

## Succession Planning

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Succession Planning focuses on the Board's primary responsibility of ensuring that excellent leadership is in place at all times. A thoughtful and intentional planning process is crucial for any organization to be prepared for the potential departure of a leader – particularly a long-time leader and/or founder.

### Specifics of Succession Planning (SP)

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KEES will work with the Executive Committee and/or identified Board leadership committee, who will lead the SP.

The SP Committee will be asked to commit to as many as four meetings over a period of six months. Insight and input will be sought on how to define the transition process.

KEES will assist with planning meetings, acting as facilitator for all meetings, interfacing with key stakeholders in confidential conversations, and utilizing all information gleaned from those meetings and discussions to draft a Leadership Transition Plan. The focus of activities for KEES is outlined below:

- 🕒 Meet with current leaders to establish the process and agree upon the timeline.
- 🕒 Review background materials to fully inform the process. Such documents could include by-laws, job descriptions, performance evaluations, organizational planning materials, etc.
- 🕒 Provide agendas for each meeting.
- 🕒 Facilitate 3-4 meetings of the SP Committee through structured discussion around the following topics, which will be confirmed and/or refined in the initial planning meeting:
  - Review process and goals.
  - Establish timeline.
  - Facilitate discussion around existing leadership and future needs.
    - ✓ Utilize the DiSC profile to ascertain culture and style of Senior Leadership Team
  - Conduct interviews and a survey to ascertain viewpoints and perspectives on the new leader's role.
    - ✓ Up to 20 input sessions (1:1 interviews and focus groups with select Board, direct reports, and key Stakeholders)
    - ✓ Survey of other identified constituents (optional, additional cost)
  - Identify additional data/information needed for the Committee to continue its work.
  - Review options for a transition agreement (consulting or employment) with the current leader and make recommendations on how to maximize the talents that the current leadership has to offer while also charting the course for a new leader to take the helm.
- 🕒 Draft position profile, expectations, and desired/required qualifications.

### Timeline

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The most effective Succession Planning process occurs in the six months preceding an active search for a new leader. At a minimum, 90 days can be utilized to conduct the planning before a search commences.

