



THIRD SECTOR
New England

TSNE's SUCCESSION PLANNING

The time is now to plan for the future

Leadership transitions are inevitable.

Succession planning is a critical step in the development of any nonprofit. Organizations often have a plan and a back up for almost every contingency...except for the inevitable change in leadership. **Don't skip this step!**

Leadership transitions are pivotal moments in organizational life. They hold opportunities for transformative change, but also for organizational missteps. Whether your executive director plans to leave in a few years or if a departure date is undefined, succession planning gets your organization prepared for the departure of an executive or other valued staff.

You've spent years leading your organization, don't leave it at risk.

Think you are ready for a departure? Review our **Readiness Checklist** to find out where the organization might be vulnerable during a leadership transition. Do you have:

- A **strategic plan** in place which includes objectives for leadership talent development.
- Annual **board evaluation of executive's performance**.
- **High-performing senior management** team prepared to take over core functions.
- **Strong financial** systems and practices.
- **Operations manual** with key administrative systems that is up-to-date.
- **Emergency succession** plan in place.

These are just some of the many factors that can leave your organization at risk. TSNE's Succession Planning can help fill the gaps in your succession readiness and prepare the organization for a transition.

TSNE can help at any stage.

Third Sector New England can help support your organization at any stage of succession planning — whether your executive has identified a departure date or in the event of an unexpected or emergency departure.

In An Emergency. An emergency succession plan is a risk management best practice and helps to ensure the ongoing operations and stability of the organization in the event of an unexpected departure. Central to the plan is the identification of core executive functions and cross-training for staff to share knowledge and access to key operations, financial data and legal documents. The plan also identifies the board's engagement.

When a departure date is identified: With an identified leader departure date of between sixteen months and three years, TSNE offers a process that provides support to the departing executive related to priority setting and legacy planning, an assessment that identifies the organization's key vulnerabilities and opportunities, an action plan related to the assessment, and support to the board before the transition process begins.

NonProfit Center
89 South Street
Suite 700
Boston, MA 02111-2670

•
tel

617.523.6565 x231

•
fax

617.523.2070

•

info@tsne.org

www.tsne.org

TSNE stays with you at every step of your planning and departure.

A strong leadership plan lessens the risk of any transition within the organization and builds sustainability. TSNE guides your organization through the essential phases of succession planning including:

Strategic leadership development. A core component of succession planning that identifies opportunities for shared leadership among staff, develops plans for professional development and cross-training.

Advancing agency sustainability. The structure of the organization should be reviewed and strengthened, from identifying and addressing operational weaknesses to preparing systems for the handoff.

Preparing the stakeholders. More people are anxious than you think: board members and staff at every level want to know, “What’s going to change for me?”

Identifying future leadership needs. However difficult it may be or seem at the time, leadership transitions are also the best opportunity to ensure alignment about where the organization is going, what type of skills are needed for an executive to succeed and what type of person will best lead it.

Ensuring the appropriate departure of the current executive director, from legacy planning and unfinished business, to setting a date and having a party.

Recruiting, hiring and successfully orienting the new executive director. Yes, there are some nitty-gritty rules and best practices for choosing the best leadership and making sure they are assisted in adjusting into the new environment well.

Our nonprofit professionals can get your organization ready.

Third Sector New England is experienced in providing succession planning and executive transitions services to nonprofits. We work with your organization to:

- Understand your key vulnerabilities and strengths
- Build leadership capacity of staff
- Align staff development with strategic vision
- Strengthen board leadership
- Become “transition ready”

In addition to succession planning, our executive transitions process includes an array of capacity-building services including organizational assessment, interim leader placement, executive search and leadership coaching to ensure organizations are well-positioned for long-term success.

TSNE is the largest New England-based executive transitions provider with a track record of supporting more than 100 organizations through leadership transitions. Our unique and comprehensive approach is achieving positive results. In the past five years, 91 percent of the executives placed through our Executive Transitions Program are still in their positions today.

Costs

As a nonprofit, Third Sector New England understands time and money are two things all nonprofits find in short supply. Our fees are set at rates affordable for any organization ready to take the step toward succession planning.

We’re Here to Help

Contact Heather Harker, Director of Consulting and Executive Transitions at 617.523.6565 x231 or hharker@tsne.org.