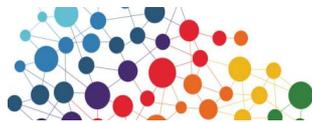




Succession Planning

Planning for the best, preparing for the worst



Presented by: Lisa Talavia – Spencer
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Who is in the Room Today?



Non-profit with no paid staff
Non-profit with 1 paid staff
Non-profit with 2-5 paid staff, more than 5?

Board Chairs/ Presidents?
Vice Chairs / Vice Presidents?

Less than 1 year?
1- 2 years?
2+ years?



Who currently has a succession plan in place?

Agenda in a Nutshell

1. Welcome & Overview
2. What & Why
3. Three Perspectives
4. Frameworks & Tools
5. Culture & Leadership
6. Building a Plan
7. Questions & Resources



Activity #1

Instructions:

- Respond to the following questions
- 5-8 words per card, total of two cards/person
- Please write legibly and use large lettering
- Share your responses with your neighbour

Questions:

1. What is one thing you do well to support succession planning in your organization? (a success)
2. Where are you struggling? (a challenge)



What is Succession Planning?



According to Anne E Casey Foundation

“At the most basic level, succession planning is a sound risk management practice.” [It is], “a strategic, proactive approach to ensuring that nonprofits nurture, identify, and recruit the leadership they need to succeed.”

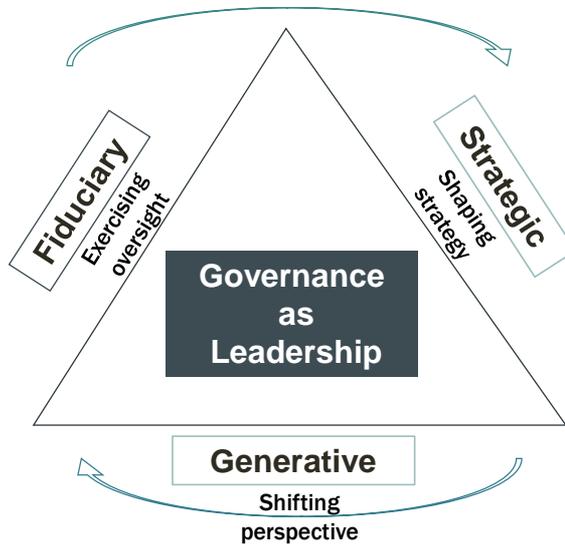
Source: Building Leaderful Organization – Succession Planning for Nonprofits, Anne E. Casey Foundation, p.7

HR Council of Canada

“A succession plan, simply put, is a component of good HR planning and management. Succession planning acknowledges that staff [and board members] will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave.”



Why Plan for Succession?



Source: Chait, Richard, William P. Ryan, and Barbara E. Taylor. 2005.



Why Plan for Succession?



Fiduciary Duty / Risk Management

Strategic / Excellence

Generative / Future Focused



WHY

Fiduciary Duty

Directors have a fiduciary obligation to safeguard the organization's corporate objects and to make sure that the organization's activities and programs are permitted by its objects. *(CPA 20 Questions, Fiduciary Duty)*

You have a "legal duty to act primarily for another person's benefit."

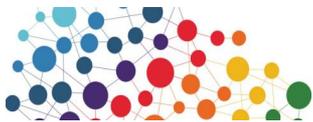
In this case, the 'person' is an organization and you owe the organization the duties of "good faith, trust, confidence and candor; and must exercise a high standards of care in managing another's property." *(20 Questions, CPA, p. 11)*



WHY



Q. How do you think your fiduciary duties relate to succession planning?



Risk Management





Q. If someone were to leave the organization (board, staff or volunteer), where do you think key areas of risk exist in your organization? Consider risks that may be present at the board and operational levels.



Strategic Thinking

Translate the insights gained from risk assessment and environmental scanning into strategies and actions that support the sustainability of your organization.

Consider how you build and retain your talent pool.

Consider how to build in flexibility and adaptability into your plan(s).



WHY

Excellence



Planning for succession of board and senior leadership roles is a great way to foster organizational excellence.

The board demonstrates “generative thinking” viewing succession planning through this lens.

Provides opportunity to reflect on current and future direction, skills and talents present and anticipated and implement strategies to fill current or anticipated gaps.

Tools that boards find helpful include skills matrices and board evaluations.

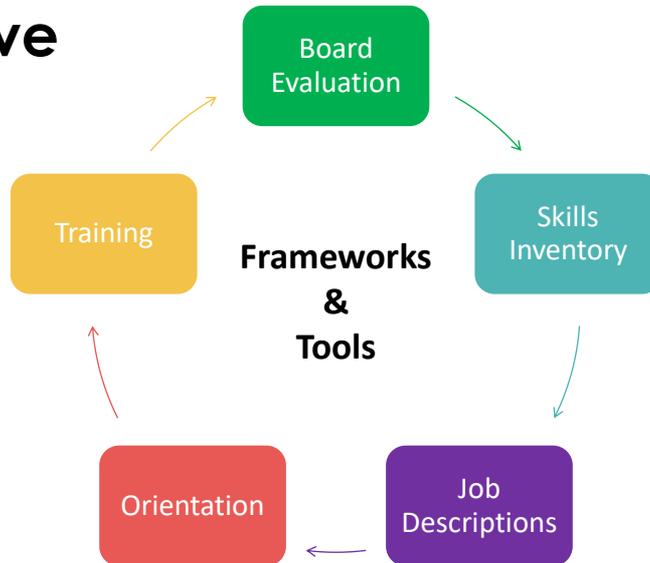


Three Perspectives



Source: *Building Leaderful Organization – Succession Planning for Nonprofits*, Anne E. Casey Foundation p.4

Proactive



HOW

Discussion

Of the possible proactive actions you could take to support smooth transitions, what do you think would be most helpful and effective in your organization?

Reflect, write, discuss (incl. rationale)

HOW

Emergency Response

Legal / Compliance

Financial

Human Resources

Information Technology

Programs & Operations

Reputation

Governance



HOW

Discussion

1. What does your emergency response plan include?

What did you identify as the critical tasks/responsibilities that need to continue during this time, how these tasks will or could be completed and by whom.

2. How might your proactive plan help in an emergency?

3. What unique factors exist in an emergency departure?



HOW

Defined Departure

Perhaps a long time board chair is ready to move on and has hinted / discussed this at board meetings.

Maybe the ED's contract is up and he/she wants to pursue a new opportunity and both the board and ED want to ensure a smooth transition to a new ED.

These examples reflect a defined departure scenario and provide a great opportunity for the board to consider the future of the organization and the leadership required to ensure success.



HOW

Discussion

1. How might an organization's succession plan be similar / different in this scenario?
2. What components from a proactive plan could you use?
3. What critical tasks from the emergency response might need to be activated if, for example, recruitment takes longer than expected?



HOW

Realities Facing Non-Profits

Volunteer-based boards

Changing demographics

Changing views on ways to get the work done

Nature of sector salaries

Other? (*strengths, weaknesses, opportunities, threats*)



HOW

Leadership & Culture

Reflection on organizational culture and values

Challenging conversations

Opportunities & Adaptation

- Nurturing people
- Mentoring and Cross Training
- Flexible structures



HOW

Building a Plan



What do we do now?

- Recruitment
- Orientation & Training
- Completing Governance work
- Completing Frontline work
- Leadership / Culture

Adaption Strategies

- What might we start doing?
- What might we do differently?



HOW
&
WHO

Moving Ideas to Action



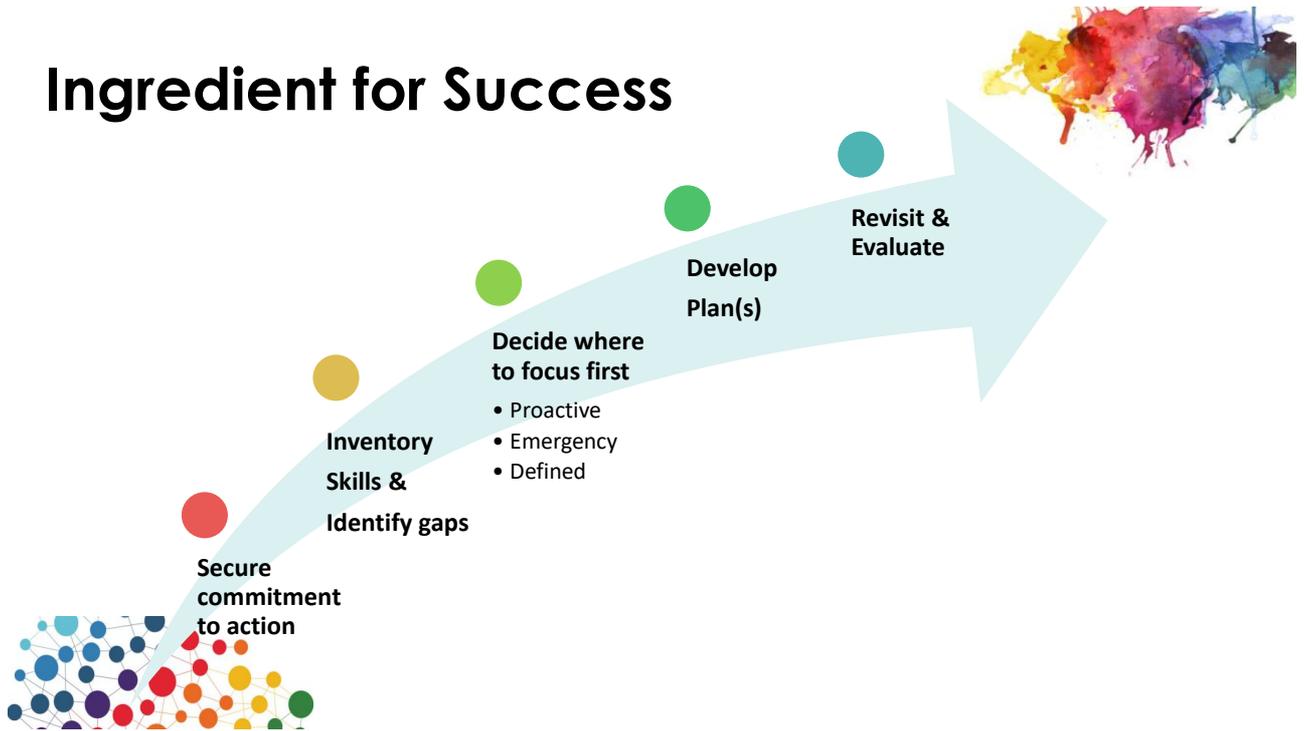
Identify Next Steps

1. Based on your knowledge of your organization, what three specific actions can and should your board undertake to help ensure strong succession planning in your organization?
2. What is one thing you will do to advance these ideas?



HOW
&
WHO

Ingredient for Success



Questions?



Sources & Resources



Deloitte – The Effective Not-for-Profit Board: A Value Driving Force (USA)

<https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/public-sector/ca-en-public-sector-effective-npo-board.pdf>

Anne E. Casey Foundation – Building Leaderful Organizations (USA)

<http://www.aecf.org/resources/building-leaderful-organizations/>

Council of Nonprofits (USA)

<https://www.councilofnonprofits.org/tools-resources/succession-planning-nonprofits-managing-leadership-transitions>

Institute of Corporate Directors (CAN)

https://www.icd.ca/getmedia/b52879ea-7681-4673-8f95-567ce4c367b7/7-Emergency_CEO_Succession.pdf.aspx

Leading Transitions Executive Transitions Initiative (USA)

http://www.leadingtransitions.com/pdfs/ETIToolkit_3.pdf



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Community Development Unit

www.culture.alberta.ca/communitydevelopment