

HARTFORD FOUNDATION FOR PUBLIC GIVING

**Sustainable Leadership  
and  
Succession Planning Workshop**

**Wednesday, December 12, 2007**

**Presented by:**

**Transition  
Guides**

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**Hartford Foundation for Public Giving**  
**Sustainable Leadership and Succession Planning Workshop**  
**December 12, 2007**

**Agenda**

**Session Goals:** The workshop will provide participants with the following:

1. An introduction to succession planning and executive transition management
  2. An understanding of different types of succession plans
  3. An understanding of how organizations can benefit by reducing the risk of unplanned leadership transitions and a guide for developing a plan
  4. A review of sample emergency succession plan
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- 9:00 AM Welcome, Agenda Review and Introductions
- 9:25 AM Overview of Executive Transition Management and Leadership Sustainability and ,  
Succession Planning
- 9:55 AM Understanding your Organization's Context: Reflections on Direction and Priorities  
for Leadership Planning
- 10:15 AM Small Group Discussions: Succession Planning and Executive Transition  
Management (Optional – Can continue to meet with your team if you elect)
- 10:35 AM Break
- 10:45 AM Short Report Outs and Q & A
- 11:00 AM Emergency Back-Up Planning: Getting Started and Exploration of Important Actions
- 11:30 AM Report Out: Ah-ha's and Next Steps on Action Items
- 11:45 AM Wrap Up and Session Evaluation
- 12:00 PM Adjourn



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* Excerpt from <i>Leader Development &amp; Emergency Succession Planning</i> . See <a href="http://www.transitionguides.com">www.transitionguides.com</a> to obtain a compact disk (CD-Rom) of the full workbook..		



# ***POWERPOINT PRESENTATION***







## Succession Planning and Executive Transition Management Hartford

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### Premise:

- When assessing an organization's effectiveness in mission accomplishment, there is a discernable LINK connecting
  - » Mission
  - » Organizational Effectiveness
  - » Sustainability
- The LINK is ...Leadership Capacity to facilitate Organizational Performance
- The Desired Result ...*effective, sustainable and strong organizations*

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### Terminology

- Succession planning
- Sustainability planning
- Legacy planning
- Executive transition
- Executive search
- Executive transition management
- Interim Executive

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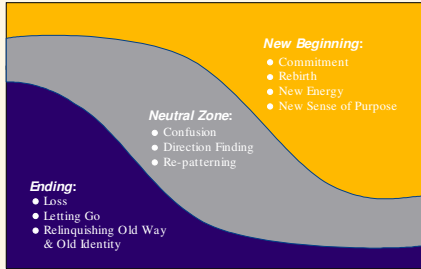
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## Transition – Coming to Terms with Change



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

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## Why Plan for Succession?

Advanced planning for changes in leadership helps to **minimize risk** during transitions, and **supports organizational sustainability**.

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## Two Philosophical Approaches Leadership Development and Succession Planning

**1. Replacement** - *Filling a position after the planned or unplanned departure of a leader.*

**2. Leader-Development** - *An ongoing strategic approach to talent management that puts people with the right skills & abilities into leadership roles in a timely fashion for the organization & the individual's development.*

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### **Three Types of Succession Plans:**

- **Emergency:**
  - Prepares organization for unexpected transitions
    - Short-term “stop gap” measure
    - Longer-term replacement strategy
- **Strategic Development:**
  - An investment in leader development over time to
    - Broaden and sustain leadership capacity
    - Support professional development of Board and staff
- **Departure Defined:**
  - An approach often preferred by founders and long-tenured executives to engage the Board and staff in a more public succession planning (with the anticipation of leaving at a certain time).

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### **Emergency Succession Planning Critical Elements**

- Understand the Key Functions, Roles & Relationships of the Executive
- Designate back-up coverage in case of unplanned absence
- Develop & Implement Cross-Training Opportunities
- Develop Definitions, Procedures & 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

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### **Strategic 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 & Relationships of the Executive & other key leaders
- Develop annual leadership recruitment and development plan and integrate into ongoing strategic planning
- Review and refresh annually

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**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

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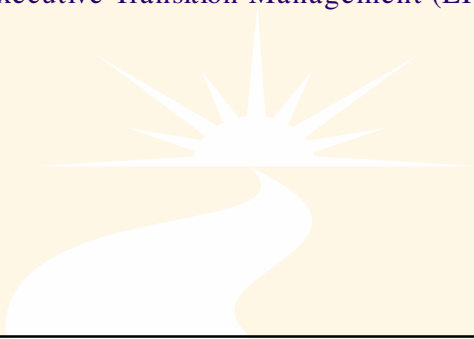
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**Overview:  
Executive Transition Management (ETM)**




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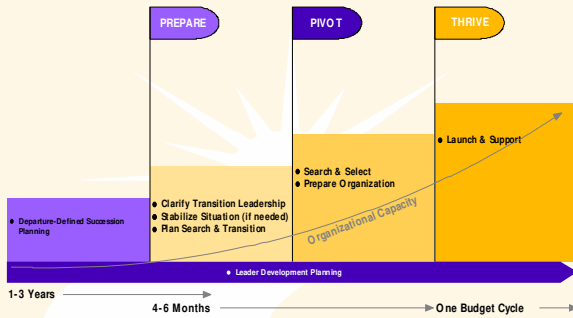
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**Executive Transition Continuum**




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## Why Should We be Concerned?

- **Risk**
  - Non-routine transitions
  - High turnover potential
  - Leadership & management shortage
  - Organizational instability or death
- **Cost**
  - Community not served well or services interrupted
  - Loss of time and focus by board & staff
  - Funder retreat or suspension
  - Stakeholders investment lost or under used
  - Missed opportunities for projects or advances
- **Opportunity**
  - Better match of Leadership Team with organizational direction and goals
  - Board development and strengthening
  - Expanded diversity in Leadership Team
  - Increased stakeholder support
  - Sustained or increased organizational effectiveness
- **Executive transitions are on the increase**

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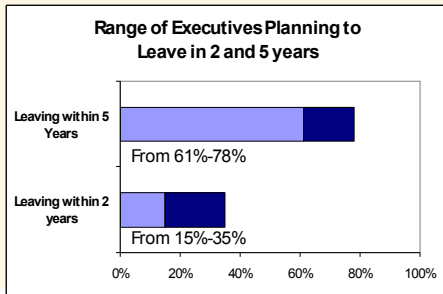
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## Executive Transitions on the Rise



According to 3 recent surveys

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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 & Preparation
    - Recruitment/Selection & Platform Building
    - Post-Hire Installation & Support
  - Holistic management of entire departure-recruitment-installation process

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### Objective of *Executive Transition Management*

- A positive, forward-looking relationship ...
- between an executive who fits the current and future leadership needs of the organization and...
- an organization (and board) that is prepared to work with him/her.
- In other words, and executive who *fits, sticks and performs.*

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### Factors Influencing Transition




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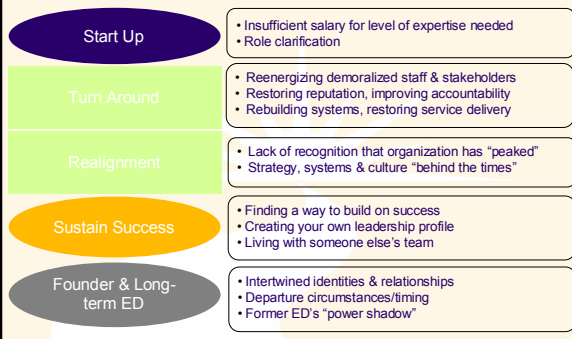
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### Transition Scenarios – Related ED Challenges




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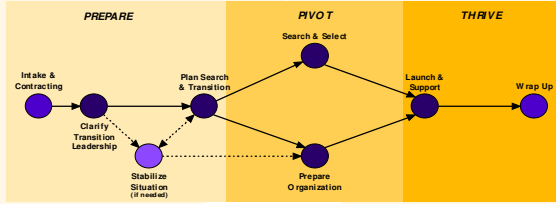
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# Executive Transition Management Process Overview



**Target Result**  
A positive, forward-looking relationship between an executive who fits the current and future leadership needs of the organization and an organization (including the board) that is prepared to work with him/her.

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# Section One

## ***SESSION MATERIALS***





## **Direction, Leadership and Change**

*This worksheet is designed to have you continue to think about the organization, your vision and aspirations for the future, as well as the leadership implications for you as a facilitator of constructive change.*

**Based upon your mission, programs, and organizational capacity, describe your organization's current and/or envisioned strategic direction and key goals (including timeframe for accomplishing goals)**

**What are some of the fundamental issues and/or key concerns you have about moving your organization forward in this direction?**

**What changes within the organizational culture, if any, do you anticipate might be needed as you move forward?**

**What could be some advantages associated with moving your organization in this strategic direction?**

In order to move your organization forward ... what are the 3 most critical changes that need to occur?

Critical Changes	Implications	
	<i>For ED &amp; Staff</i>	<i>For Board</i>

How would you describe the “*BIG Change*” for your organization?  
*What are the desired gains? Potential risks/challenges?*

# Assessing and Building the Leadership Capacity of Staff and the Board

**Reflections:** *Think about how work gets accomplished in your organization, and how perspectives or opinions are shaped. Use the questions below to identify leader-development opportunities within your organization.*

## What is my organization’s leadership capacity?

- Who are the formal and informal leaders among staff? What are their strengths? In what ways would you like to see them develop/refine their leadership skills?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- Who are the formal and informal leaders among the board members? What are their strengths? In what ways would you like to see them develop/refine their leadership skills?

## What type of succession planning exists, or needs to be developed?

- **For the Board:**  
*If the current officers are absent (long-/short-term), who is next in line to assume that responsibility? How prepared are they to assume the responsibility of leadership?*
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
- **For the Executive Director? For other Staff?**



# Organizational Planning Workbook: Leader Development & Emergency Succession Planning

## Understanding the Leader Development & Succession Landscape

In most literature that deals with succession planning and talent management, the models represented are heavily weighted toward for-profit corporate models. The interest in creating and sustaining a pipeline of viable leaders (staff and volunteers) within non-profit organizations is beginning to grow. Admittedly the resources to plan and implement leader development strategies may be difficult among non-profits because of competing demands for limited resources. However, the consequences of NOT developing an appropriate pipeline of staff and board leaders to implement key functions and fulfill critical responsibilities may contribute to the demise of some organizations.

### What if ...?

What would happen if the Executive Director leaves through an unplanned and unexpected way (say due to health). Who within the organization is prepared to step into that role and maintain the relationships with funders, community leaders and other stakeholders? Who in the organization would be prepared to provide appropriate oversight and direction regarding the organization's operations, programs and board liaison responsibilities?

Whether the shift in leadership is unplanned/unexpected or predictable and planned, that transition between leaders can leave an organization in a vulnerable state. Loss of confidence in the organization's ability to fulfill commitments, respond to the needs of programs and the communities served, etc. could significantly hamper an organization's reputation and longer-term viability. The ability to recover (more quickly than not) from the shock of leader transition can be supported by having a plan and implementation strategy to have key functions and responsibilities "covered" by an alternate leader if the primary is unable to fulfill his/her responsibilities.

Henry Kissinger said, "The task of the leader is to get [his/her] people from where they are to where they have not been." It is important for leaders to prepare for leadership transitions before one occurs! Planning, persistence and creating opportunities to cultivate and expand the talent within an organization can happen in small incremental ways as preparation for the day when the transition will occur.

## Two Philosophies Regarding Succession Planning

### Replacement

Traditionally, many of talent management and succession strategies have been built upon a "**replacement**" philosophy. There is validity to this, especially in a nonprofit context, when you are dealing with unplanned, unexpected changes in leaders. The immediate questions of within the organization will be:

- ❑ If the Executive, or a person any other key role, leaves unexpectedly ... who knows how to do that function?
- ❑ Who understands what the immediate organization/program needs are – and how to meet those needs/commitments?
- ❑ If someone else on staff moves to take on these additional responsibilities, what other parts of the organization may suffer due to lack of, or insufficient, attention?

# Organizational Planning Workbook: Leader Development & Emergency Succession Planning

## Leader Development

An emerging philosophy to address some of these key questions articulated above, is talent management through “**on-going leader development.**” This philosophy emphasizes the need to attend to staff development and board development activities in order to create and maintain a pipeline of people capable of taking on various leadership responsibilities needed within the organization, on a short or longer-term basis. This includes both strategic and intentional focus on:

- ❑ examining current status of skills, competencies and abilities among staff and volunteers (board)
- ❑ creating a plan that covers the key management/program roles (in emergency cases)
- ❑ creating a plan that develops talent over time to step into leader roles (staff or volunteer) when needed
- ❑ implementing strategies to support these plans

In this emerging philosophy of leader development-succession planning, the strategies used to implement these plans need to be woven into the infrastructure of the organization’s systems, policies and day-to-day practices. Resources to sustain a leader development-succession plan should be appropriate and commensurate with the scale of the organization’s budget realities. Crafting a communication strategy for internal and external stakeholders about the leader development plans will help educate, motivate and enroll support for your plans.

## Types of Succession Plans

Type	Characteristics	When & Why
<b>EMERGENCY</b>	A replacement approach that prepares the organization for unexpected transitions. In addition to placing an alternate person in a position, it also requires clarifying the lines of authority within the organization (within the context of this new scenario) and communication to educate key strategy (internal & external) stakeholders and to enroll their support with this change.	When a leader (e.g., CEO, other KEY role, Board Officer) departs unexpectedly, usually due to death or illness). This could be used as a short-term “stop gap” measure to sustain viability for short-term illnesses, or for longer-term use when it will take time to replace the person in that role.
<b>STRATEGIC DEVELOPMENT</b>	A longer-term investment in leader development that is incorporated into the strategic business planning of the organization. It is a proactive approach that broadens leadership capacity through attention to cross-training, and the professional development of staff and board leaders.	An investment in leader development over time that is designed to create and maintain breadth and depth of leadership capacity for important staff roles and for the leadership of the board.
<b>DEPARTURE-DEFINED</b>	An approach often preferred by founders and long-tenured executives where the executive might initiate changes that are preparing for succession privately, and then engage the Board and staff in a more public succession planning process. This may occur 1.5 to 3 years before the executive’s anticipated departure.	This could be a hybrid of the emergency and/or strategic development succession plans. This is used in short- or long-term replacement for planned departures of people in key roles.



# Reflections

## Key Questions to Consider

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1. Do you have a current Executive Director job description?  Yes  No  
If not, what's your process and timeline for developing one?
  
2. Is there an obvious back-up person for the executive director?  Yes  No  
If not, what are the options and your process and timeline for deciding?
  
3. Do you have an emergency back-up (succession) plan in place?  Yes  No  
If not, what's your process and timeline for development and what assistance is needed?
  
4. Are there other staff or Board positions for which an emergency back-up plan is needed?  Yes  No  
If yes, for whom? \_\_\_\_\_  
What is the timeline for completion, if not in place?
  
5. Is there a database or list for communications to key stakeholders that could be easily accessed to inform about an unplanned or planned absence?  Yes  No  
If yes, who keeps it and is responsible for updating? **Name:** \_\_\_\_\_  
If not, what's your process and timeline for developing and making it available?



## Section Two

# ***ABOUT TRANSITION GUIDES***





# Transition Guides



Your Organization  
Makes a Difference

TransitionGuides Makes Sure  
You Always Can

**Thriving** organizations share three core elements: strong leadership, clear vision, and effective strategy. A change in executive leadership presents a change in all three. It's a pivot point, a time when the organization's future is on the line. An experienced adviser can help you make the most of this defining moment. Trust in a partner – one who believes in the possibilities and is well-versed in managing successful transitions – to enable you to navigate change and to help your organization expand its scope, leverage talent, and increase mission results.

*Successfully led founder transition of leading Maryland human services and advocacy organization*

## Harness Your Strength

TransitionGuides is a unique consulting and educational services company that enables nonprofit organizations to capitalize on opportunities that come with transitions. Headquartered in suburban Washington, DC, our team of nationally recognized consultants specializes in leadership transitions, succession planning, strategy development, and managing organizational change. We have successfully led hundreds of organizations through leadership and other pivotal changes. Clients include local and national nonprofits, foundations, associations, and select government agencies. TransitionGuides is a pioneer in leading organizations to identify and harness the power of change.

*Built management team of nation's largest neighborhood housing organization*

## Launch Your Future

TransitionGuides partners with organizations to facilitate transformation during a transition. Working hand-in-hand with your leadership team, we help you connect with the untapped potential of your mission, manage change, and help you create an environment in which your organization can thrive. Executive searches are at the center of our services, but our knowledgebase of over 200 engagements has taught us that a leadership transition is an arc of events that encompasses much more than the search. A successful transition requires sophisticated planning, thoughtful implementation of the launch, and significant support after the executive is hired. Our services offer a complete solution to the challenge and opportunity of leadership transition and were specifically developed with the nonprofit sector in mind. With a committed partner and expert services, change becomes a catalyst for growth.

## Lead with Experience

Founded by leaders in the area of executive transition for nonprofit organizations, TransitionGuides offers a diverse and talented national network of professionals. Our team of consultants has broad and deep experience, and each one came from a successful career as an executive or senior level manager in the nonprofit sector. Our commitment to our clients goes beyond helping you find the right leadership. At TransitionGuides, our goal is to infuse your organization with new vitality, increasing your ability to make an impact now and in the future.

*Developed leadership transition initiatives for the Annie E. Casey Foundation and statewide associations*



# Transition Guides

Leadership  
Transition Services

Your Organization Makes a Difference  
**TransitionGuides Makes Sure  
You Always Can**

**Turnover** in executive leadership can be transforming. Positive transitions require effective management from start to finish. Few organizations successfully navigate this process alone. At TransitionGuides, we partner with organizations to capitalize on opportunities and mitigate risks that come with change. With extensive experience in change management, TransitionGuides utilizes a client-tailored approach that enables organizations to:

- Clarify issues and direction
- Successfully plan and manage leadership transition
- Recruit, hire, and deploy exceptional leadership talent
- Increase mission impact and enhance strategy, leadership, and capacity

*Successfully led turnaround project for a Maryland youth organization in crisis*

## More Results, More Impact

TransitionGuides is a unique consulting and educational services company that enables organizations to capitalize on opportunities that come with transitions. Headquartered in suburban Washington, DC, our team of nationally recognized consultants specializes in leadership transitions, succession planning, strategy development, and managing organizational change. We have successfully led hundreds of organizations through leadership and other pivotal changes. Clients include local and national nonprofits, foundations, associations, and select government agencies. TransitionGuides is a pioneer in leading organizations to identify and harness the power of change.

*Helped an association of grantmakers bridge a leadership gap and successfully launch a new executive*

## Align Your Leadership's Power with Leadership Transition Management Services

### Executive Search and Transition Management

Ensure a great hire and the successful launch of an executive who fits your organization's current and future leadership needs. TransitionGuides collaborates with the leadership of your organization to develop a comprehensive set of services tailored to your needs. The program's centerpiece is the presentation of excellent candidates, but the process begins with the development of a sophisticated transition and search plan and ends in the selection of a new executive, who has a clear achievement roadmap and support for a positive start.

### Succession Planning Consultation

Prepare for future transition by proactively establishing a leader development culture and succession plans for key leadership positions.

### Executive Coaching

Lead your organization through change or carefully plan for an imminent transition. Designed for founders and long-term executives. Post-hire support for new directors is also available.

### Capacity Building and Planning

Ensure a successful transition through strategic review and planning, governance enhancement, and related staff and organizational development.

*Guided a premier Virginia homeless program through executive transition after a legendary founder's departure*





# Transition Guides

Knowledge Development  
and Education

Your Organization Makes a Difference  
**TransitionGuides Makes Sure  
You Always Can**

**Leadership** transitions are pivotal moments you can use to clarify direction, build capacity, and become well positioned for the future. Change in leadership can also be a challenge without a guide to navigate the way. TransitionGuides provides knowledge development and educational services to:

- Increase awareness of leadership transition issues
- Educate and inspire organizations through customized programs
- Serve as a resource for enhanced leadership and more focused strategic direction
- Partner and support organizations in preparing for and managing transitions

Partner with TransitionGuides for stronger leadership, closer connection to strategic mission, and broader impact for years to come.

*Developed a funder-supported comprehensive succession planning and transition management education program for leaders of local health services organizations*

## Learn to Grow, Learn to Thrive

TransitionGuides is a unique consulting and educational services company that enables organizations to capitalize on opportunities that come with transitions. Headquartered in suburban Washington, DC, our team of nationally recognized consultants specializes in leadership transitions, succession planning, strategy development, and managing organizational change. We have successfully led hundreds of organizations through leadership and other pivotal changes. Clients include local and national nonprofits, foundations, associations, and select government agencies. TransitionGuides is a pioneer in leading organizations to identify and harness the power of change.

## Tap Into the Power of Knowledge

### Awareness Workshops

Introductions to leadership transition and succession planning. Designed as a vehicle for associations, non-profit networks, and funders to assist constituents in preparing for future organizational change.

### Next Steps Workshops

Framework for exploring the “when and how” of executive transition and determining concrete plans of action. Designed for founders and seasoned executives.

### Customized Workshops and Consulting

Customized workshops and supplemental coaching and consulting to meet the specific needs of a group of organizations or the stakeholders of an individual organization.

### Knowledge Development Services

In-depth research and reporting on general leadership transition trends or related issues and the identification and sharing of industry best practices.

*Delivered a two-day learning experience to over 150 founders and long-time executives; the result was smoother transitions and earlier attention to sustainability and succession*



## About Tom Adams

Tom Adams is president and co-founder of TransitionGuides, a consulting and educational services company based in Silver Spring, Maryland that advises nonprofits on leadership succession, executive search and transition management, and related capacity-building projects. Through TransitionGuides, Tom and his colleagues offer executive transition and succession planning services around the country and are leaders in the development and growth of Executive Transition Management and Leadership Sustainability and Succession Planning as an organizational capacity building strategy. TransitionGuides has assisted over 200 nonprofit organizations in successfully planning for and completing a leadership transition. Clients include local, regional and national nonprofit organizations from a wide variety of mission areas (advocacy, housing and community development, children and family and other human services, associations, environmental, health, education and philanthropy among others) and include a program to serve grantees of the Annie E. Casey Foundation.

Tom is a national thought leader, speaker and trainer on leadership and leadership transition topics and has published extensively including articles in the Nonprofit Quarterly, the Stanford Journal for Social Innovation and three monographs (*Capturing the Power of Leadership Change*, *Founder Transitions: Creating Good Endings and New Beginnings*, and *Staying Engaged, Stepping Up: Succession Planning and Executive Transition Management for Nonprofit Boards of Directors*). TransitionGuides is a leader in developing educational workshops on leadership transition and succession planning topics for boards, executives and funders. Over 200 long-term and founding executive directors have attended TransitionGuides flagship two-day Next Steps workshop which provides executives an opportunity to learn and network with peers on this sensitive topic. TransitionGuides website ([www.transitionguides.com](http://www.transitionguides.com)) is the “go to” resource on this topic and includes a calendar of upcoming workshops.

Prior to launching his consulting practice, Tom directed a five year national field research project for Neighborhood Reinvestment Corporation (now NeighborWorks America), a national organization in the community development field, supported by the W.K. Kellogg Foundation focused on executive and board leadership changes in community-based nonprofit organizations. As part of this project, he studied executive transition in over a hundred organizations in three regions of country and did hands-on comprehensive executive transition work with a dozen organizations. This resulted in the three-phase approach to executive transition which has evolved into Executive Transition Management. Earlier in his career, he was the first executive director of Neighborhood Housing Services of Baltimore.



## About Lisa Burford Hardmon

Lisa Burford Hardmon is a native Washingtonian with over twenty years of experience in the nonprofit community. Throughout her career, Lisa has worked with a wide variety of organizations from grassroots organizations to national nonprofits as well as governmental agencies, and universities. Her consulting work focuses on capacity building through workshops and trainings on board development, resource development, strategic planning, and executive leadership development.

Prior to starting her consulting practice, Lisa served in senior executive roles for the National Civic League, Public Allies DC, National Center for Nonprofit Boards (now BoardSource) and the American Heart Association.

She holds a Bachelor of Science in Business Administration (BSBA) degree in Marketing from The American University in Washington, DC and a Master of Nonprofit Organizations (MNO) degree from Case Western Reserve University in Cleveland, OH. She is involved in a number of local initiatives, including Leadership Washington, a founding member of Black Female Executive Directors Developing Capacity, adjunct faculty at the University of the District of Columbia, and has served on a number of committees for the Center for Nonprofit Advancement.

Since 2003, Lisa has worked with the following clients on behalf of TransitionGuides:

- Alliance for Healthy Homes (*Washington, DC*)
- American Friend of the Alexander von Humboldt Foundation (*Washington, DC*)
- Capital Area Asset Building Corporation (*Washington, DC*)
- DC Area Health Education Center (*Washington, DC*)
- East Akron Neighborhood Development Corporation (*Akron, OH*)
- Environmental Support Center (*Washington, DC*)
- For Love of Children (*Washington, DC*)
- Hannah House (*Washington, DC*)
- Highbridge Community Life Center (*Bronx, NY*)
- Jovid Foundation (*Washington, DC*)
- National Center for Community Economic Development (*Washington, DC*)
- National Federation of Community Development Credit Unions (*Madison, WI*)
- Neighborhood Legal Services Program (*Washington, DC*)
- North Carolina Department of Health and Human Services (*Raleigh, NC*)
- Northern Virginia Mediation Services (*Fairfax, VA*)
- Shepherd's Table (*Washington, DC*)
- Southern Maryland Tri-County Community Action Council (*Hughesville, MD*)
- Southern Partners Fund (*Atlanta, GA*)
- Southern Rural Development Initiative (*Raleigh, NC*)
- Washington Area Women's Foundation (*Washington, DC*)



## Section Three

# ***RESOURCES***







## TransitionGuides Bibliography Summary

Updated 12-3-07

### EXECUTIVE TRANSITION MANAGEMENT AND SUCCESSION PLANNING

#### Executive Transition and Executive Transition Management – General Introduction

Adams, Tom. *Executive Transition Management: Capturing the Power of Leadership Change*. Executive Transition Monograph Series. Volume 1, Annie E. Casey Foundation, 2003.  
An overview of the executive transition management process with case examples of its application

Bridges, William. *Managing Transitions: Making the Most of Change*. Reading, MA: Addison-Wesley Publishing Company, 1991.  
Classic on the difference between change and transition and why a good beginning requires a positive ending and a confusing in-between period – an easy and important read for leaders of transition

Gilmore, Thomas. *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transition Successfully*. Author's Choice Press. 2003.  
Classic description of leadership transitions; thoughtful and detailed

Hinden, Denice Rothman and Paige Hull.. "Executive Leadership Transitions: What We Know." *The Nonprofit Quarterly*. Vol. 9, Issue 4. Winter 2002  
An excellent summary of over ten years' research and learning about Executive Transition Management.

Hinden, Denice Rothman and Don Tebbe. "Managing Executive Leadership Transitions in Nonprofits". *The Public Manager*, Vol. 32, No. 2. Summer 2003.

#### *LeadershipGuide*

*Quarterly e-newsletter on nonprofit executive succession and transition.*  
([www.transitionguides.com/newsltr/newsltr.htm](http://www.transitionguides.com/newsltr/newsltr.htm))

#### Executive Transition Management for Boards

Adams, Tom. *Stepping Up, Staying Engaged*. Executive Transition Monograph Series. Volume 5, Annie E. Casey Foundation, 2006.

Weisman, Carol and Goldbaum, Richard I. *Losing Your Executive Director Without Losing Your Way*. San Francisco: John Wiley & Sons, 2004.  
A great step by step guide to the executive transition process with a lot of examples and humor.

Wolfred, T. "Stepping Up: A Board's Challenge in Leadership Transitions." *The Nonprofit Quarterly*. Vol. 9, Issue 4. Winter 2002.  
A clear and persuasive case for why and how boards can exercise a unique and key leadership role in making their organization's leadership transition positive and successful in advancing the organization's mission

## **Executive Transition Departing Executives and Founders**

Adams, Tom. "Departing? Arriving? Surviving and Thriving: Lessons for Seasoned and New Executives." *The Nonprofit Quarterly*. Vol. 9, Issue 4. Winter 2002.

A frequently turned to resource for incoming and departing executive which provides a process overview and role options for the executive.

Linnell, Deborah. "Founders and Other Gods." *Nonprofit Quarterly* (Spring 2004): 8-17.

A well-written article with lots of examples that puts the founder's challenge in an organizational life cycle context.

Redington, E. and Vickers, D.. "Following the Leader: A Guide for Planning Founding Director Transition." *Leadership Report No. 1*. The Academy for Leadership and Governance. 2001

A short 33-page booklet which provides a concise and thoughtful presentation of the work of founders in "letting go" and "preparing the way."

Stevens, Susan Kenny. *In Their Own Words: The Entrepreneurial Behavior of Nonprofit Founders*. Stagewise Enterprises: Long Lake, Maryland Nonprofits, 2002.

A comprehensive study of nonprofit founder executives with an extensive review of nonprofit founders in comparison to small business entrepreneurs.

## **Executive Transition Incoming Executives**

Carlson, M. and Donohoe, M. *The Executive Director's Survival Guide: Thriving as a Nonprofit Leader*. Wiley & Sons. 2003.

Two seasoned executive and transition consultants answer the questions nearly every new executive director faces – a great resource for the new executive.

Gabarro, J. "When a New Manager Takes Charge." *Harvard Business Review*. (May/June 1985)

Study of the take-charge process of 14 for-profit executives, detailing process and trends in how change occurred. Helpful guide for executives thinking about an organizational change process.

Linnell, D., Radosevich, Z. and Spack, J. "The Executive Directors Guide: The Guide for Successful Nonprofit Management." *Third Sector New England*. United Way of Massachusetts Bay. 2002.

A practical introduction to the key work of an executive director developed by the Third Sector New England in conjunction with United Way of Massachusetts Bay.

Watkins, Michael. *The First 90 Days: Critical Strategies for New Leaders at All Levels*. Boston: Harvard Business School Publishing, 2003.

## **Succession Planning**

Barner, Robert. *Bench Strength*. American Management Association, 2006.

De Vries, M. "The Dark Side of CEO Succession." *Harvard Business Review*. (Jan/Feb 1988).

Highlights the emotional and psychological forces at play in leadership transitions and how these can sabotage successions. The issues identified include fear of death, loss of power, choosing an insider versus an outside, the changes in group and power dynamics, tendency to romanticize the past, and potential to place unrealistic expectations on a new executive.

Gaskins Jones, Karen. "Preparing and Organization to Sustain Capable Leadership." *The Nonprofit Quarterly*. Spring 2007.

Kesner, I and Sebor, T. "Executive Succession: Past, Present & Future." *Journal of Management*. Vol. 20, No. 2, 1994.

Kirchhoff, Jon. "Growing Talent as if Your Business Depended On It." *Harvard Business Review*. October 2005.

"Legacy and Letting Go." *Board Member Online* Vol. 9, No. 4, April 2000.

Article frames issues of executive transition by talking about the importance of articulating one's legacy, honoring legacies and letting go of power.

Orellano, Tim and Miller, Janice. " Succession Planning: Lessons from Kermit the Frog." *SHRM*. April 1997.

Rothwell, William. *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent From Within*. American Management Association, 1994.

Sonnenfeld, S. "When the CEO Can't Let Go." *Harvard Business Review*. (Sept-Oct 1995)  
Case study of the successful, long time CEO of Coltrane Farm Equipment and Manufacturing facing retirement, based on a for profit corporation, many of the issues are relevant to founders of successful nonprofits.

## **Interim Executive Directors**

Gripe, A. *The Interim Pastor's Manual*. Louisville, KY: Geneva Press. (1997)

This manual is grounded in the practice of interim ministry in the Presbyterian Church (U.S.A.) but its clear discussion of the interim process will be useful to many others. Of particular help is Gripe's discussion of the five tasks of the interim pastor.

Wolfred, Tim. *Interim Executive Directors: The Power In The Middle..* Executive Transition Monograph Series. Volume 2, Annie E. Casey Foundation, 2005.

An overview of the roles and responsibilities for an interim executive director and the impact an interim has on the overall organization.



# TransitionGuides

## Leadership Succession and Sustainability Planning Session Materials Sign Up Form

We invite you to request session materials to be sent to you and to request a follow up phone call about succession planning and/or executive transition management. Please complete the form in its entirety so we may provide you with what you need as promptly as possible. The information you supply will be used by TransitionGuides only for this purpose. We do not sell, rent or share subscription information with any third parties.

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# Section Four

## *EVALUATION*







**Evaluation  
Hartford Foundation**

**“Sustainable Leadership and Succession Planning Workshop”  
December 12, 2007**

Rating Key: 5 = excellent  
4 = good  
3 = satisfactory  
2 = fair  
1 = poor

I. About the session

- |    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
| A. | How would you rate this session overall?                                      | 5 | 4 | 3 | 2 | 1 |
| B. | How would you rate the session materials overall?                             | 5 | 4 | 3 | 2 | 1 |
| C. | What was not covered in the session that you hoped would be covered?          |   |   |   |   |   |
| D. | What will you do differently as a result of this session? Please be specific. |   |   |   |   |   |

II. Evaluation of the session

- A. What did you find *most* valuable or helpful about this session?
  
- B. What did find *least* valuable about this session?
  
- C. What suggestions do you have to improve this session?

III. Please add any other comments:

**If you provide the information below, we'll keep it completely confidential**

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*We thank you for your evaluation of this session*

