“Successful Succession”
A How To Guide To Succession Planning

Presented by:
Pamela J. Oakes
Nonprofit Development Expert

February 16, 2022
Who is Pamela J. Oakes?

• Nonprofit Career
• International Humanitarian Projects
• Worked in South Africa during Racial Reconciliation Period post-apartheid
• Consulted Top-100 Corporations in area of Diversity, Equity Inclusion, Access, Employment Equity, Gender Equity, and Affirmative Action
• Initiated self-empowerment projects in townships and rural villages
• Worked as Grantmaker with Bill & Melinda Gates Foundation
• Insider’s perspective on funding nonprofits
• Provide Fund Development and Capacity Building services through an equity & social justice lens
Succession planning is linked to mission, goals and fundraising. Provides a critical process for recognizing, developing and retaining top leadership.

I. Incorporating into strategic plan
   • Identification of key roles & competencies needed

II. Loading the recruitment pipeline
    • Hit the ground running

III. Budgeting for development
    • Organizational scale & impact

IV. Drafting a written document

V. Monitoring, evaluation, assessing progress
   • Maintain skills inventory
## I. Identification of Key Roles & Competencies

Chart and identify talent inventory

<table>
<thead>
<tr>
<th>POSITION:</th>
<th>Founder</th>
<th>Executive Director</th>
<th>Development Director</th>
<th>Finance Director</th>
<th>Board President</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td>Liza Minelli</td>
<td>Rod Stewart</td>
<td>Mick Jagger</td>
<td>Alicia Keyes</td>
<td>Madonna</td>
</tr>
<tr>
<td>Vacancy Date</td>
<td>May 2022</td>
<td></td>
<td>2023</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PENDING:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ready NOW</td>
<td>Cher</td>
<td>Beyonce</td>
<td>Jay-Z</td>
<td>Justin Timberlake</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mariah Carey</td>
<td>Carrie Underwood</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>POTENTIALS:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ready 1-3 years</td>
<td></td>
<td></td>
<td>Bruno Mars</td>
<td>Ed Sheeran</td>
<td></td>
</tr>
<tr>
<td><strong>POSSIBILITIES:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ready 5+ years</td>
<td></td>
<td></td>
<td>Brittney Spears</td>
<td>John Mayar</td>
<td></td>
</tr>
</tbody>
</table>
II. Load the Recruitment Pipeline

Make talent recruitment an ongoing board activity so that you are prepared and not caught off-guard when vacancies occur.

• Adopt board policy and procedure to govern process of recruitment

• Best to get replacement in NOW while current leader can train and influence

• Create talent “profiles” to keep a running track of skills inventory to cover any gaps

• Consider implementing a Leadership Development or Mentorship program to keep pipeline full
III. Budget for Development

Making the investment to “groom” current talent for higher levels of responsibility not only shows you value team members, but goes a long way in ensuring retention of top talent.

• Budget for growth – new and anticipated positions

• Budget for search firms, if needed

• Budget for training and development of current talent

• Forecast competitive compensation

• Plan for funding salaries & benefits – May need to re-allocate or establish set-asides
IV. Draft a Written Document

The board needs to be able to implement the succession plan, so it MUST be in writing and acted upon (approved) during a board meeting.

- Outline a plan for EACH key role. Not all roles require a succession plan.
- Establish a reasonable implementation timeframe (2 – 3 years)
- Make sure the plan also articulates the expectations for the continuation of the organization’s culture
- Seek key stakeholder input – beneficiaries, community, public, and donors all have a vested interest
Plan to set up the new leader for success

- Define a 1st-year development plan for new leader (coaching/mentoring)

- Founder roles are unique to replace – clarify how will you maintain the “heart & soul” of the organization

- Will replacement perform exact same role or will role transition as well?

- Current leader should maintain “transition memo” on key information (i.e.: key external relationships, collaborations, potential candidates, etc.)
THANK YOU!

Ensuring that nonprofit & social enterprises who want to change the world for Good, have the funding and resources to do so!