

Panel: Surviving Transition



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Change Is Inevitable

- ❑ False feeling of security:
 - You hope that your Executive Director/Leader will stay forever, or
 - Their departure will happen on the next board's watch
- ❑ Someone else will figure this out
BUT ...
- ❑ It will happen ... and
- ❑ It is the board's role to assess the permanent needs of the organization and to select and retain an effective chief operating officer



Who Is Your Leader?

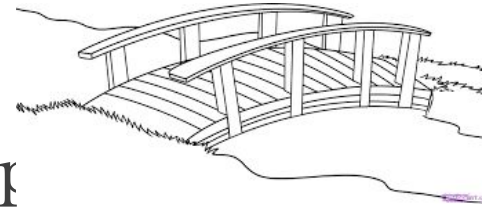
- ▶ Volunteer Director
- ▶ Paid Executive Director
- ▶ Board President



Turnover in Non-Profits – All the Reasons

□ Volunteers:

- May have served for a period of time and no longer want to continue
- Are relocating out of the area
- May have health issues or are incapable



□ Staff:

- More junior staff move from one organization to another quickly
- Involuntary Separation
- Resignation – Anticipated/Not Anticipated
- Retirement



□ Turnaround Needed – Strategic Direction

Consequences of Leadership Turnover

- Loss of institutional knowledge
- Compromise or disregard for office procedures
- Loss of the Leader's personal contacts
- Financial stability risks:
 - Long-time donor develops “wait and see” attitude
 - Pipeline commitments might be misplaced
- Strategic direction may be overlooked or forgotten due to haste
- Volunteer and staff concerns about workload and their future
- Other stakeholders become concerned



Managing the Gap Between Incumbents - Options

- Board President or another Board Member serves as acting
- A volunteer team is created
- Current staff member is named as “Interim” or “Acting”
- An “Interim Executive Director” is hired



Strategic Planning: Critical Issues To Address

- Review Mission Statement and current Strategic Plan for currency ... refocus goals and priorities if warranted – perfect time to do so ... if no plan, create a simple set of goals
- Look at trends for the past couple of years and try to project future ones
- Reassess the governance structure – are we managed well?
- Create a relevant contact list (name, organization, purpose, phone, email, mailing address) and review/update frequently
- Designate a working group for this transitional period – roles and responsibilities; create an action plan with specific tasks, assignments, and responsible party – monitor regularly
- Have an “elevator speech” statement for public consumption – control the message



Strategic Planning: Critical Issues To Address

- Create list of all fiduciary accounts with account numbers, relevant related information, and contacts
- Ensure there are multiple signature authorities – w
What needs to change?
- Ensure there are clear procedures written and avail
- Ensure internal controls in place and are practiced
- Are finances healthy?
 - What are critical income and expense items?
 - What is approved budget?
 - Are YTD income and expenses within boundaries?
- Keep board members informed; use the Executive Committee as a designated decision maker



Attributes of a Leader/Executive Director

□ Skills:

- Organizational
- Social and personal
- Communication/marketing
- Good computer skills (e.g., MS Office programs)
- Database experience (if possible)

□ Experience/Knowledge:

- Management
- Financial
- Non-profit/governance
- Senior care/aging
- Demographics of your geographic area



Engaging a New Leader/Executive Director

- Develop an action plan with assignments and target dates
- Review current job description (and, if applicable, performance plan) to ensure accuracy and reflective of future goals and priorities
- Use networks to identify potential candidates (e.g., contiguous villages)
- Advertise where appropriate – summary of responsibilities and required/desired experience and skills (e.g., LinkedIn, VTV)
- Create a small committee (e.g., Executive Committee) to review candidates, screen, and interview
- Conduct interviews - first and second – same questions, notes taken, answer candidate questions
- Rate and rank candidates
- Check references



I've Been There!

- Have “your ducks in order”
- Long hours may be necessary
- Action plan is critical
- Accountability assigned
- Be time sensitive but don't rush the process
- Don't compromise



***Better to have a very good
candidate
than an expeditious one***

Leaders Do Leave

Be Prepared!!

Be Creative!!

Be Thorough!!

Be Patient!!



Thanks for Inviting Me!!
*If you would like information on job descriptions,
strategic plans, examples of procedures ...*

Contact: Paula Lettice
President and Board Chair, Mount Vernon at Home
pglettice@gmail.com

