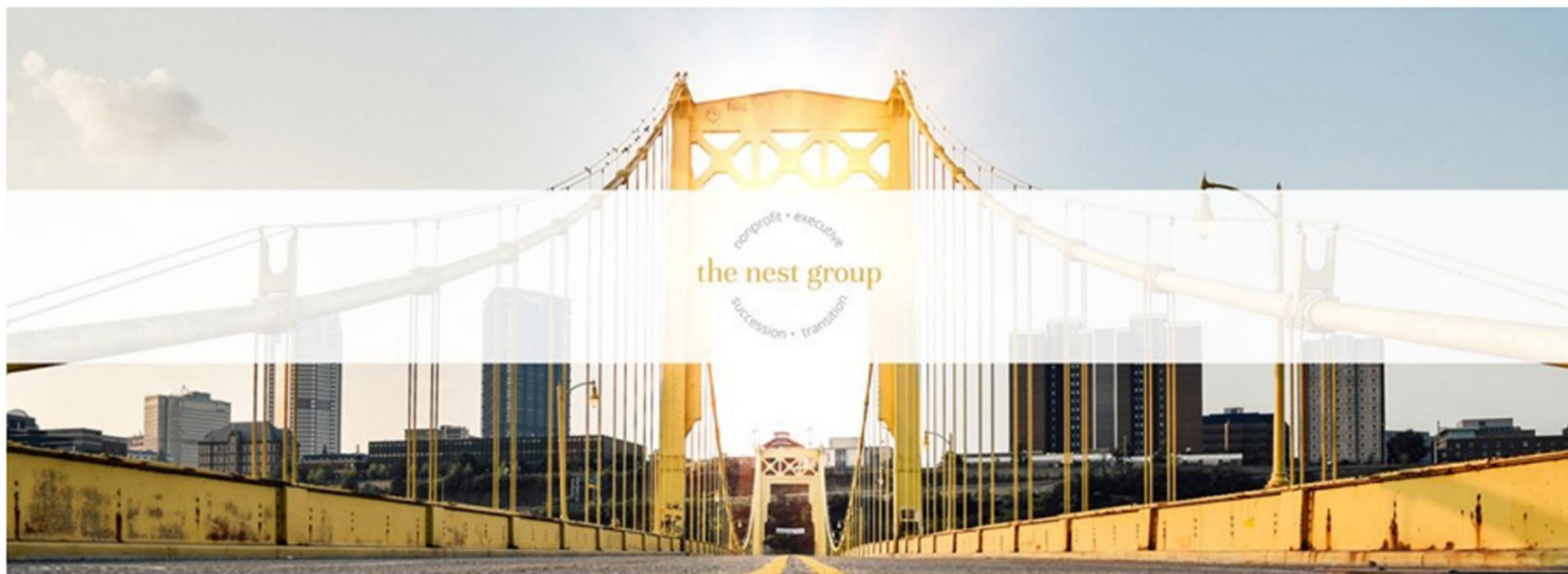


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# What's Your Plan for When Your Leader Unexpected Leaves?

Tuesday, October 29th | Non-Profit Day 2019 | Erie, Pennsylvania





We are a group of 6 consultants, each with 25+years of experience in the nonprofit leadership area. Our partnership of consultants focuses on helping organizations to prepare for inevitable leadership transitions -- whether intentional or unintentional, to strengthen them, and to support new leadership through their onboarding and first six months as organization leaders.





**Sara Jane Lowry**, Managing Partner of The Nest Group, is from Sara Jane Lowry Coaching & Consulting, and specializes in organizational capacity building, board development, external relationship building, strategic planning, and executive coaching. She has been in the nonprofit sector for 25 years, some of which were as CEOs, CFO, and Director of External Relations. She has helped clients to raise millions of dollars, build new buildings, and create endowments.







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**Wendy Burtner Owens**, Partner has built a career helping nonprofits develop strong foundations for growth. Her training and advising services are built on 25 years of experience including leading several human service organizations, a corporate foundation, a public-private economic development partnership and 4 years as the director of grant maker relations at GuideStar. Wendy facilitates regional Executive Boot Camps, and executive coaching..



# *Workshop* Agenda

1. Introductions
2. Four Ingredients of  
Emergency Transition  
Preparation
3. Succession Planning
4. Worksheet Overview

- What's your name?
- What's the name of your organization?
- What's your role with your organization?
- Why are you here?
- What's your experiences with executive transition.

# Introductions

## 5 Reasons Why You Should Plan for an Emergency Transition

1. To prevent institutional knowledge and relationship losses
2. Internal hires get up to speed faster and cost less
3. Capacity issues to cover for a departing leader responsibilities
4. Minimize the risk of failure
5. Leader wears multiple hats, not easy to pick up their role



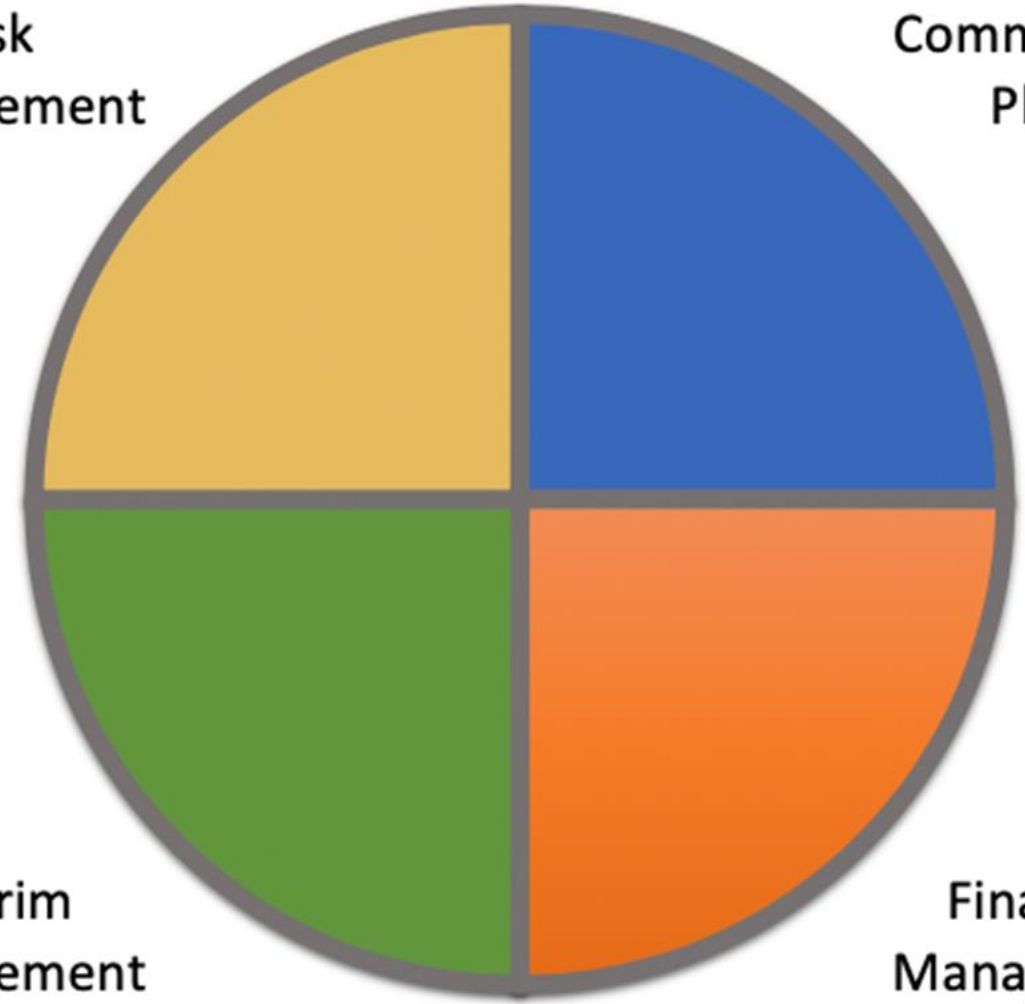
- New Board Chair
- Performance Evaluation of Chief Executive
- Crisis involving the Chief Executive
- Significant Board Turnover
- Significant Staff Turnover
- A “Founder” Overstaying Effectiveness

What could trigger an emergency transition?

# 4 Ingredients of Emergency Transition Planning

Risk  
Management

Communications  
Planning



Interim  
Management

Financial  
Management



- Who is the communications lead?
- Who is on the communications committee?
- Who will write the messaging?
- Who will deliver the message?

## Emergency Transition Communications Planning



# Emergency Transition Communications Planning

Priority Level	Stakeholder Name and Organization	Vehicle for message	Internal Communications Lead	Other Org Contacts
Primary	Major Funder	Phone Call	Board Chair	Development Director
Secondary	Program Partner	Phone Call	Program Lead	Program Committee Chair
Tertiary	Landlord	Email	Operations Lead	Finance Chair



# Emergency Transition Financial Management

- Finance Transition Team

Purpose: to ensure financial management standards are kept during a time of emergency transition in order to protect the financial resources of the organization.

- Board Treasurer
- Accountant/Outside contractors
- Staff?
- Auditor?

# Emergency Transition Financial Management Accounts



Account	Bank and Account Manager Contact Info	Account Number	Log-in Information	Who has access? Signatories? Other notes.
Checking				
Savings				
Investment				
Credit Card				
Other				



- Grants  
Foundation and Government Funders
- Financial Management  
policies and procedures relating to:
  - Retirement Accounts (IRS 5500)
  - Endowment
  - Investments
- Review current financial policies and recommended changes or updates, etc.
- Audit

# Emergency Transition Financial Management

# Emergency Transition Planning

## Interim Management

- Remember the hiring process can take time (months).
- Questions to ask:
  - Does our organization have available expertise in-house to address specific change management issues?
  - What is the extent and timing of the change required?
  - How urgent is our situation?
  - Is our position specification for the position currently well-defined, or are there significant transition issues that must be addressed before we can pursue a permanent solution?



- Who are you considering and why?
- What skills do you hope they have?
- Is that person a **caretaker** (keeps things running) or are they a **disrupter** (will change what hasn't been working and improve things?)
- How long will the role last?
- Who will take on their responsibilities if they assume the leader role?

Are you  
considering  
an  
internal  
candidate?

# Emergency Transition Planning

## Risk Management

- General Risk Assessment Checklist
  - Keys, parking passes, etc.
  - Insurance
  - Legal Issues - is there any exposure
  - IT - passwords, computers, etc.
  - Severance/lawsuit issues
- What ideas do you have?

- The difference between executive transition and succession planning: Are they the same?
- Transition is what you do after the leader has left.
- Succession is creating the conditions for the incumbent leader to succeed, understanding your current & future strategies, leadership development within the organization, and having firm foundation and board in place.

## What is Succession Planning?



# Who is responsible for succession planning?

## Board responsibilities:

- Strategy
- Vision
- Understanding the job of the chief executive
- Selecting, supporting, evaluating the executive

## Executive responsibilities:

- Understanding what conditions would be needed for the next leader
- Legacy
- Succession and leadership development within the organization



# Chief Executive Succession Planning Cycle

# Summary

- The Four Ingredients of an Emergency Transition Plan
  - Communication
  - Financial
  - Interim Management
  - Risk Assessment
- Take home template for writing your own emergency plan
- Succession Planning Cycle





# Discussion

- What did you learn
- What are your key takeaways
- Questions?

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