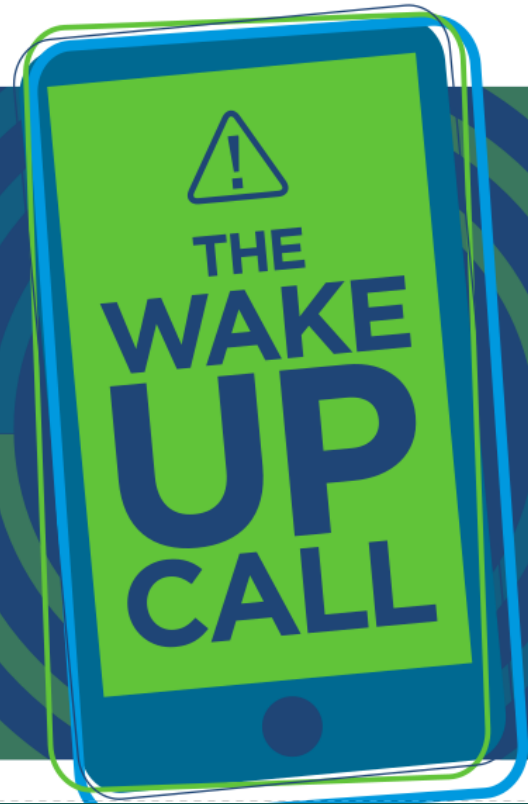


# Developing Leadership Sustainability

**INGRID KIRST**  
*Consulting*

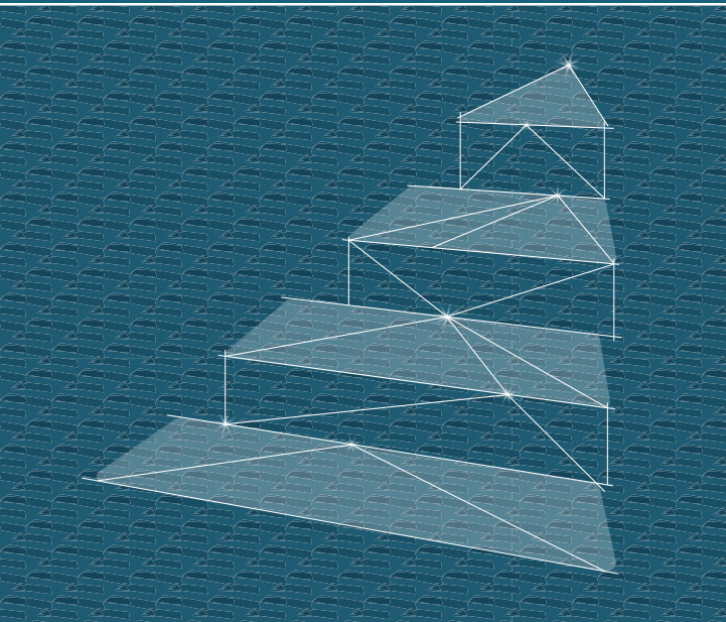


**A Study of  
Nonprofit  
Leadership in  
the US and Its  
Impending Crisis**

**Adrian Sargeant, PhD  
& Harriet Day**

**2018**

- **67% of executive directors plan to leave their position in the next 5 years**
- **78% of nonprofits don't have a succession plan**



- Race is a barrier to advancement for people of color
- People of color have to prove themselves more than white people.

*RACE TO LEAD REVISITED:*

Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap



An initiative of  
Building Movement Project



## **Succession Planning Definition**

**Create a continuity of leadership at all levels to sustain the organization and safeguard its mission**



## Succession Planning Goals

- Prepare for emergencies
- Create a pipeline of future leaders for all board and staff positions
- Balance current workloads

**Through a lens  
of equity and  
inclusion**

# Lessons Learned



## Having the “talk”

- Planning without threatening
- Share stories of other transitions
- Ask a funder to require it





## Three Stages of Succession Planning

- 1) Emergency Succession Planning**
- 2) Strategic Leadership  
Development**
- 3) Executive Transition  
Management**

# Emergency Succession Planning



## **Emergency Succession Policy**

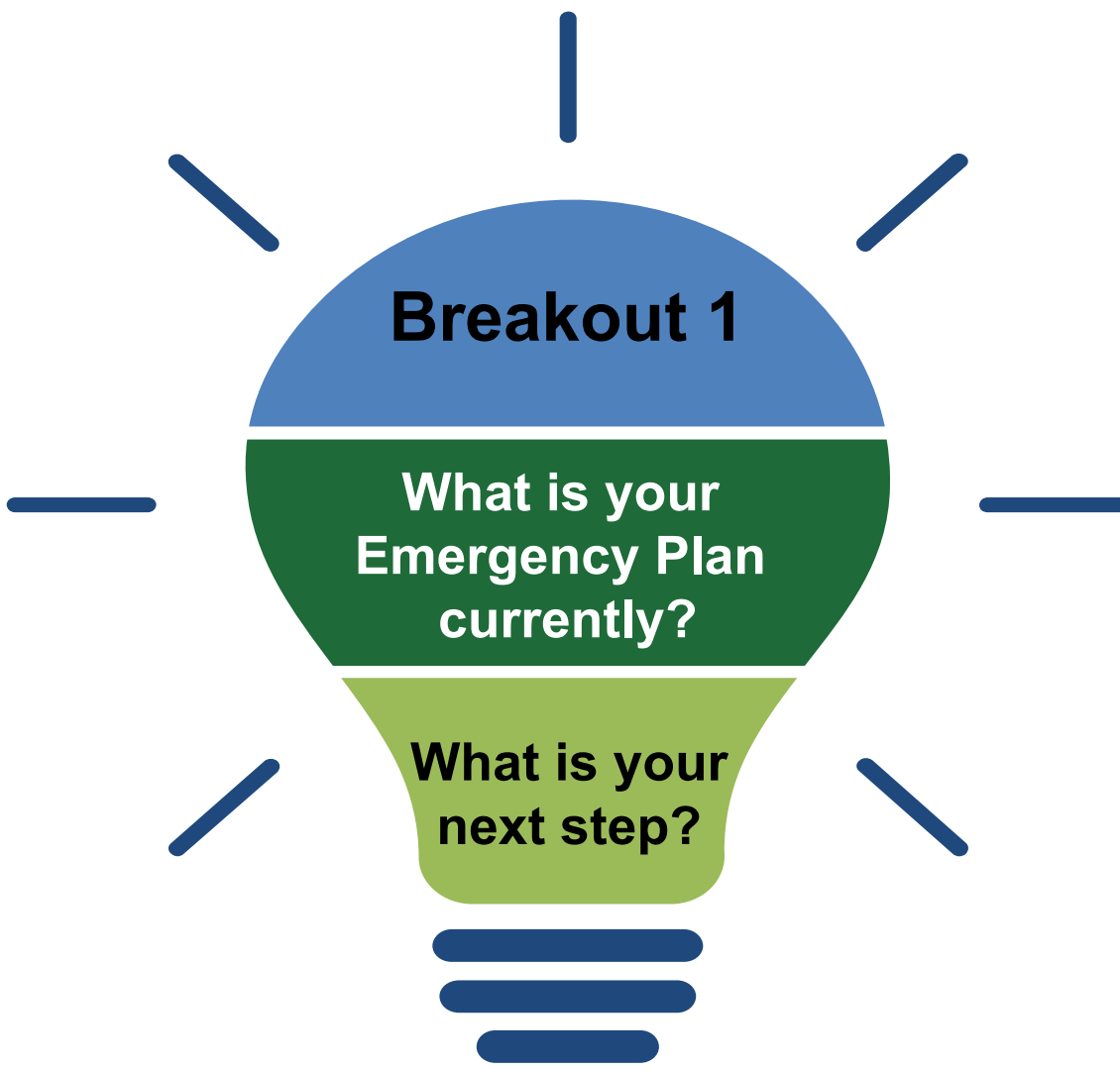
- Who takes on which roles?
- Temporary vs. Permanent
- Communication
- Compensation



## Organization Manual

- Detailed description of activities for key employees
- Where to find resources needed
- Critical relationships

# Questions on Emergency Succession Plans / Policies



## **Breakout 1**

**What is your  
Emergency Plan  
currently?**

**What is your  
next step?**

# Strategic Leadership Development



## Leadership Development Plan

- Review all job descriptions
- Evaluate strategic plan goals
- Create matrix to plan for growth
- Create leadership plan



# Questions on Strategic Leadership Development

A stylized lightbulb graphic with three horizontal sections. The top section is blue, the middle is dark green, and the bottom is light green. The bulb is surrounded by eight radiating blue lines of varying lengths, and a blue base with three horizontal bars. The text is centered within each section.

## **Breakout 2**

**What are your plans for  
leadership  
development?**

**What is your  
next step?**

# Executive Transition Management



## Executive Transition Management

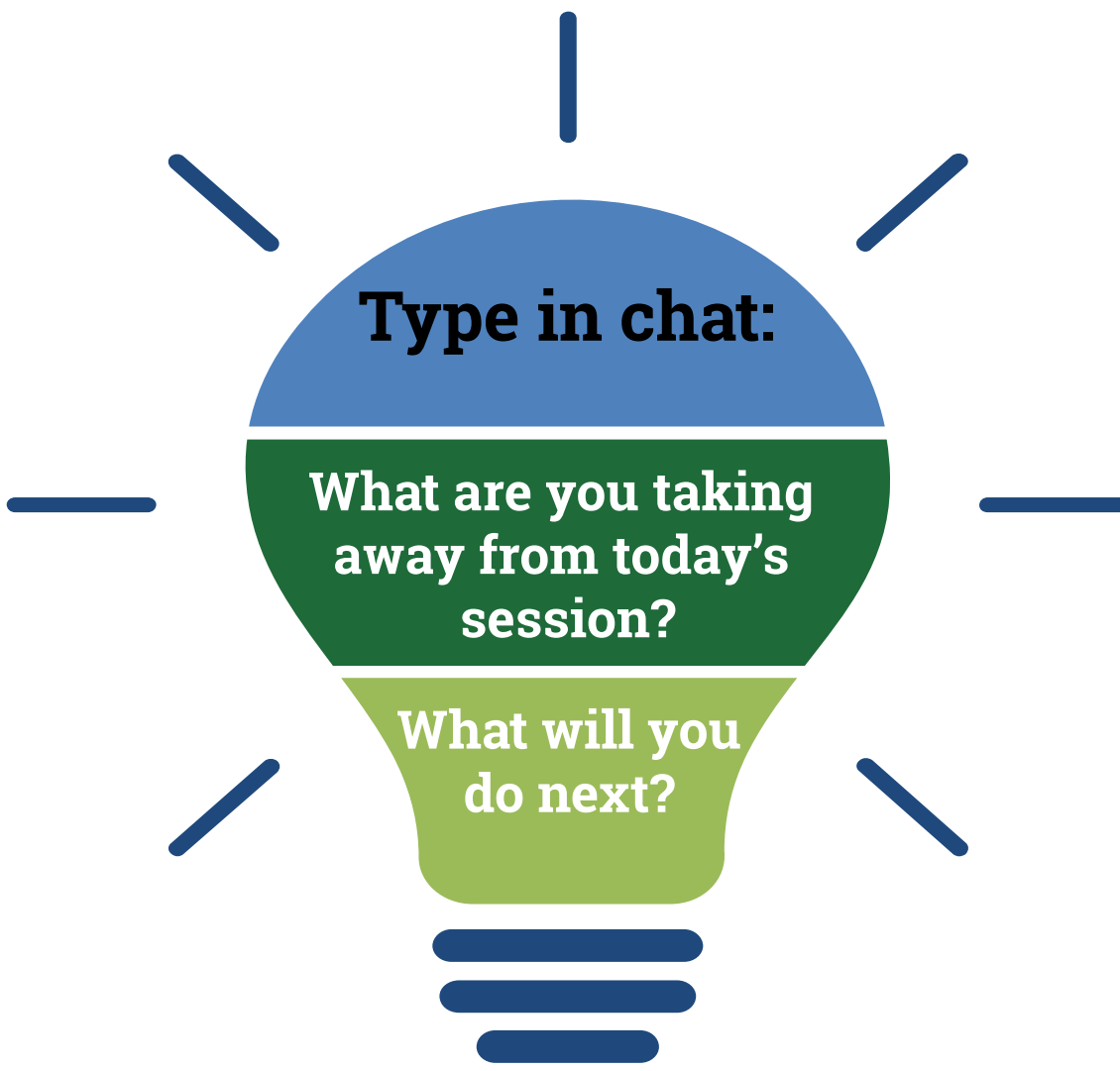
- Developed jointly by board and ED
- Key tasks before ED leaves
- Is an interim director needed?
- Is a search firm needed?
- Onboarding new ED

**Update Annually**



## Successful Transitions Program

- Small group virtual sessions
- Individualized coaching
- Customized board training



**Type in chat:**

**What are you taking  
away from today's  
session?**

**What will you  
do next?**

**Thank you! Please contact me to  
schedule your assessment:**

[ingrid@ingridkirst.com](mailto:ingrid@ingridkirst.com)

[www.ingridkirst.com](http://www.ingridkirst.com)

**INGRIDKIRST**  
*Consulting*