



Moving Beyond the Person

Evolving the *What's Next* Program



Moving Beyond the Person

About TSNE

TSNE (www.tsne.org) is a nonprofit management support organization that works with nonprofits across the country. Our mission is to provide information and services to build the knowledge, power, and effectiveness of individuals, organizations and groups that engage people in community and public life. The ultimate intention of our work is to create a more just and democratic society.

TSNE assists a wide range of nonprofits with expertise in consulting, finance and grants management, human resources, professional development training, and research in nonprofit fields of practice.

TSNE has published several groundbreaking original research projects that have been widely reviewed and shared with the sector including: *Valuing Our Nonprofit Workforce* compensation studies (2017, 2014, and 2010), *Opportunity in Change* (2017, with The Boston Foundation), *Leadership New England* study (2015), *Funding Learning Networks for Community Impact* (2013), *Step-by-Step Guide to Achieving Diversity in the Workplace* (2010), *Creative Disruption* a sabbatical study (2009), and the *Executive Directors Guide* (2010, new edition coming in 2019).

As many practitioners have noted, the field of nonprofit executive transitions is evolving. With a framework originally developed over two decades ago to support nonprofits navigating the impending retirement of baby boomer leaders, the field focused on preparing organizations for change, identifying the characteristics of a new leader, conducting a search, and then supporting the new leader to succeed¹. This foundational approach has been successful in guiding thousands of organizations nationwide through their executive transition.

Today, the consultants and practitioners focused on executive transitions in the nonprofit sector are expanding their focus due to challenges on several fronts as nonprofits are reporting difficulty in addressing long-standing and chronic issues that have plagued the sector for decades. Issues including a lack of diversity in leadership, weak governance, and chronic undercapitalization and infrastructure challenges, continue to burden already underpaid and overworked nonprofit executives. The job of the “heroic” nonprofit executive director has become unsustainable. As a consequence, the next generation recognizes that this structure is untenable and are unwilling to step into these roles as they currently exist, setting up a potential gap in the pipeline of talented leaders in the coming decades.

These leadership challenges are particularly acute as a long-predicted wave of experienced baby boomers are turning 65 years old at a rate of 10,000 people a day. In many cases, baby boomer nonprofit leaders are departing their organizations without addressing critical operational and financial challenges that threaten the sustainability of their organizations, impacting the resiliency of the sector as a whole.

The David and Lucile Packard Foundation commissioned this white paper to illustrate learnings from the first four years of TSNE’s *What’s Next: Leading a Thriving Transition* program. The program supports long-term, baby boomer leaders preparing to depart from organizations they founded and/or spent a majority of their careers building into important enterprises. TSNE based this paper on the perspective of the West Coast pilot program participants, with insights collected from more than 60 nonprofit leaders spanning four California-based cohorts. Based on data gathered from documentation of retreats, qualitative testimonials, and program evaluation results, this paper captures key learnings from participants. It also outlines the evolution of the program design from a person-oriented perspective to one that evenly balances support for the departing leader and the organization’s structures and processes.

¹ Adams, T., (2017) *The Evolution of Executive Transition and Allied Practices: A Call for Service Integration*, CompassPoint and Raffa, P.C.

A Wave of Retiring Leaders

Over the last 20 years, foundations, nonprofits, and researchers have studied the phenomenon of the retirement of the baby boom generation and its potential impact on the nonprofit sector. The long-predicted “silver tsunami,” or the mass departure of baby boomers, is now happening. Even with the availability of decades of best practices in nonprofit executive transitions, many long-term leaders still find themselves personally unprepared to leave and are managing organizations even less ready for this significant change.

Surveys and research have shown that long-term leaders stepping down from their positions are concerned about their finances and the next phase of their life as they contemplate retirement². Many have made do with low or stagnant salaries, and have precious little invested for their retirement. It is also common for leaders to struggle with their personal identities after their departure. For many, their organizations have been such an immense part of their identities, they are unsure about what’s ahead or how to reorient their post-retirement lives.

Many baby boomer executive directors (born 1946 to 1964) are typically deeply dedicated leaders. These individuals came of age during the civil rights movement and matured at a time when the rise of technology profoundly impacted the world. In many respects, baby boomers are the founding generation of the nonprofit sector as we know it. They leveraged their passions, commitment to social justice, and innovative spirit to establish organizations across the nation.

Despite a lack of formal management experience, many built their organizations from the ground up in the 1970s and 1980s, keeping pace with growing demands for nonprofit services through the 1990s and into the new millennium. Even with burn-out and morale challenges, this generation of leaders reports loving the sense of purpose they get from their jobs; they also report a desire to make a contribution after retirement³. For many leaders, their organizations and their commitment to the sector are pillars in their lives.

The retirement of these leaders raises questions about their personal legacies in addition to concerns over the sustainability of their organizations after their tenure. As other researchers have noted, it is not unusual for long-term executive leaders to be criticized for building institutions and systems that are fragile, underperforming, undercapitalized, and reliant on charismatic personalities and personal commitment to get work done.⁴ Adding to the challenges around these issues of organizational sustainability, the majority of these retiring leaders are white and female, and have built overwhelmingly white and boomer-aged boards and management teams.

This generation’s dedication to their organizations has been their greatest triumph and, in many cases, their greatest challenge. One of their defining features has been a tendency to take on unhealthy workloads, creating an expectation that the nonprofit sector should rely on the strengths of “heroic leaders” to succeed. But this model is not sustainable. Executive transition supports must shift to an approach centered on addressing deep and ongoing organizational sustainability issues, advancing diversity, strengthening governance, and supporting both the outgoing and incoming leaders. This approach shifts executive transition from a model centered on executive departure management and leadership search to one that is more holistic and focused on both leadership and the organization’s stability.

² Kunreuther, F. and Clohesy, S., (2016) *The Long Goodbye*, Building Movement Project.

³ Ibid.

⁴ Kim, H.S. and Kunreuther, F. (2007) *What’s Next?: Baby Boom-Age Leaders in Social Change Nonprofits*, Building Movement Project.

Snapshot of Nonprofit Leadership

- ▶ **64% of executive directors are leaving in the next 5 years[†]**
- ▶ **68% of executive directors and 66% of board chairs are over 50 years old***
- ▶ **90% of executive directors and 84% of board members are white***
- ▶ **67% of leaders have a salary under \$100K and 22% have a salary under \$50k[†]**

**Leading with Intent* (2017)

Building Movement Project

[†]*Leadership New England* (2015)

TSNE

What's Next: Leading a Thriving Transition

TSNE launched *What's Next: Leading a Thriving Transition* in 2014 as a new approach to supporting today's wave of retiring leaders. The aim of *What's Next* is to provide the time, reflection space, and motivation for leaders to grapple with personal issues around retirement and legacy, so they can attend to the work of addressing the chronic operational and financial pressures that threaten so many organizations' sustainability after their leaders' departures.

Since its inception, *What's Next* has guided over 200 long-term leaders in New England and California to prepare for departure. Participants are nonprofit and foundation executive directors ages 55 and older. Approximately one-third are founders who have been with their organizations for more than 20 years, while others have led various organizations throughout their careers. They all plan to leave their organizations within one to five years.

Our Program

What's Next convenes departing leaders for four days of facilitation during two retreats in order to:

- ▶ **Support and motivate departing leaders in the creation and implementation of a well-planned transition**
- ▶ **Provide comprehensive tools to prepare the organization for a leadership departure, including intentionally addressing leadership development with a focus on diversity, equity, and inclusion**
- ▶ **Present best practices for executive transitions, including the role of the departing leader**
- ▶ **Provide personal reflection time to prepare leaders for their life transition**

Participants also receive individual executive coaching sessions with the trainers, who bring deep facilitative skills and experience in leading and consulting nonprofits on governance, sustainability planning, and executive transitions.

In *What's Next*, participants attend two intensive, two-day retreats that are spaced several months apart. Over the course of the four days, they engage in thoughtful discussions with trainers and peers and analyze their organizations, the sector, and themselves. The participants are introduced to planning tools and best practices, provided the time to reflect and plan with their cohort peers, and encouraged to recognize barriers and identify opportunities associated with their departures while integrating the program's transition work into their day-to-day routine. The program begins with the leaders exploring their personal challenges — naming the fears and anxieties associated with their departure as they think about their move to another phase of life. Then, the program introduces leaders to the key concepts of effective executive transition management and planning for the sustainability of their organization. Post-retreat, participants receive support from coaches, program staff, and trainers, as well as the growing network of *What's Next* alumni around the country.

What's Next provides participants with tools, best practices, and time with peers in similar life circumstances. The program begins with the leaders exploring their personal challenges — naming the fears and anxieties associated with their departure as they think about their move to another phase of life. Then, after an intensive overview of chronic issues facing the sector, the program introduces leaders to the key concepts of effective executive transition management. This section of the curriculum facilitates conversation about issues such as the role of the board, mission sustainability, and leadership development.

The overall focus of *What's Next* is to build the readiness of the leader for transition and provide space for participants to reflect on the often arduous journey of getting their organizations ready to manage change. The program encourages participants to consider the board and staff roles in the transition process to ensure a highly effective organization with leadership at all levels. After working with the departing leaders on the organizational aspects of their transitions, *What's Next* also encourages them to explore their legacy and plans for their future.

The Challenge of Leaving

Finding time to focus on leaving their organizations is a major challenge for many overworked, long-term nonprofit leaders. With roles as the chief executive, top trouble-shooter, organizational ambassador, fundraiser, program manager, event planner, social media poster and more, many executive directors are accustomed to a workload that requires them to work long hours, often sacrificing other personal priorities for the good of the organization and its mission.

“I have a hard time imagining someone else stepping in to handle all the things I do without significant management resources.”

Long-term leaders in the *What’s Next* program are introduced to the concept that they cannot expect to “do it all” in the course of planning for their departure. Rather, they need to manage their workload so they can find time for departure planning and make it an organizational priority. *What’s Next* helps leaders plan for the delegation of tasks; as part of the program they focus on identifying new leadership and management roles for staff members. Ideally, this work begins at least two to three years before an expected departure. Departing leaders should not be alone in leading the transition, and the *What’s Next* curriculum provides them with the grounding and the skills they need to include both board and staff in the process. The program also helps them address their personal readiness issues from the outset.

The Personal Transition

A key factor in successful planning for a leader’s departure is the acknowledgement of loss they feel during this momentous life change. To help participants frame their exit and the arc of their personal journey, the *What’s Next* program introduces them to William Bridges’ transition model. Under this model, long-term leaders review the three stages of the process, each one with its own roadblocks and opportunities. This framework gives leaders a roadmap for the changes ahead.

Bridges’ model ironically begins with “The Ending,” a stage that deals with loss, letting go, and relinquishing the old ways and old identities. This is a stage when leaders wrestle with how to be intentional about letting go of their positions and their leadership after decades of hard work. Some participants consider how they can continue with meaningful, socially oriented work but in ways that provide flexibility and decreased responsibility, while others weigh the pros and cons of staying involved with the organization they are leaving.



-Bridges, W. *Managing Transitions* (1991)

BEFORE THE PROGRAM, 70% OF PARTICIPANTS REPORT FEELING UNPREPARED TO CREATE A PERSONAL IDENTITY OUTSIDE THEIR EXECUTIVE DIRECTOR ROLE.

The Personal Transition (continued)

The second phase of the Bridges model is “The Neutral Zone.” This phase recognizes that leaders will encounter some confusion while finding new direction and reimagining themselves. Many participants report that saying the words, “I’m leaving,” is the most difficult part of their transition. Anxiety about breaking the news of their departure to their funders and community leaders is often top of mind. They fear losing support for the organization and this fear can paralyze an executive director from moving forward with critical departure planning.

Even when a transition is finally announced, a host of new anxieties can emerge. Some leaders have problems coming to terms with their inevitable exit as it gets closer. Many report feeling visceral fear when faced with filling the massive space in their life currently inhabited by their organizations; others fear loss of relevance or being labeled a lame duck. Besides wrestling with the sense of identity and purpose, often leaders have to plan for the loss of steady income, caretaking expenses for family members, and personal or spousal health challenges. **Less than 15 percent of participants report having plans for their financial and health needs.** The lack of retirement benefits in the nonprofit sector, combined with low salaries and limited personal savings, multiplies the financial pressure on leaders grappling with how and when to transition. The *What’s Next* curriculum provides leaders with strategies to understand their financial situation and motivates them to address it.

“I was worried my funders wouldn’t continue funding when I said I was leaving... I informed my funders and they didn’t withdraw support.”

“My organization will be going through that same process of mourning and fear that I will. I want to build the process for them to plan and land on their feet, too.”

The third phase of the Bridges model, “The New Beginning,” is typically when participants report momentum with their commitment to preparing for transition, as well as a renewal of energy and sense of purpose. At this stage of the program, participants report an increase in confidence, both with their own post-transition prospects as well as in their understanding of their organization’s future. *What’s Next* participant surveys showed a substantial change in their ability to engage in starting the transition process.

What’s Next has shown that the departing leader’s ability to move through the three stages of the Bridges model greatly influences their ability to transition with grace, while at the same time, preparing their organizations and themselves for the difficulties they will face in the transition.

AFTER THE PROGRAM, 95% OF PARTICIPANTS FELT PREPARED TO USE EFFECTIVE TRANSITION PRACTICES.

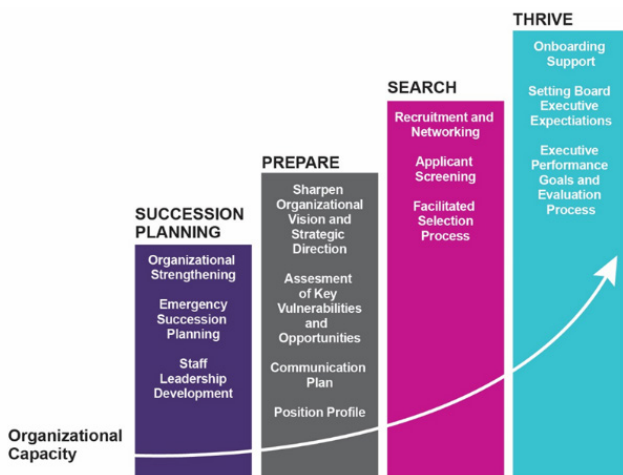
The Organizational Transition

In *What's Next*, participants face their feelings of loss and are provided much needed time to reflect. After completing the program, they feel more confident in their ability to ready their organization for change with **91 percent of participants feeling more prepared to navigate the organization's transition** after completing the *What's Next* program.

In the program, participants become better able to engage in thoughtful discussion about the phases of an executive transition. At each phase, the leader lets go of more of the leadership of the organization as they begin to prepare board and staff to engage in the process. One of the most impactful realizations for long-term leaders is that much of the executive transition occurs after their departure. This important insight is both challenging and often a relief for many leaders as they begin to realize that they have a limited role and responsibility for managing the process.

In TSNE's executive transition model, a departing leader's role is primarily focused on the Succession Planning phase where they work on strengthening the organization and developing staff leadership. This is not to say that there is no role for the departing leader but rather, once an organization enters into an executive transition, the board determines the participation of staff and stakeholders. In fact, during the Prepare phase departing leaders can have a significant impact by ensuring the board and staff are aligned in their understanding of the vision, vulnerabilities, and strategic direction of the organization going forward. And as the structure of the executive transition engagement is identified, some boards may invite departing leaders to participate in the Search phase and subsequent Thrive, or onboarding phase, after the placement of the new executive director.

“It was difficult coming to terms with the fact that a great deal of work will happen after I leave, but understanding my board's role in the transition has helped me frame what to focus on while I am still here.”



A core feature of *What's Next* is that it helps long-term leaders understand and clarify roles and responsibilities for key members of the organization, including themselves and their board. It prepares the leaders for the reality that they do not have a role in selecting their successor. This serves to further separate departing leaders from identity and control issues related to the organization.

What's Next participants are coached on how to bring important processes and tools back to their boards and staff in order to begin planning. With the support of the trainers and cohort peers, participants draft action items, timelines, and identify the resources they need to begin working on their transition.

PARTICIPANTS REPORTED A 50% INCREASE IN THEIR PREPAREDNESS TO TRANSFER KNOWLEDGE AND DECISION MAKING RESPONSIBILITIES TO THE BOARD.

CONSIDERING WHO IS NEXT: *A Call for Diversity in Nonprofit Leadership*

“Our organization has always been led by someone who looks like me, whether a man or a woman, and that shouldn’t be the case.”

Although the field of executive transition support has helped thousands of organizations and their leaders over the past two decades, it has not moved the needle on one of the nonprofit sector’s most urgent challenges. Recently, several national reports found that the historical lack of diversity in nonprofit leadership is one of the biggest threats to the sustainability and impact of the sector. Simply put, nonprofit leaders do not represent the racial and ethnic diversity of the communities served by their organizations. The percentage of people of color in executive roles in the sector has been stagnant, remaining below 20 percent for the last 15 years.

All too often the dominant narrative holds that there is a lack of qualified leaders of color, that people of color are unprepared for these roles and need training, or that they are not interested. A 2017 Building Movement Project report, *Race to Lead: Confronting the Nonprofit Racial Leadership Gap*, dispelled each of these notions as myths. Not only do people of color have the experience, qualifications, and skills needed to be in executive roles, they also have higher levels of aspiration to become nonprofit CEOs when compared to their white counterparts. The report identifies several key barriers for people of color aspiring to senior and executive roles including a lack of commitment from boards, implicit bias in promotion and recruitment processes, inadequate salaries, the need for role models, a lack of social capital/networks, and the need for better relationships with funders.

In response to the desire of many *What’s Next* participants to address racial equity and leadership issues, TSNE expanded the curriculum to include a module and activities that support departing leaders to think strategically about diversity in their internal talent pipeline, and to support their boards in addressing implicit biases as they begin to think about their next leader.

Leader-Full Organizations and Race

- › It’s **NOT** about Differences in Background or Qualifications
- › It’s **NOT** about a Lack of Aspirations
- › It’s **NOT** about Skills and Preparation
- › It **IS** an Uneven Playing Field
- › It **IS** the Frustrations of “Representing”
- › It’s **NOT** personal, It **IS** the System

Race to Lead (2017)
Building Movement Project

THE PERCENTAGE OF PEOPLE OF COLOR
IN EXECUTIVE ROLES IN THE SECTOR HAS
BEEN STAGNANT, REMAINING BELOW
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A Wider Lens on Transition Planning

The perspectives and experiences of *What's Next* participants reflect a larger trend in the field of executive transitions. As capacity building and consulting organizations continue to support departing leaders and their organizations to design and carry out successful transitions, there is a growing recognition that this work must now be viewed in a larger, sector-wide context. The focus of the executive transitions framework must move beyond the transition of a single leader and shift to a more holistic and integrated approach that prepares nonprofits to ensure mission and organizational sustainability.

While it is still important to provide long-term leaders with time to reflect on their legacies and examine their personal readiness to move to the next phase of their lives, the data from four of the *What's Next* cohorts, and additional learning and research from the field, continues to show that personal readiness to leave is only one small piece of the equation.

The greater need is for long-term leaders and boards to use the transition to address leadership and organizational development issues such as their talent pipelines, diversity of their staff and leadership, and organizational sustainability (including governance). From TSNE's experience leading over 150 executive transitions over the last decade, we know the amount

of quality support a leader receives before an executive transition is a key determinant in a successful transition process. This suggests that the framework of executive transition support needs to include a longer arc that provides models for long-term leaders and their boards much earlier in the transition process to identify and address these challenges.

Too often, critical conversations around succession planning are not a priority for executives or boards. Boards are not prepared to invest the time or commitment that succession planning requires. Alternatively, the perceptions around succession planning often come with the stigma that once a leader broaches the topic, boards, funders, and supporters will react negatively. The result: no one brings it up and leaders delay taking the necessary steps to prepare to leave.

Succession planning is, however, a critical management function – and it has to start as early as possible. TSNE believes that some of the programmatic elements of *What's Next* could serve as a useful precursor to succession and executive transition planning. Allowing some space for long-term leaders to acknowledge their fear and sense of loss at an earlier phase of their transition could be a critical step in improving transition planning across the sector.

Moving Beyond the Person

The initial design of *What's Next* focused on the personal aspects of transition as a leverage point for discussing the challenges that long-term leaders face in preparing their organizations for transition. In the course of running the program on the West Coast, TSNE learned that although long-term leaders felt more prepared for their transitions, many still had deep concerns about how they could support their boards and staff to become “transition ready.” This realization prompted TSNE to reconsider the design of the program.

Participants exhibited wide variation in the confidence they felt in the ability of their boards to manage a transition. Of the 60 *What's Next* participants polled, only 18 percent indicated that they have an “effective” board.

Many leaders listed the support and development of their board as a top priority for transition planning. Participants also highlighted longstanding issues with their organizations' current governance. Among the challenges they cited were measuring board impact and performance, ensuring board accountability, reducing high board turnover, and addressing a general lack of understanding among board members about the organization's work.

In response to these leaders' concerns, TSNE developed a more balanced curriculum with a parallel focus on organizational readiness, including expanded modules on the board's role and responsibilities and leadership development.

Redesigning *What's Next*

Since the start of the *What's Next* program, TSNE has sought feedback from participants and experts about what works best to support leaders and their organizations to manage successful transitions. In response, TSNE began to remap and evolve the *What's Next* curriculum to address key questions around organizational capacity, leadership, and readiness for an executive departure. The redesign of the program included the formation of a new partnership with the LeaderSpring Center in Oakland, California to train a cohort of *What's Next* facilitators of color to lead future cohorts. Through this partnership, TSNE hopes to gain greater insight to address the longstanding imbalance in the diversity of nonprofit leadership.

TSNE will also pilot a new curriculum that responds to concerns of long-term leaders about leadership development, racial biases, and challenges associated with leadership and organizational succession. Looking ahead, *What's Next* aims to address a number of issues and priorities that have emerged in our dialogues with participants and others. These issues include:

1. TACKLING THE TABOO OF SUCCESSION PLANNING

- ▶ *Focus more intently on succession planning as an opportunity to enhance the organization's sustainability.*

What's Next is a response to the criticism that many long-term executive leaders are not planning well for their eventual departure, and potentially leaving an organization and board in crisis. Part of this criticism is also a reluctance for open discussion and acknowledgement by boards, leaders, staff, and funders that transition, departures, and retirements are all part of an organizational lifecycle that benefits from thoughtful and intentional planning. Often, the reluctance to address succession planning and transition are related to the stresses with managing chronic infrastructure challenges and organizations that are increasingly fragile, undercapitalized, reliant on personalities to get work done, and sometimes underperforming. The program will focus on how leaders can address key vulnerabilities in their organizations, hold courageous conversations with their stakeholders about transition and its opportunities and implications, and strengthen board and staff so that one leader is not solely responsible for effectiveness and sustainability. This reframe will include the addition of robust visuals, guided discussions, role playing, and case studies intended to help participants gain a firm understanding of the “sustainability framework” for transition planning. The focus: preparing participants for the tough conversations and intentional work their organizations will have to do in the lead-up to the transition.

2. BUILDING OPPORTUNITIES FOR OTHERS TO LEAD

- ▶ *Use transition as a moment to identify new leadership structures.*

Transitions must be carried out with an understanding and appreciation of how the next generation holds new perspectives about organizational and leadership structures and work-life balance. Long-term leaders need to build and support a pipeline of Gen-X and Millennial leadership. The current executive director job description concentrates too many organizational responsibilities on the back of the leader, preventing the development of leadership and dissemination of institutional knowledge throughout the organization. By studying successful cases of transition through generations and identifying areas for capacity building, the *What's Next* program will challenge participants to start intentionally offloading roles, responsibilities, and relationships leading up to the transition. Responding to feedback from participants, *What's Next* has added case studies, group discussions, and peer planning activities to provide participants with strategies for developing and retaining the staff and board their organizations need.

3. MAKING DIVERSITY AN ORGANIZATIONAL PRIORITY

- ▶ *Prioritize diverse leadership development as part of the transition.*

Too often, nonprofit leaders do not reflect the racial, cultural, and/or ethnic profile of the communities they serve. As long-term leaders plan for their departure, they can utilize transition planning as an opportunity to identify and support the development of leaders of color within their organization and communities. This is especially true if the leader is not departing for several years. Intentional development and support for diverse leaders during a planned transition will create opportunities for organizations and the sector to start building a leadership pipeline that is truly reflective of society. Recognizing that the *What's Next* program engages leaders and organizations at a pivotal juncture in the profile of nonprofit leadership, TSNE will work to make diversity and race equity a core feature of the program. *What's Next* will integrate research such as the *Race to Lead* report and activities that intentionally focus on identifying and supporting the development of leaders of color within organizations and communities.

Conclusion

The conclusions from the West Coast launch of the *What's Next* program indicate that TSNE's models of transition, succession, and sustainability planning are not enough to support the long-standing and intractable challenges that have plagued the nonprofit sector for decades.

Our conclusions point to the responsibilities of boards, funders, and capacity-building organizations (including TSNE) to expand our view of leadership transitions. It is time to shift the focus from individual leader transitions toward creating structures that harness the experience and dedication of long-term leaders, and to leverage their transitions as opportunities to strengthen the sustainability, growth, and impact of nonprofits.

This shift in focus will require continued experimentation and adaptation of new models and practices in the field. As part of this shift, *What's Next* will be integrating more time, support, and resources for organizational development and planning in the cohort groups. TSNE will also be exploring how to incorporate other key issues in this work, such as race equity, board development, and staff development.

The sustainability and impact of the nonprofit sector depends on its ability to attract a diverse pipeline of leaders, strong governance, and an embrace of leadership development and succession planning as core organizational functions. Supporting nonprofits to develop and strengthen these capacities must become a central feature of transition planning in the years ahead. TSNE is determined to help ensure that this happens as we embark on the next phase of the *What's Next* program.

4. ENGAGING THE BOARD IN THE WHAT'S NEXT PROGRAM

- ▶ *Develop a succinct transition curriculum for boards.*

What's Next will develop a companion curriculum to educate and train boards (and potentially staff) about executive transitions and best practices. The curriculum will focus on the benefits of building a leadership pipeline that is representative of the communities that organizations serve, different leadership structures, and other urgent topics. The goal will be to help facilitate shared understanding and the development of a set of consensus priorities across boards, departing leaders, and staff throughout the lead-up to an executive transition. By guiding departing leaders through discussion and planning sessions which delineate board/executive roles and responsibilities, participants will be able to identify what they can accomplish by themselves, what they need their board to do, and what kind of board they need to compose in the lead-up to transition.

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Notes



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