Next Steps: Planning for MCH Leadership Transitions and Succession Planning

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Why the Need for Discussion?

How are we preparing for the future to ensure a strong foundation for MCH Leadership?
Objectives for Session

- Understand the need for written Succession Planning documents
- Gain skills to develop an Organizational Succession Plan
- Understand why ongoing talent management is critical to business continuity
- Gain understanding in overcoming challenges

Roadmap to Leadership

- Maternal and Child Health Leadership Competencies--12 main competencies needed for MCH Leaders (*MCH Leadership Competencies Workgroup 2009*)
- Two of these 12 competencies focus of today’s presentation...

Self Reflection

Developing Others through Teaching and Training
Self-Reflection

- Understanding personal beliefs, styles of communication, and life experiences.
- Impact of beliefs and past experiences on negotiation and leadership styles.

Developing Others Through Teaching and Mentoring

- Communication, critical thinking, and professionalism critical
- Teaching involves designing learning environment; providing resources to facilitate learning; modeling process of effective learning; and evaluating whether learning occurred.
- Mentoring is influencing the career development and career satisfaction by acting as advocate, coach, role model, door opener, etc.

Daring to Lead 2011 Study Findings

- 7% of Execs have given notice and 67% anticipate leaving within 5 years!
- 27% have been on the job 10 years or more
- Executives and Boards are reluctant to talk proactively about succession

Compass Point Non Profit Services/Myers Foundation
Daring to Lead 2011
Study Findings (cont.)

- Only 17% of organizations have a formal succession plan

- 33% of current executives followed a leader who was fired or forced to resign ("mis-hires")

Types of Succession Planning

- **Emergency Succession Planning**: when the executive suddenly departs

- **Departure Defined Succession Planning**: a process for a future planned retirement or permanent departure of the executive

- **Strategic Leader Development**: promotes ongoing leadership development for talent within the organization

Key Components of Emergency (Unplanned) Succession Plan
Rationale for Plan

“It is important to ensure organizational stability and leadership continuity in the event of unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition even when it is predictable and planned.”

Risk Management
Information & Contact Inventory:

- IRS Determination Letter
- Board Minutes
- Bylaws
- Current and previous 990’s
- Tax exemption certificate
- Donor/Client/Vendor/Employee Records
- Contact information for Auditor, Legal Counsel
- Audited Financial Statements
- Account #s
- Insurance Policies #s

Information & Contact Inventory

http://www.aapa.org/uploadedFiles/content/About_AAPA/Constituents_and_Groups/Resource_Items/Emergency_Succession_Plan_Template.pdf
Priority Functions of Executive’s Role

<table>
<thead>
<tr>
<th>Priority functions</th>
<th>Short term staffing strategies (Under 3 months)</th>
</tr>
</thead>
</table>
| Financial: Signatory on agreements, contracts, transactions, budget approvals and legally binding documents | Jane Smith, Board President  
Sandy Jones, Board Treasurer |
| Development/Fundraising: Direct the activities and oversee donor relations  
Sign Foundation Grant Proposals | Sandy Jones, Board President with support of  
Anna Gomez, Director of Development |
| Direct Management Team to deliver services and administer operations | Michelle Brown, Director of Finance |
| Work with the Board of Directors to ensure policies and plans are implemented and the strategic direction is followed | Michelle Brown, Director of Finance |
| Facilities maintenance/repair or acquisition and development of new space, facilities. | Sam Green, Administrative Operations Manager  
(All contracts and financial commitments require approval of Jane Smith, Board President) |

Communications Plan

<table>
<thead>
<tr>
<th>Who to notify in event of temporary change of leadership</th>
<th>Person accountable for notification</th>
<th>Timeline for notification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee of Board</td>
<td>Jane Smith, Board President</td>
<td>24 Hours</td>
</tr>
</tbody>
</table>
| Board of Directors                                       | Jane Smith, Board President  
Sandy Jones, Board Treasurer | 24-48 Hours                |
| Management Team                                          | Jane Smith, Board President       | 24-48 Hours               |
| Staff                                                    | Jane Smith, Board President       | 24-48 Hours               |
| Banks, Auditor                                           | Sandy Jones, Board Treasurer with support of  
Michelle Brown, Director of Finance | Within a week               |
| Local & state government agencies that fund programs     | Sandy Jones, Board President with support of  
Anna Gomez, Director of Development | Within a week               |
| Donors, Foundations                                      | Sandy Jones, Board President with support of  
Anna Gomez, Director of Development | Within a week               |

Other Elements of Emergency Succession Plan

- Identification of “Standing Appointee” to an Acting Executive position as well as who may implement this appointment (e.g. Board President)
- Authority and restrictions of “Appointee” and who provides oversight
- Cross-training plan for coverage of “Priority Functions”
- Definitions of succession plan events: temporary/short term; temporary long term; or permanent absence
- “Approvals and maintenance of record”
Creating a Departure Defined Succession Plan

Chief Executive Succession Planning

“It is not only about determining your organization’s next leader, it is a continuous process that assess organizational needs, and creates a climate for an executive to succeed”

Nancy R. Axelrod, *Chief Executive Succession Planning: The Board's Role in Securing Your Organization's Future*

Key Considerations...

- Facilitate personal planning of departing executive
- Agreement on executive emeritus role
- Update job description and identify hiring requirements
- Form succession planning and/or transition committees

*CompassPoint’s Executive Transitions Template*
Key Considerations (cont.)

• Conduct sustainability/business continuity audit (e.g. CompassPoint’s *Is Your Organization Next Generation Self-Assessment & Reflection Questions*)

• Determine executive search strategy

• Define internal and external communication plan

• Create transition/development plan for new executive

CompassPoint’s Executive Transitions Template

Strategic Leadership Development

Leadership Competencies
Leading the Organization...

- Managing Change
- Solving problems & making decisions
- Managing politics & influencing others
- Taking risks & innovating
- Setting vision and strategy
- Managing the work
- Enhancing skills and knowledge
- Understanding & navigating the organization

Managing Self...

- Demonstrating ethics and integrity
- Displaying drive and purpose
- Exhibiting leadership stature
- Increasing capacity to learn
- Increasing self-awareness
- Developing adaptability

Leading Others...

- Communicating effectively
- Developing others
- Valuing diversity and difference
- Building and maintaining relationships
- Managing effective teams and work groups
New Leadership Failure Factors

- Fails to Build Relationships and a Team Environment
- A Mismatch for the Corporate Culture
- Failure to Deliver Acceptable Results
- Unable to Win Organization’s Support
- Lack of Appropriate Training

Leadership Development Road Map to Success

- 360 Assessment
- Coaching
- MBTI
- Regular Feedback
- Training

Lessons Learned

- Expect Resistance – Barriers to Change
- Need to “Over-communicate” Objectives for Initiatives to Properly Set Stage
- Anticipate Distrust of 360° Feedback Process -- Build Climate of Trust
- Ensure Board Is Properly Prepared
Helpful Resources...

MCH Leadership Competencies Workgroup
http://leadership.mchtraining.net

Compass Point
http://www.compasspoint.org

Annie B. Casey
http://www.aecf.org/Home/KnowledgeCenter/PublicationsSeries/ExecutiveTransitionMonographs.aspx

AED Center for Leadership Development
http://cld.aed.org
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