Succession Planning has a **Bad Rap**

Presented by:

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CEO, the Boland Group

Reggie Jones

CEO, PACE Enterprises

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Why is Succession Planning of Interest to you?

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Agenda

1 **Why the Bad Rap? Theory vs Reality**

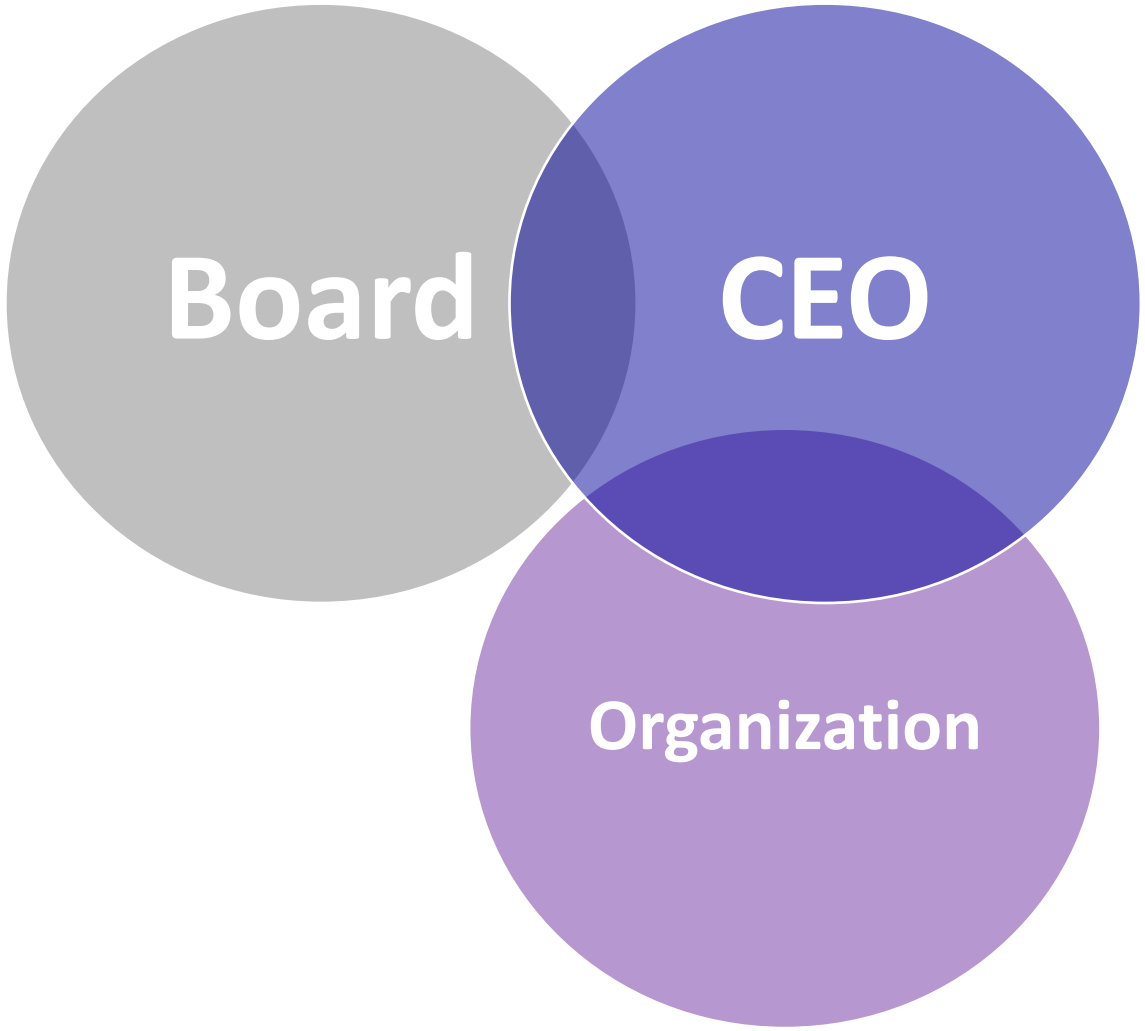
2 25 CEO Successions Characteristics, Best Practices & Lessons Learned

3 Case Study: PACE Enterprises

4 An Independent Study of PACE

5 Succession Planning Tools

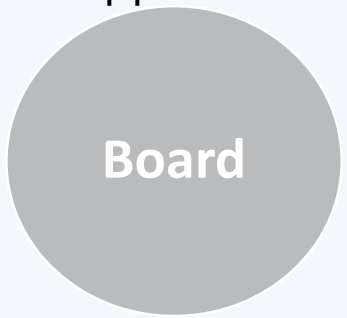
Nonprofit Succession Planning: Three Dimensions



Nonprofit Succession Planning: Three Dimensions

Board Succession Planning

- **Focus**: Governance, Mission, Fiduciary Oversight, Board Composition, Strategic Planning
- **Theory**: Board Driven / CEO supported
- **Reality**: CEO Driven / Board supported



CEO Succession Planning

- **Focus:** Emergency Short Term & Long Term Absences, Leadership
- **Theory**: Board Driven / CEO Supported
- **Reality**: CEO Driven / Board supported

Organizational Succession Planning

- **Focus**: Leadership and Employee Development
- **Theory**: Leadership led / Employee supported
- **Reality:** Leadership led / Employee supported

Nonprofit CEO Succession Planning: Board Governance 101

Nonprofit Boards exist to:

1) Ensure Vision, Mission & Strategy Fulfilled

2) Represent the Public Interest

3) Serve as Fiduciaries -- Fiduciary duties for nonprofit directors are statutory*

CHAPTER 31E Of the State Code
West Virginia Nonprofit Corporation Act

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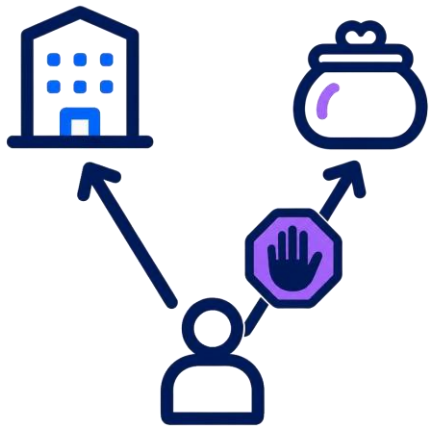
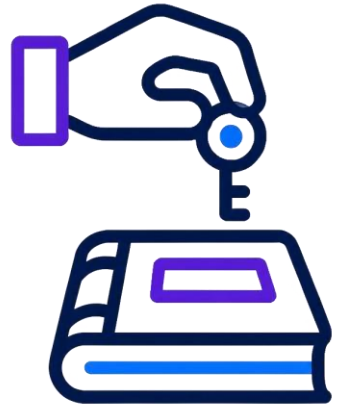
Three key fiduciary duties for nonprofit directors

Duty of Care

Duty of Loyalty



Duty of Obedience



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Theory: ED|CEO Succession is the Board's #1 responsibility

Reality: Despite importance of Succession Planning

Both Boards and CEOs hesitate to undertake together as a team

Only 29 percent of nonprofits ***report*** having a written succession plan in place*

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*Board Source [2021 National Index of Nonprofit Board Practices]

Difference Between ED|CEO Transition & Succession Planning?

ED|CEO Transition:

- Discrete intermittent event
- Caused by a precipitating decision:
- ED/CEO announces intention to leave
- Organization decides to abruptly separate

ED|CEO Succession Planning:

- Ongoing, continuous process
- creates the conditions for CEO|ED to succeed
- Clarifies current and future strategy
- Ensures development of internal candidate(s)
- Creates infrastructure to execute the next transition

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*Board Source 2021 National Index of Nonprofit Board Practices

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Why do Boards/EDs/CEOs avoid Succession Planning?

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What were some of the other reasons?

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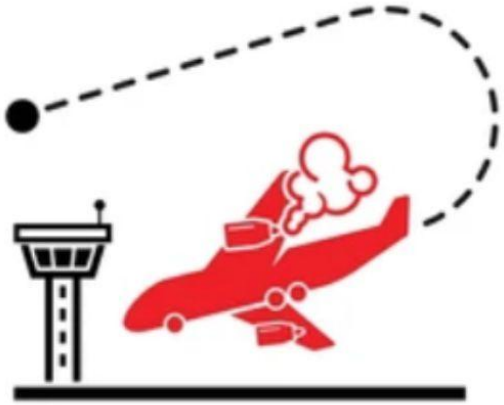
Reality: ED|CEO Transition is a high stakes, high visibility moment

CEO Succession Fraught with Peril: Only Three Outcomes

Planned Leadership Change *with a* Succession Plan

- *Usually* results in a seamless leadership transition
- Minimal disruption under new leadership
- a **smooth landing**



Abrupt Leadership Change *with* NO Succession Plan

- *can* result in loss of funder confidence, instability
- Significant organizational impact
- an **emergency landing**

Unplanned Leadership Change *with* No Succession Plan

- Loss of time, donors, public confidence
- Impacts ALL stakeholders
- a **crash landing**

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The Board is accountable to the community. Planning for and Appropriately Executing CEO Succession is Risk Management.

Without a succession plan, founder-led nonprofits have a 70% failure rate.

https://cmuntean.medium.com/succession-planning-why-70-fail-and-what-to-do-differently-636ebbb22afc

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1 **Why the Bad Rap?** Fact vs Fiction and Theory vs Reality

2 **25 Successions: Characteristics, Best Practices & Lessons Learned**

3 Case Study: PACE Enterprises

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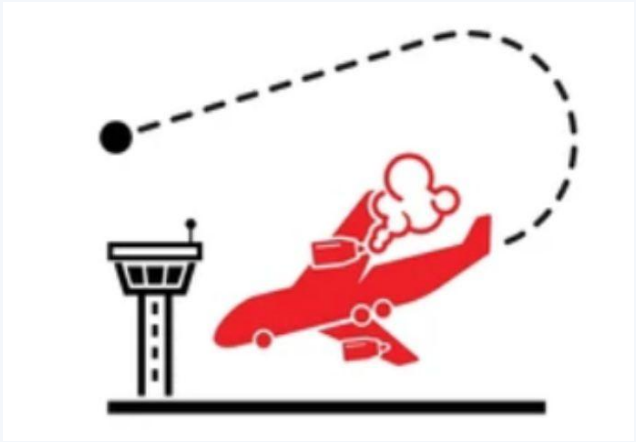
25 CEO | ED Successions: Characteristics



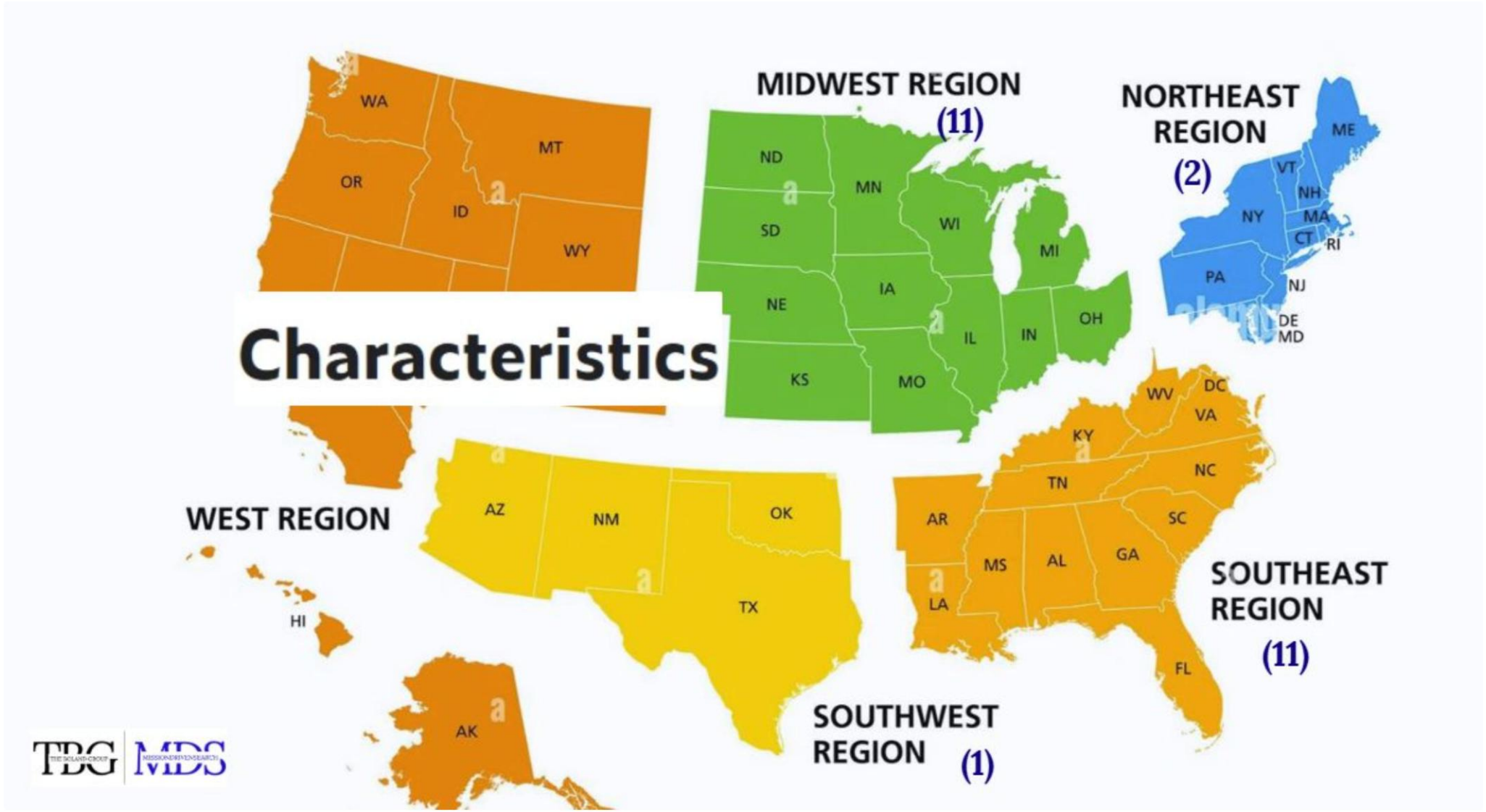
Five (5) were *Emergency* Transitions

- **Abrupt** CEO departure: NO succession plan
- **Search Firm Driven**, Board Supported
- ***Emergency Landing***
- **One** of five had three **Internal** Candidates
- All five filled by an **External** Candidate

Twenty (20) were **Orderly Transitions**

- Clock ***is*** ticking; SOME succession plan in place
- **Board Driven**, Search Firm supported
- ***Controlled Landing***
- **13 of 20** had Internal Candidates:
- Internal Candidate **selected 29%** of the time

25 CEO | ED Successions: Characteristics



25 CEO | ED Successions: Characteristics

Community Nonprofit: includes Basic Needs, Families, Poverty Alleviation, Homelessness Prevention, Youth / Children →

Community Health Nonprofit → includes physical health, mental health & wellness, behavioral, specific health conditions

Community Development Nonprofit →: Includes Affordable Housing, Small Business Lending, Equitable Access to Capital, Healthy Food Access, CDFIs, CDEs, CDCs

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Which best describes your nonprofit's primary focus?

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What were some of the “other” nonprofits that didn’t fit in one of the circles?

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25 CEO | ED Successions: Characteristics

Community Nonprofit: includes Basic Needs, Families, Poverty Alleviation, Homelessness Prevention, Youth / Children→

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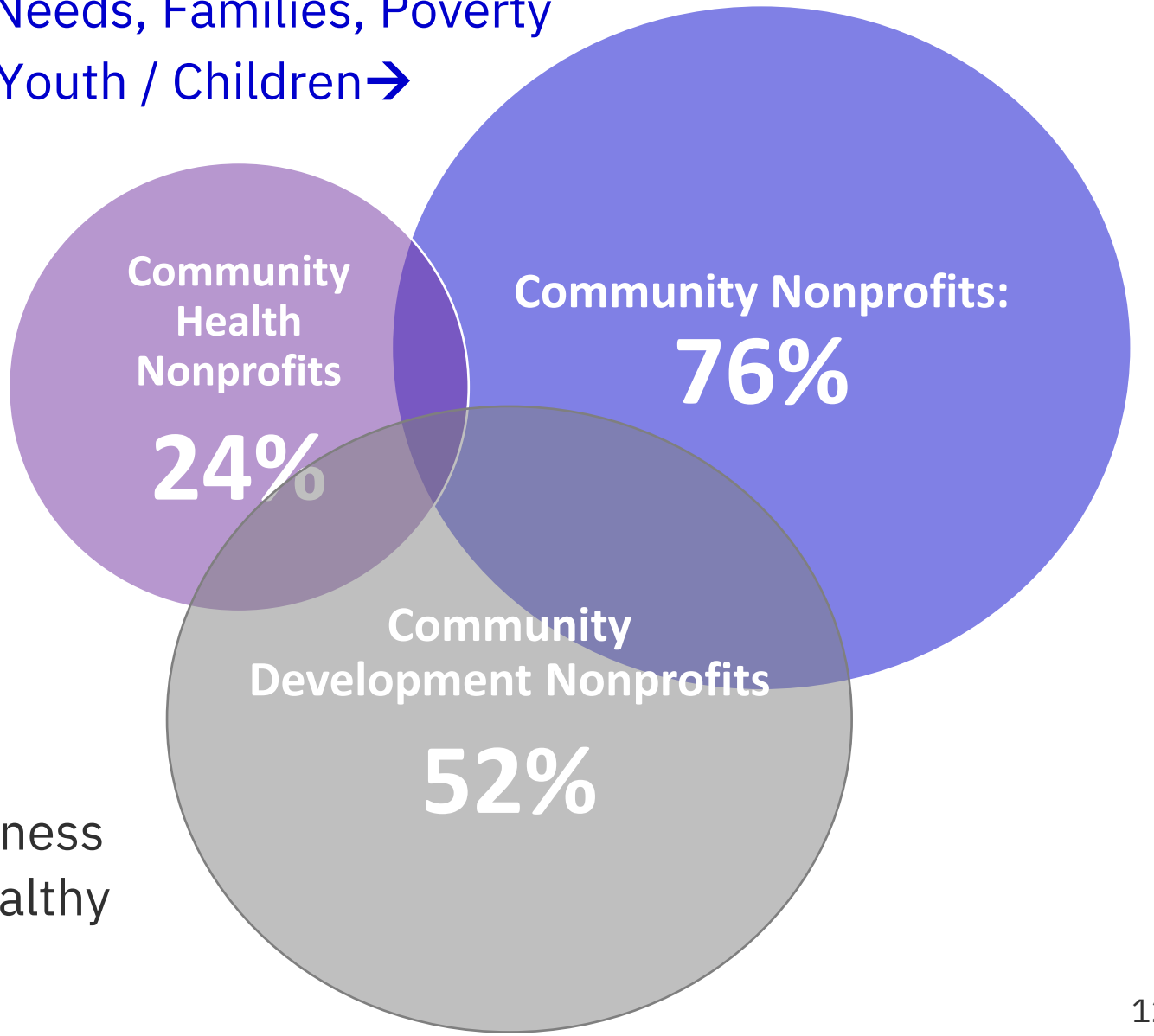

25 ED | CEO Transitions: Characteristics

25 ED | CEO Successions in a row
Between 2015 and 2025

100% Succesful Completions

90 Days to Complete (vs. Industry 123 days)

Industry average Completion rate: 60% to 71%

Slate of Candidate Demographics

Reflect State demographics?

Reflect Community Served?

56% had Internal Candidates (14 of 25)

Total of 22 Employees Applied

4 Board Members Applied

90
Days to Complete

100%
Completion Rate

48%
Successful Candidate: Female

52%
Successful candidate: Black/African American

28%
Board Member Applied

56%
Internal Candidate(s)

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Should demographics be a consideration in ED | CEO Succession Planning?

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Please share "Other" responses to the question of demographics?

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25 ED | CEO Transitions: Characteristics

Incumbent CEO Tenure

Average: 17.5 yrs

Median: 15 yrs

Internal Candidates

Selected in four out of 14 searches

Only one NOT selected *left* first year (versus industry average 33% leave)

25 Successful EDs | CEOs

22 of the 25 original EDs | CEOs still in place

4–40
years tenure of outgoing CEO / ED

16
years average tenure outgoing CEO / ED

29%
Internal Candidate Selected

95%
Internal Candidates Stayed First Year

88%
EDs | CEOs still in place

96%
24/25 still in place

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25 ED | CEO Successions: Lessons Learned

Most Nonprofit Board Members…

- No prior experience with a CEO Succession

- Limited understanding of
  - impact on the people
  - how CEOs/EDs are chosen

- Must be educated regarding:
  - Bylaws
  - Confidentiality
  - Delegate to a Selection Committee

- Limited interaction with *other* board members

25 ED | CEO Successions: Lessons Learned

Incumbent EDs | CEOs

- Only prior experience with a CEO Succession was *their own hire*
- Understandably motivated to protect / preserve legacy
- Unsure of – or wrong – understanding of their role in CEO Succession / Transition
- Must be educated regarding:
  - Confidentiality
  - Importance of Objectivity
  - Premature horse race

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Should the outgoing CEO's term overlap with the incoming CEO's term?

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25 ED | CEO Successions: Lessons Learned

Selection | Transition Committee Must:

- NOT be called the "*Search*" Committee
- Have *delegated authority* to select and recommend a CEO and extend an offer subject to ratification by the full Board
- Understand importance of:
  - Objectivity
  - Confidentiality
  - Conflict of Interest
  - Actual or in *Appearance*

25 ED | CEO Successions: Best Practices

Ideal **Selection Committee (SC)** composed of **Executive Committee**: Current Chair, Most Recent Chair, Upcoming/Vice Chair, Secretary, Treasurer, Community Representative

01: Selection Committee

Preferably *five to seven* members, odd number

Board Chair does NOT need to be SC Chair; incoming Chair

Must commit to interview dates 30, 60, 90 days out

02: Good Faith Market Assessment

Benchmark CEO compensation and talent against the market

If no internal candidate, *identify one*

03: Post RFP on WVNPA website

Send to 3+ search firms:

- Specify a *full search*: especially if large or highly visible nonprofit
- Request a *hybrid search:* e.g. early opt out if internal candidate strongest
- Independent confirmation of Internal Candidate

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Best Practices: 25 CEO | ED Transitions

Board Communications: In the absence of information…

- **Keep board updated** on progress:
  - remind them importance of confidentiality and 100% objectivity
  - Remind they will *ratify and approve* Selection
    - Offer will be extended and accepted
    - Contingent upon
      - satisfactory reference checks
      - Board ratification

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Should the outgoing ED or senior staff be involved in the succession process?

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Best Practices: 25 CEO | ED Transitions

Staff Communications: In the absence of information…

- Keep staff updated on progress:
  - remind them importance of confidentiality
  - ask internal candidates to NOT discuss their candidacy
- Apply for a Change Management grant to support staff, board, and operations
- Balancing Act: Cultural Fit with Candidate Confidentiality
- Selection Committee agrees on extent of involvement (if any) of outgoing ED and select staff

Best Practices: Independent, rigorous, consistent candidate assessment process

Multiple Interviews with Consultant(s)

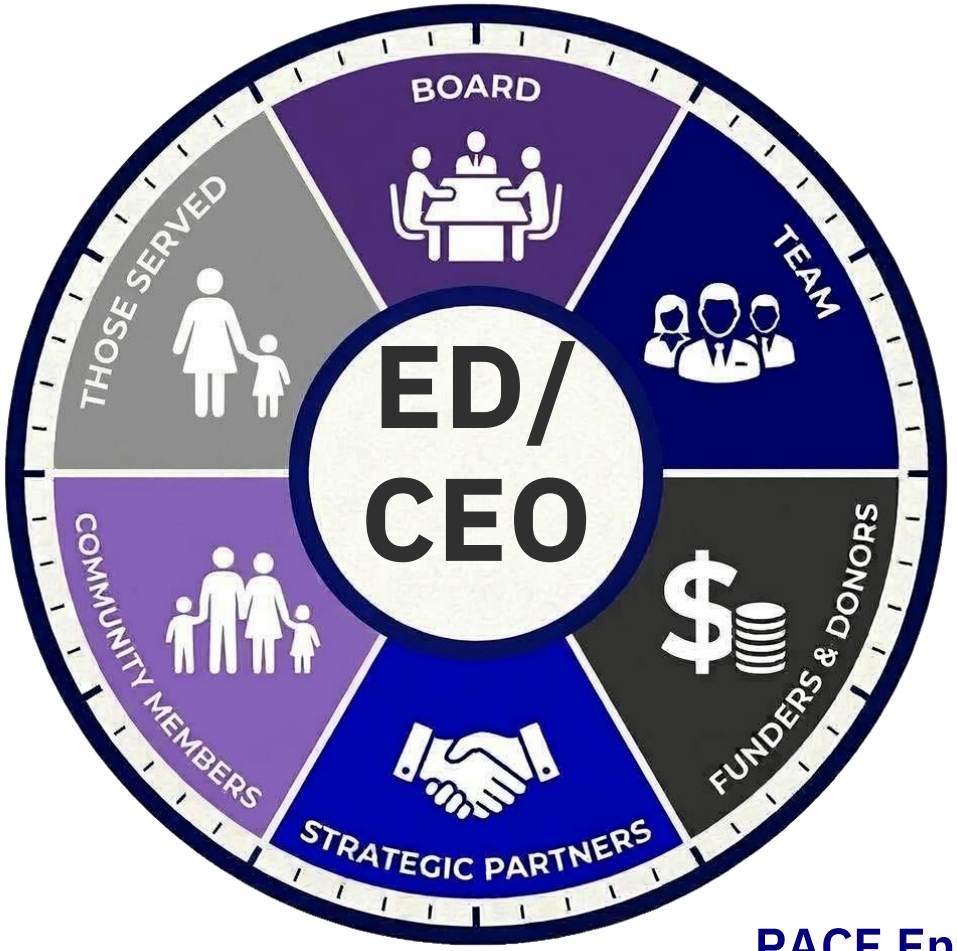
- **Evaluate against** nonprofit's unique **requirements** (e.g. nonprofit leadership experience) and **preferences** (e.g. assisted employment background)
- Candidates complete in-depth CEO **self-assessment** (competencies required **of all nonprofit EDs / CEOs)**

Selection Committee (SC) aka The Jury

- Resume and **Objective Assessment** of finalists: **Strengths, Gaps, Timing, Motivation and Compensation** Considerations.
- **Three SC Interactions**: 1) interview, 2) informal setting; 3) formal meeting
- Board Presentation | Q&A
- Offer contingent satisfactory references

Best Practices: Broad Community Stakeholder Input is key

A Community Accountable CEO Transition **deserves** a Community Stakeholder-Informed Approach



- Key to ensure all who will be critical to nonprofit's success have a **voice**
- Dramatically increases **buy-in** to outcome
- Proactively engages **predictably vocal critics / devil's advocates**
- Drives **Trusted Referrals**
- Provides timely, concise **on-boarding** insights for incoming CEO
- Founder and previous EDs

PACE Enterprises Broad Community Input: Interviewed 50+ Stakeholders

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PACE Enterprises Board of Directors & Internal Candidates

- Mission-minded **community members**
- **Strategic Partners:** Others serving people with IDD
- **Funders** / Donors: Founding Families
- **Advisors:** Attorneys / Auditors / Bankers
- **Strong Committee** Structure
- **Community** representatives: clients served
- **Entrepreneurs** / Small Businesses
- Regulatory & Government **Officials**

TWO Internal Candidates

- An Employee
- A Board Member

PACE Enterprises: one of the largest West Virginia CRPs

CRPs: Community Rehabilitation Programs and Providers

CRPs: Authorized Disability Employers & Rehab Facilities in the State Use Program

Only 3 CRPs: Revenues > $5M, Net Assets >$5M, FTEs > 100

$8.6M/6.2M

200 EEs

$7.4M/$8.2M

194 EEs

$9.3M/8.2M

175 EEs

PACE Enterprises: expanded target nonprofits to adjacent ones

Goodwill North Central West Virginia

Goodwill Southwestern Pennsylvania

Goodwill Industries of KYOWVA Area, Inc.

(GoodwillHunting.org)

(GoodwillHunting.org)

Goodwill Industries of the Summit

(Goodwill of Kanawha Valley)

Horizon Goodwill Industries

(Goodwill of Hagerstown)

Broadened the search to include similar / adjacent nonprofits: identified 125 potential prospects including two internal candidates

Community Action Partnership — Helping People. Changing Lives.

PRIDE Community Services

north central west virginia community action

Catholic Charities West Virginia

CASE — Community Action of South Eastern West Virginia

RECOVERY POINT West Virginia

West Virginia Coalition to End Homelessness

Valley HealthCare System

United Way — United Way of Central West Virginia

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Reggie Jones, CEO of PACE Enterprises, 2025 to Present

Executive Director, **Recovery Point** WV, Huntington WV**, 2019-2024**

Kanawha Institute for Social Research & Action, Inc (**KISRA**) Community Services, CEO, **2016-2019**

Logan Pride, Executive Director, **2008-2016**

West Virginia University, School of Social Work
Bachelors, Masters of Social Work

Associate's Theology, Abundant Life Bible College, Charleston, WV
D. Min. Newburg Theological Seminary, Newburg, IN

Board Leadership Service
WV Community Action Partnership
WV, Directors of Seniors and Community Services

About PACE Enterprises

- The Legacy
- Multiple Lines of Service
- Holistic Approach

PACE enterprises, inc.
jobs for people with disabilities

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PACE's Legacy

Rich tradition.

Evolution:

01

PACE Association, PACE TEC, PACE Enterprises

02

Honors work of founding families.

03

Commitment to carry legacy forward.

Photo by Art Jordan

INITIAL PLANS for the March 31 "Swing Into Spring" benefit for People Aware of Children Exceptional were made Tuesday evening at the home of Mrs. Philip Simon on Vandalia Road. The annual event is sponsored by the Morgantown Junior Woman's Club with other groups from throughout the community participating. The theme for this year's bazaar is "Crafts in the Mountain Tradition" and will be held in Cowan Hall of the Drummond Chapel United Methodist Church. Sharing in the first planning meeting were, from left, Mrs. Charles Brown, president of the Woman's Club of Morgantown; Mrs. Ed Bucklew, representative of Mountaineer Woman's Club; Mrs. James Prete, PACE; Mrs. Fred Simpson and Mrs. Simon, co-chairmen.

TUESDAY, OCT. 11, 2005 THE DOMINION POST 9-A

PACE TEC breaks ground on building

lew facility will help hysically, mentally isabled attain jobs

EVELYN RYAN

Emilou LaGatta (left) and Jim Prete unveil the design of the new PACE TEC center during ground-breaking ceremonies for the facility Monday. The two are among the original members of PACE Associates, a parent group that spearheaded construction of the first PACE TEC building in Star City.

PACE TEC

Mike Turner, interim executive director of PACE TEC, (left) smiles at client Ralph LaGatta and his mother, Emilou LaGatta, after the two helped turn the first shovels of earth for the center being built at Mylan

PACE: Create Jobs and Revenue

Multiple Lines of Service

- Vocational training
- Assessment and placement activities
- Janitorial and grounds maintenance
- Secure document destruction
- Food services

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PACE: a Holistic Approach

A Place to Save:

THE WEST VIRGINIA PACE TRUST FUND

A Place to Work:

PACE Enterprises

A Place to Live:

PACE Place

CEO of four different WV Community Nonprofits

- Intrigued and attracted by each of the four organization's **missions**
- Will talk about **two** of these: Both had grown over the years from a small faith-based group of family members to a larger entity competing for both private donations and government funding.

CEO Perspective of Succession Planning: Experience with one WV nonprofit

Approached by a trusted colleague: Board's need for a seasoned Executive Director with industry experience

First Warning Sign:

Ad hoc approach to hire:
Met different board members at every interview

CEO Perspective of Succession Planning: Experience with one WV nonprofit

Lessons Learned:

Later realized no designated search committee:
No one explicitly empowered by the board to recruit first professional Executive Director / CEO externally

Best Practice:

- Ask to see minutes of board meetings for the *last 3-5* years
- *Compare with bylaws* and articles of incorporation

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CEO Perspective of Succession Planning: Experience with one WV nonprofit (*continued)*

Second Warning Sign:

Over 30 board members

- Limited governance: quorum, voting requirements
- Bylaws, processes and procedures not followed
- High potential for conflict of interest

CEO Perspective of Succession Planning: Experience with one WV nonprofit (*continued)*

Lessons Learned:

- Some board members didn't understand conflicts of interest:
  - Expected relatives to have first right of refusal on construction and renovation projects
  - Some board members didn't seem to understand the risk of losing funding if receive a qualified audit opinion.

Best Practice:

- Ask for audit opinions for the last three years & speak to auditors

CEO Perspective of Succession Planning: Experience with PACE Enterprises

PACE enterprises, inc.
jobs for people with disabilities

Lessons Learned: *Do the Due Diligence:*

- Is the Committee empowered by the Board to select the next CEO?
- Given the other two finalists are internal, will there be a level playing field?
- Is there a culture of accountability? Partnership?

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CEO Perspective of Succession Planning: Experience with PACE Enterprises

Best Practices:

To address questions raised during due diligence, took advantage of the opportunity to:

- Meet the Selection Committee in an informal setting
- Meet with the outgoing CEO
- Meet one of the key “Founding Family” members
- Draft a presentation as to how would approach the role

CEO Perspective of Succession Planning: Experience with PACE Enterprises

PACE enterprises, inc.
jobs for people with disabilities

01

FIRST got to know direct reports:

- Focus on connection first, not assessment
- Mey with key staff
- Reviewed job descriptions
- Site visits and Learning from staff
- Establishing collaborative environment

02

THEN, assessed direct reports: baseline, potential / capacity, intent, goals

- Set annual goals with each program director
- Challenged them to set aligned goals for their departments
- Specific **objectives** so will know when **make progress** ..

CEO Perspective of Succession Planning: Experience with PACE Enterprises

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Growing people who can make "sound decisions“

- Didn’t lose any senior leaders in first year
- Working hard with one technically brilliant manager… giving him the opportunity to learn to *lead*

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CEO Perspective of Succession Planning: Experience with PACE Enterprises

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Future focused:

Hired a facilitator for a full day **Strategic Planning** retreat with the Board

- Implemented a **key man insurance policy** (expensive to pay an interim ED if emergency absence)
- Putting an **incentive-based bonus** plan and **retirement plan** in place

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How can nonprofit strategic leadership teams address inadequate succession planning / executive transition management?

How does the board and CEO / ED connection influence succession planning effectiveness?

PACE enterprises, inc.
jobs for people with disabilities

How does the strategic leadership team evaluate the adequacy of executive transition management and succession plans?

Bottom line?

Successfully managing an executive transition…

≠

…organization has the systems required to sustain leadership continuity.

Four themes in response to these questions offer practical insights for strengthening organizational stability through succession planning.

First theme:
Transition execution exceeds succession-system capability

- PACE's strategic leadership team: substantial capacity to execute an executive transition.
- Board members mobilized resources, engaged external professionals, conducted recruitment activities, and successfully completed the transition.
- However, comparatively less-developed processes for *continuous succession planning, internal leadership development*, and maintaining an *organizational talent pipeline*.

Bottom line: *Successfully managing an executive transition does not necessarily mean an organization possesses the systems required to sustain leadership continuity.*

Implication for nonprofit leaders: Executive transition management and succession management are *related but different organizational capabilities*. Search firms, consultants, and transition committees can facilitate an executive replacement. *They do not*, by themselves, *create an ongoing succession system.*

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If your ED | CEO left tomorrow, would your nonprofit be activating an established succession system or assembling the resources necessary to execute another transition?

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Second theme: Governance authority clear, but not ownership of organization-wide succession readiness

- *The board clearly understood its authority to hire and dismiss the chief executive.* PACE's Board had substantial capacity to execute an ED / CEO transition.
- However *responsibility for succession planning* less clear across Board, Leadership Team & HR:
- HR: involved in *some parts* of executive transition communication, onboarding, and organizational succession planning, but *opportunities for greater integration.*

Bottom line: Strong *relationships can support succession planning*, but *don't institutionalize it.*
In general all parties characterized the board-executive relationship as *trusting and collaborative.*
Bottom line: *Positive relationships coexisted with gaps* in succession infrastructure.

Implication for nonprofit leaders: Clear governance authority and effective succession management are not interchangeable: The *board* retains responsibility for *CEO succession,* ED/CEO, HR and other leaders own *talent development and leadership continuity.*

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Beyond the board's authority to select the next CEO, who's responsible for developing / maintaining the organizational capabilities that make leadership continuity possible?

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Third theme:
Succession readiness inferred, not formally measured

- Study participants were confident in PACE's ability to manage another CEO transition.
- However, 'readiness' relied on informal indicators, e.g. previous transition experience, established recruiter relationships, compensation knowledge, consultant assessments, absence of complaints and organizational health.

Bottom line: No consistent, formal framework for measuring succession readiness, evaluating transition effectiveness or assessing preparedness.

Implication for nonprofit leaders:
Confidence in an organization's ability to manage a transition is different from evidence that the organization is prepared.

Boards may benefit from developing explicit criteria for evaluating succession readiness, e.g. emergency leadership coverage, documented decision-making responsibilities, leadership-development progress, and a system to ensure continuity of essential organizational knowledge.

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What evidence, beyond confidence and previous experience, would demonstrate that your organization is adequately prepared for an executive transition?

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Fourth theme: External leadership-market constraints and limited internal readiness narrows succession options.

- PACE and other WV nonprofits operate in an external executive labor market with multiple constraints, e.g. geographic location, relocation considerations, mission specialization, experience requirements, and compensation.
- Internally, readiness of internal leadership candidates was limited: those who were available but didn’t possess the requisite executive leadership competencies and experience needed.
- PACE faced two simultaneous constraints: a challenging external talent market and a limited internal leadership pipeline.

Bottom line: Developing internal leaders does not eliminate the need for external recruitment. It can, however, expand an organization's options when an external search becomes difficult.

Implication for nonprofit leaders: Succession planning must account for both external leadership-market conditions and internal leadership development.

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If your organization could not identify a qualified external candidate within a reasonable period, what internal leadership capacity could it activate to maintain operational and strategic continuity?

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Conclusion: Nonprofit succession planning is an *ongoing* organizational process

A Board's ability to replace a CEO/ED doesn't equal capacity to sustain leadership continuity

The strategic challenge?

Establish the governance practices, leadership-development systems, talent resources, and evaluation processes needed for organizational stability -- *before* a transition.

Parting thoughts:

A healthy board-executive relationship is not the same as a healthy succession system.

PACE's board, leaders and consultants all reported a shared, positive culture, trust, and collaboration, yet succession infrastructure remained under developed.

Nonprofit succession planning is an *ongoing* organizational process (continued)

Outside consultants can help organizations navigate a transition without necessarily building enduring internal capacity. PACE mobilized external expertise effectively and appropriately. Yet that mobilization did not necessarily contribute to the continuous development of internal succession capabilities.

What knowledge and processes remain within the organization after external search consultants or other professional experts complete their engagements?

A succession plan should address more than identifying the next CEO. Formal CEO succession authority is different from possessing the organizational systems that develop, assess, and prepare leaders throughout the institution. This is particularly relevant for long-term stability.

Governance and organizational leaders should ask themselves: Are we building an organization that can survive the departure of our leader, or are we simply preparing to find another leader when the time comes?

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Nonprofit Succession Planning: CEO

CEO Succession Planning

People, Finances, Programs, Impact, Compliance, Executive Performance Development

Theory: Board Driven / CEO Supported

Reality: CEO Driven / Board supported

Three types of CEO Succession Planning: start with Emergency

Emergency | **Short Term** | **Long Term**

Important considerations:
Delegate to One individual or multiple people?
Define Limits : Authorized to… within these parameters…
Communications plan
Operations Checklist
HIGHLY practical run up to broader succession planning

Emergency CEO Succession Planning Templates from

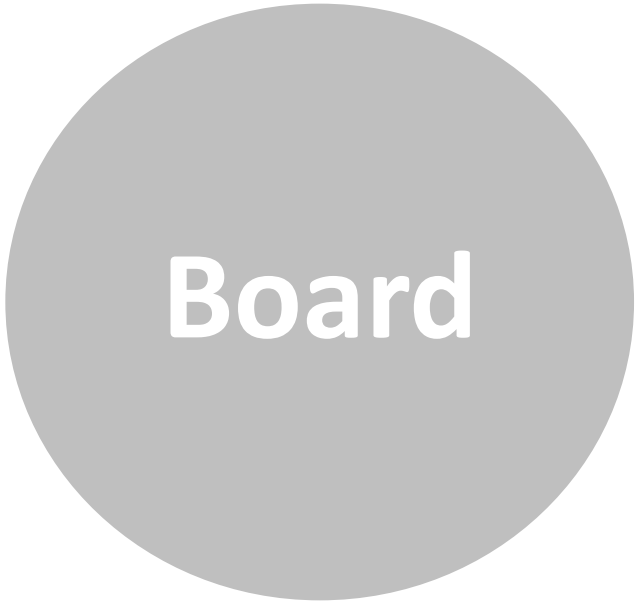
Emergency

Editable Template for Developing an Emergency Succession Plan:
https://propelnonprofits.org/resources/emergency-succession-plan-template-for-executive-directors/

Editable Template for Developing an Emergency Succession Plan:
https://blueavocado.org/leadership-and-management/how-to-plan-and-execute-an-emergency-succession/

Nonprofit Succession Planning: BOARD composition tool

Challenge: Ensure coverage of key geographies and expertise throughout *alternating* terms
This Example: Two year Board terms, can renew two times (three terms max)



Board Succession Planning

Governance: Mission, Fiduciary Oversight, **Board Composition**, Strategic Planning

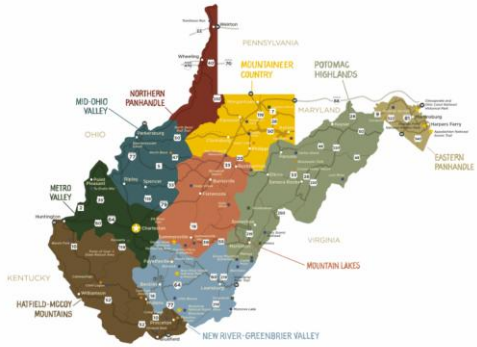
Theory: Board Driven / CEO supported

Reality: CEO Driven / Board supported

Ensuring coverage of key geographies and expertise throughout *rotating* terms
This Example: Two year Board terms, can renew two times (three terms max)

Board Member Name	First Term Start	Last Term End	1st term ends	2nd term ends	3rd term ends	Geographic Area	Area(s) of Expertise
	2020	2026	2022	2024	2026	Ohio River Valley	Insurance
	2020	2026	2022	2024	2026	Allegheny Plateau	Community Development
	2020	2026	2022	2024	2026	Allegheny Highlands	Fundraising/EarnedIncome
	2020	2026	2022	2024	**2026**	Potomac	Banking / Finance
							IT / AI
	2021	2027	2023	2025	2027	Ohio River Valley	Facilities / Property Management
	2021	2027	2023	2025	2027	Allegheny Plateau	Accounting / Audit / Tax
	2021	2027	2023	2025	2027	Allegheny Highlands	Human Resources / Retention
	2021	2027	2023	2025	**2027**	Potomac	Advocacy / Politics
							Housing
	2022	2028	2024	2026	2028	Ohio River Valley	Regulatory & Compliance
	2022	2028	2024	2026	2028	Allegheny Plateau	Legal / Attorney
	2022	2028	2024	2026	2028	Allegheny Highlands	Program Specific: Healthcare, IDD…
	2022	2028	2024	2026	**2028**	Potomac	Lived Experience
							Poverty Alleviation / Re-Integration

Board Succession Planning:
Board Governance / Diversification Matrix



Example: WV Statewide Community Nonprofit

Use Percentages to reflect varying importance

Location / Four or nine major regions

Geography	
35%	Ohio River Valley
25%	Allegheny Plateau
30%	Allegheny Highlands
10%	Potomac
100%	

Geography
Eastern Panhandle
Hatfield-McCoy Mountains
Metro Valley
Mid-Ohio Valley
Mountain Lakes
Mountaineer Country
New River-Greenbrier Valley
Northern Panhandle
Potomac Highlands

Selected area(s) of **expertise**

Sector / Expertise *Preferred*	
15%	Banking/Finance/Insurance
15%	Accounting/Audit/Tax
25%	Revenue Development / *Fundraising* / Earned Income
10%	Facilities / Property Management
5%	IT / AI
10%	Human Resources
10%	Legal / Compliance / Advocacy
10%	*Program Specific* / Lived Experience e.g. Health, IDD, Housing
100%	

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Board Succession Planning: (Editable Template*)
Board Governance / Diversification Matrix

Location / Geographic regions

Resources: *required* vs preferred

Personal Style
Consensus / Wild Duck
Communicator / Analyst
Strategist / Tactician
Motivator / Contrarian
Visionary / Execution

Community Connections
Religious
Corporate
Education
Media
Political
Philanthropy
Social Services

Resources
Money to Give
Access to Money (e.g. Corporate Support)
Access to Other Sources (e.g. Foundations)
Available to actively participate e.g. grant-writing

Note: this Board Matrix is available as a free download from

Nonprofit Succession Planning: Organizational

Organizational Succession Planning

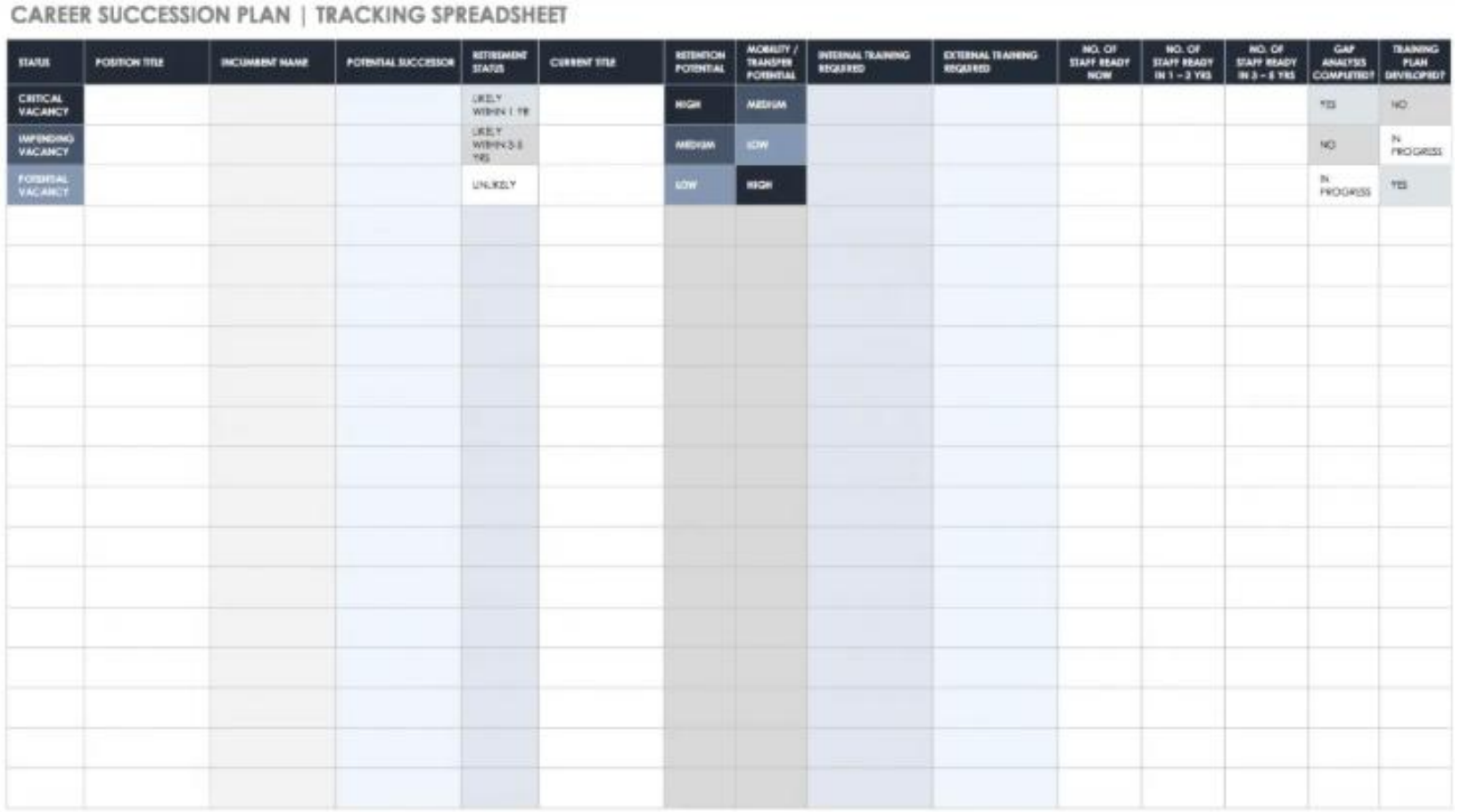
Leadership Development & Employee Development

Theory: CEO driven / Leadership supported

Reality: Employee Led / Leadership Supported

Individual Career Succession Template from smartsheet

https://www.smartsheet.com/succession-planning-templates



CAREER SUCCESSION PLAN | TRACKING SPREADSHEET

STATUS	POSITION TITLE	INCUMBENT NAME	POTENTIAL SUCCESSOR	RETIREMENT STATUS	CURRENT TITLE	RETENTION POTENTIAL	MOBILITY / TRANSFER POTENTIAL	INTERNAL TRAINING REQUIRED	EXTERNAL TRAINING REQUIRED	NO. OF STAFF READY NOW	NO. OF STAFF READY IN 1 – 2 YRS	NO. OF STAFF READY IN 3 – 5 YRS	GAP ANALYSIS COMPLETED?	TRAINING PLAN DEVELOPED?
CRITICAL VACANCY				LIKELY WITHIN 1 YR		HIGH	MEDIUM						YES	NO
IMPENDING VACANCY				LIKELY WITHIN 3-5 YRS		MEDIUM	LOW						NO	IN PROGRESS
POTENTIAL VACANCY				UNLIKELY		LOW	HIGH						IN PROGRESS	YES

Editable Excel spreadsheet for tracking multiple roles, retirement status, potential successors, required training, and other information.

Includes two sheets for detailed employee succession planning:

- One matches the competencies required for a position with those held by a potential successor
- The other focuses on internal and external training plans to help fill any competency gaps

Talent Bench Review for Employees by cornerstone

https://cornerstoneondemand.com/resources/article/succession-planning-templates/

FIRST ↓ Evaluate each employee according to current performance, ultimate potential and readiness

Direct report name	Performance level	Ultimate potential level	Readiness
1.			
2.			
3.			
4.			

THEN→ use the 9-box grid template: determine whether to Observe, Develop, Stretch (or some combination of these) and/or to exit.

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Q & A

Unplanned Loss of an ED|CEO is only ONE of several major risks: ” Consider Scenario Planning :