

The Nuts and Bolts of Departure-Defined Succession Planning

- 1 Deal with personal and professional barriers for the departing executive, for example:
 - Future employability concerns;
 - Inadequate retirement savings;
 - Unfinished business in the current job;
 - Loss of identity and status attached to current job.
- 2 Set a departure date.
- 3 Form a Succession Planning Committee.
- 4 Prepare a communications plan (how soon to tell whom and by what means).
- 5 Identify agency vulnerabilities through an organizational assessment or sustainability audit.
- 6 Design and implement strategies to address the vulnerabilities.
- 7 Identify the agency's broad strategic directions the next three to five years.
- 8 Solidify the management team in light of agency vulnerabilities and skills demanded by the strategic directions.
- 9 Build the Board's leadership abilities.
- 10 Back-up key executive relationships.
- 11 Ensure finances are in order.
- 12 Build financial reserves and secure multi-year program funding.
- 13 Agree on the parameters of the executive's emeritus role-if one is established.
- 14 Set the executive search strategy, i.e., decide whether or not to use an executive recruiter.

Adapted from The Annie E. Casey Foundation's "Building Leaderful Organizations"

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