

Developing Leadership Sustainability

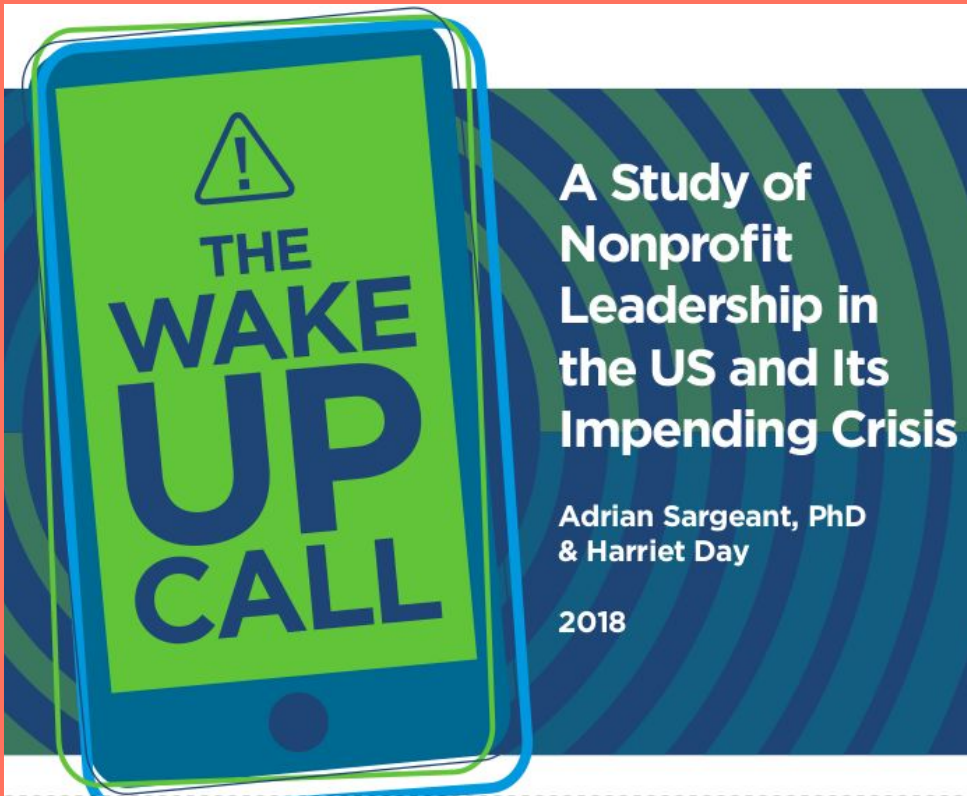


INGRID KIRST
Consulting

Values that inform this work



- A nonprofit's workforce is their most important asset.
- Actively anti-racist equity and inclusion practices build a strong workforce.
- Advancement is not just vertical.

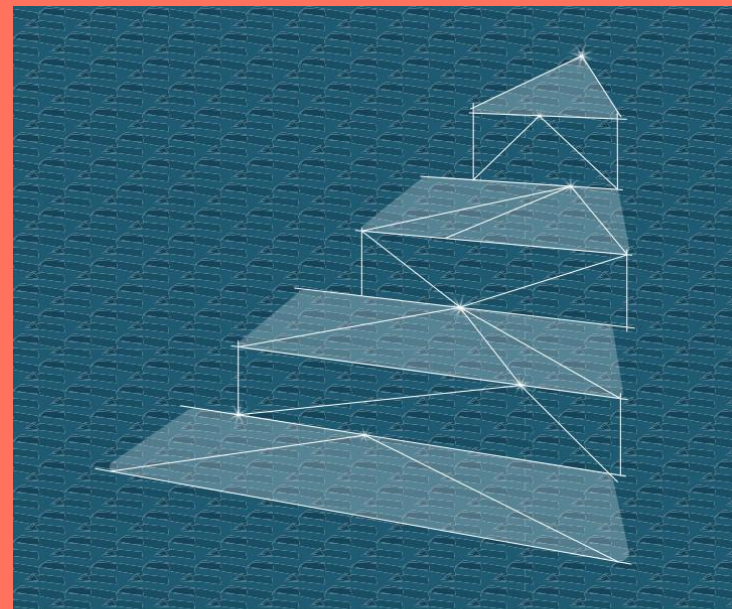


Data shows that:

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

Race to Lead found that:

- Race is a barrier to advancement for people of color
- People of color want to take on executive director roles at higher rates



RACE TO LEAD REVISITED:

Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap



An initiative of
Building Movement Project

What is your level of knowledge of succession planning?



1

I've heard the term.



2

I know a few things that we should do.



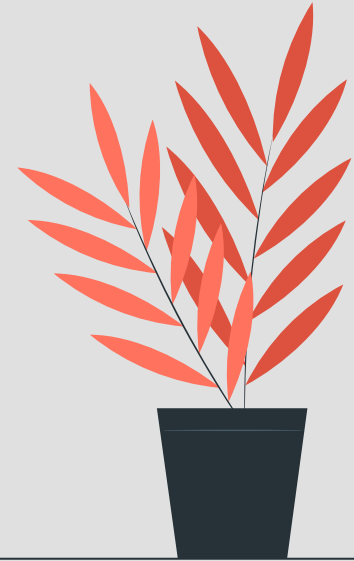
3

I know what we need to do (though we may not have done it all yet.)

Definition of Succession Planning



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



Succession Planning Goals

01

Prepare for emergencies

02

Develop future leaders for all staff and board positions

03

Reduce burnout



Through a lens of equity and inclusion

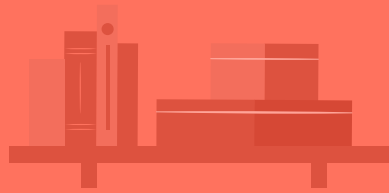
Results of a Strong Succession Plan

Sound infrastructure for emergency or search for new person

Conditions for current staff to grow

Increases emphasis on equity and inclusion





**What not to
do...**

Having the “talk”

 Acknowledge
the emotions

 Focus on the
organization

 Share stories
of other
transitions



Succession Planning Goals

01

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01



Emergency Succession Planning

For all positions

Emergency Succession Policy

Succession Policy for (Nonprofit Organization)

The Board of Directors recognizes that a policy for contingencies due to the unavailability or departure of the Executive Director represents sound governance. The Board annually reviews the job description of the executive director as part of an annual executive evaluation process. The current job description is attached.

Should a situation arise that will create a short-term or long-term vacancy in the Executive Director position, the board has approved the following definitions and processes to be carried out.

DRAFT



IN THE EVENT OF A TEMPORARY, UNPLANNED ABSENCE A Vacancy in the Executive Position Less Than Three Months

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his or her position once the events causing the absence



Organization Inventory



-  Develop for all positions
 -  Find a consistent method that works for you and your organization
-

Discussion



What progress have you already made on emergency planning?



What will you do in the next two weeks?



02



Leadership Development Planning

For all positions

Job Descriptions

- 📌 How accurate are they? How realistic? What will the next person be able to do?
- 📌 Include the board!




Leadership Development Plan



 **Intentional
Planning**

 **Relevant
Training**

 **Coaching**

 **Consistent
Performance
Appraisal**

 **Skill Assessment**

Discussion

What is one leadership development practice you have implemented?



What is one concrete step you will take in the next two weeks?

03

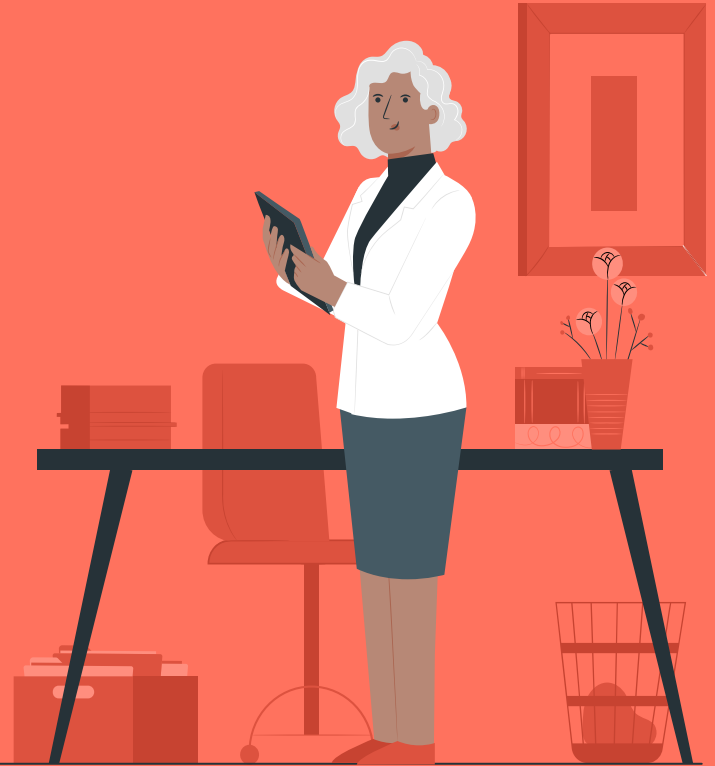


Reduce Burnout

Reclaim your time!

Reduce Burnout

- Intentional look at jobs and job descriptions
- Staff feel like someone cares
- Encourages growth and development



**Review your
plans
annually!**



Executive Transition Management

When it is actually time to go...



Successful Transitions



Small Group Sessions



Custom Board Training



Individualized Coaching



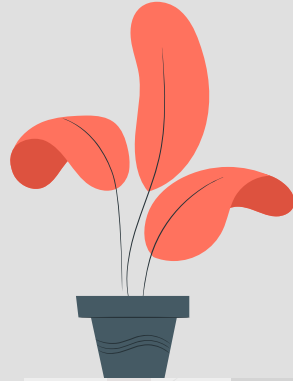
Support to Complete the Plan



Learn more at ingridkirst.com/ST

Final Questions

**What are you
taking away
from today?**



**What will you
do next?**

Thanks!

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