning (bonus points for bias, relevance and equity=opportunity for change) and organizational stability and viability.



Step 3: Implementation

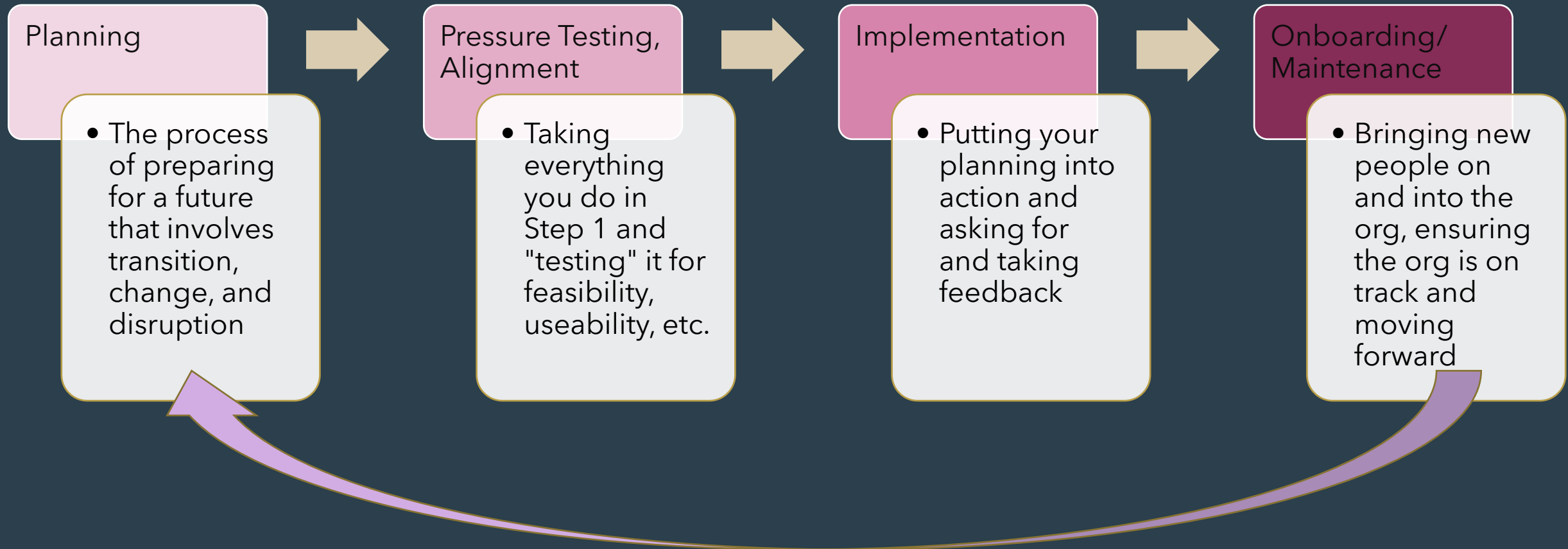
Putting all your planning into action - having the steps in place to move new people in and around, and support their success; asking for and taking feedback



Step 4: Onboarding, Maintenance

Bringing new people on and into the organization; ensuring that the organization is on track and moving forward.

Step Five: Back to Step 1!



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- What worked?
- What didn't?
- What would you do differently?
- What feedback did people share?
- What circumstances have changed since the current leader took on the role?
- How can we improve on what we've done?

Scenario Planning

Your Executive Director gets his big break and is leaving tomorrow to headline a lounge act at Circus Circus. He's sorry he never got around to succession planning but he's sure you'll be great, and he'd love to see you the next time you're in Vegas. Good luck!



Step 1: Planning

The process of preparing for a future that involves transition, change and disruption; finding and creating artifacts that will help stakeholders orient and be able to make decisions quickly

- *People*: what information or support do staff, board, and external stakeholders need to get through this step?
- *Policies/Procedures*: what documents/processes need to be in place to keep the business working? What artifacts will help inform those who aren't up to speed?
- *Finances*: What needs to be in place to keep bills and people paid/receiving money?
- *Communications*: who needs to know what and when?

Step 2: Pressure Testing/Alignment

Taking all you do in Step 1 and “testing” it for its feasibility and useability. Analyzing the assumptions behind the planning (bonus points for bias, relevance and equity=opportunity for change) and organizational stability and viability.

What questions do you have for each factor?

What information would you need or want?

What are the critical elements of success for each factor?

What will your employees and your board members need to make it through this step?

What artifacts would be most helpful?

Step 3: Implementation

Putting all your planning into action - having the steps in place to move new people in and around, and support their success; asking for and taking feedback

- What questions do you have for each area?
- What information would you need or want?
- What are the critical elements of success for each factor?
- What will your employees and your board members need to make it through this step?
- What artifacts would be most helpful?

Step 4: Onboarding/Maintenance

Bringing new people on and into the organization; ensuring that the organization is on track and moving forward.

- What questions do you have for each area?
- What information would you need or want?
- What are the critical elements of success for each factor?
- What will your employees and your board members need to make it through this step?
- What artifacts would be most helpful?

Additional Questions/Considerations

- How might this process be impacted if you had notice of a departure rather than an announced departure?
- How might this process differ for a Board Chair departure?
- How might it differ for key staff?



Change Management Recap