

Succession Planning for Councils

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Workshop Goals

Provide participants with an interactive hands-on session that introduces sustainable leadership and succession planning. The workshop will cover:

- An introduction to succession planning and executive transition management.
- An overview of different types of succession plans.
- How planning can benefit the Council's executive staff.
- How Council's can benefit by reducing risk of unplanned leadership transitions.
- Present a guide for developing a plan.
- Provide a framework to begin developing a succession plan.

Premise

- Toward mission accomplishment, leadership capacity is the link connecting:
 - Mission
 - Organizational Effectiveness
 - Sustainability
- Attention to leadership sustainability and leadership capacity and results in, sustainable, strong and effective organizations

Terminology

- Executive Transition
- Executive Transition Management
- Emergency Backup Planning
- Succession Planning
- Departure-Defined Planning
- Sustainability Planning
- Leader Development Planning

Executive Transition Continuum



Why Plan for Succession and Transition?

- Minimize risk
- Prepare the organization to capture opportunities
- Support organizational sustainability

Two Philosophical Approaches

- Replacement
 - Filling a position after the planned or unplanned departure of a leader.
- Leader-Development
 - An ongoing strategic approach to talent management that puts people with the right skills and abilities into leadership roles in a timely fashion for the organization and the individual's development.

Types of Succession Plans

- Emergency Backup:
 - Prepares organization for unexpected transitions
 - Succession policy + emergency backup plan
- Departure-Defined:
 - "Pre-transition" planning, 1 to 3 years in advance
 - Plan to strengthen the org. prior to transition (strategy, leadership, board, staff, management team, systems, etc.)
- Leader Development:
 - An investment in leader development over time
 - Broaden and sustain leadership capacity
 - Support professional development – staff and board leaders

The Succession Policy

- A Board adopted policy that outlines the process of how a planned departure of the executive is to be handled.

Emergency Backup Plan

- A multipage document that identifies individual(s) who will act as designated backup(s)
- Outlines the key functions, roles and relationships, etc.
- Identifies cross training needs/plan
- Signed by the individuals involved
- Backup plan + succession policy

Emergency Backup Planning *Critical Elements*

- Understand the key functions, roles and relationships of the executive
- Designate backup coverage in case of unplanned absence
- Develop and implement cross-training opportunities
- Develop definitions, procedures and protocols for integrated staff and board emergency response (e.g. What, when, who and how)
- Develop transition management policy
- Prioritize capacity building to continue positioning for effective transition management
- Circulate, review and refresh annually

Leader Development Planning

- Typically refers to process rather than a document
- Results are typically captured in strategic plan, human resources plan, etc.
- Anticipates future leadership needs
- Outlines developmental plans for current leaders
- Identifies potential future new hires

Leader Development Planning

Critical Elements

- Convene strategic visioning or planning
- Develop agreement on strategic direction
- Understand the dominant organization culture and driving forces
- Understand the key functions, roles and relationships of the executive and other key leaders
- Develop annual leadership recruitment and development plan and integrate into ongoing strategic planning
- Review and refresh annually

Departure-Defined Planning

- Departure driven (*departure 1 to 3 years out*)
- Highly situational
- Capacity needs driven

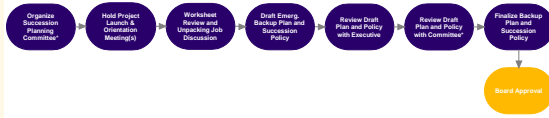
Departure-Defined Planning

Critical Elements

- Executive does personal planning and decides on timeline for departure; coaching and/or *Next Steps* workshop may be helpful
- Decide on when departure announcement is public and priority actions before departure
- Inform Board leaders and form and convene Transition Committee when appropriate
- Design Transition Management Process (see previous ETM slides)
- EMBRACE THE JOURNEY

Emergency Backup Planning Overview

Chief Executive Plan Only



Chief Executive PLUS Executive Team

- Same as above PLUS:
- Executive Team included in the Launch/ Orientation Meeting
 - Emergency Backup Plans Developed for identified Executive Team positions
 - Emergency Backup Plan "At a Glance" (overview) provided

*Board involvement depends on the organization. In some cases it's from the beginning. In other cases it's after initial work on backup plan has been completed with the executive.

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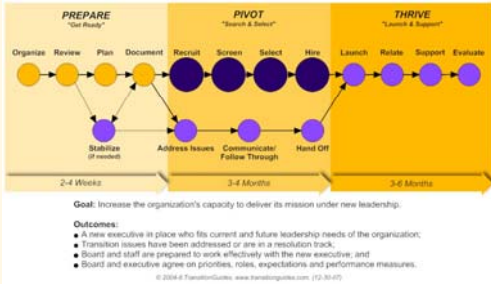
What is an Executive Transition?

- **Executive Transition**—
 - Begins with the executive's decision to depart (or the Board's decision to terminate)
 - Extends through the recruitment and hiring
 - Concludes with completion of first full budget cycle with new executive
- **Executive Transition Management (ETM)**—
 - A three-phase approach--
 - Planning and Preparation
 - Recruitment/Selection and Platform Building
 - Post-Hire Installation and Support
 - Holistic management of entire departure-recruitment-installation process

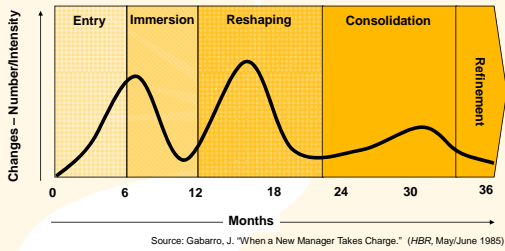
Executive Transition Management Goal and Outcomes

- **Goal:**
 - Increase the organization's capacity to deliver its mission under new leadership.
- **Outcomes:**
 - A new executive in place who fits current and future leadership needs of the organization;
 - Transition issues have been addressed or are in a resolution track;
 - Board and staff are prepared to work effectively with the new executive; and
 - Board and executive agree on priorities, roles, expectations and performance measures.

Executive Transition Management Process Overview



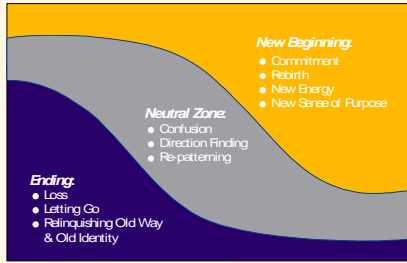
Post-Hire Phases



Factors Influencing Transition

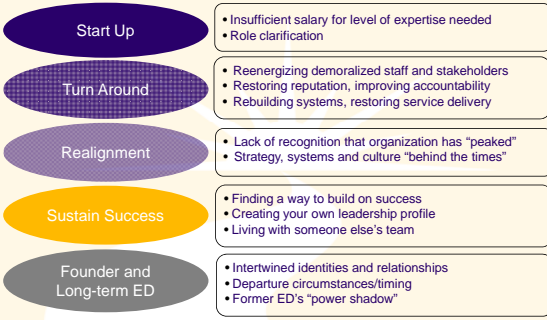
- Organization health and life cycle
- Organization size
- Organization mission and culture
- Diversity considerations
- Departing executive's role, legacy and shadow
- Circumstances of the departure

Transition – Coming to Terms with Change



Source: Bridges, William. *Managing Transitions: Making the Most of Change*. 2nd ed. Cambridge, MA: Harvard P.U., 2003.

Transition Scenarios: Related ED Challenges



Questions and Answers