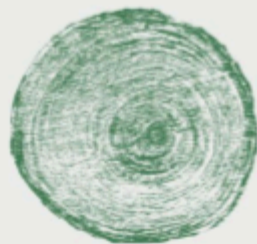




Center for Sustainable Leadership
Succession & Sustainability Planning Process



CENTER FOR
SUSTAINABLE
LEADERSHIP



WHERE WE ARE:

The Sustainability of the Role

Overview

The Center for Sustainable Leadership (CSL) proposes to conduct an executive leadership succession and sustainability planning series with The Leadership School. The objective of this planning process will be to establish leadership longevity strategies as well as plans for all leadership transition scenarios. Expert facilitators from CSL will conduct this planning process and will produce a complete plan and corresponding resources at the conclusion of the planning sessions.

Executive Leadership Planning Process

Below is a sample timeline illustrating the Executive Leadership Planning Process. CSL will tailor this process to be responsive to the work already completed by the executive leader and board of directors.

	W1	W2	W3	W4	W5	W6
Phase 0: Introduce & Determine Interest in Process						
Phase 1: Emergency Transition Planning						
Phase 2: Critical Board Practices Audit						
Phase 3: Internal Pipeline Development						
Phase 4: Planned Transition & Any Refinement Needed						
CSL Shares completed Plan						



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Summary of Succession & Sustainability Planning Steps

CSL facilitators will meet 1:1 with individual members of planning groups as needed to explore specific topics in more depth as they become apparent in group sessions.

Phase Zero	Introduce & Determine Interest in Process	CSL will meet with executive leaders and boards interested in learning more about succession and sustainability planning. CSL will utilize this meeting to comprehensively introduce the planning process and gauge interest/buy-in among the potential planning group prior to moving ahead with Phase One.
Phase One	General Norming & Emergency Transition Planning	<p>CSL will begin this planning process by first establishing a leadership transition plan for the board to execute in the event of (1) an unplanned temporary or permanent leadership departure or (2) a planned temporary absence (i.e. parental leave). Finally, the board will explore the option of adopting a leadership sabbatical policy as well as high level planning procedures the organization will follow if the board chooses to adopt such a policy.</p> <p>As part of this first phase, CSL will additionally formalize the process that the board and executive leader will follow on an annual basis to revisit these plans to ensure that plans and conversation remain current on these topics. This includes naming the planning group, timeline, and objectives of the planning group.</p>
Phase Two	Critical Board Practices Audit	<p>In the second phase, CSL will take stock of board practices that improve a board's ability to deliver on their responsibility to support strong, sustainable executive leadership. These include:</p> <ul style="list-style-type: none">• Diversity, Equity, and Inclusion Training/Reflecting

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		<p>Upon Personal Biases,</p> <ul style="list-style-type: none"> • Understanding the Organization’s Strategic Priorities, Strengths, and Weaknesses, and • Conducting CEO Evaluations.
Phase Three	Internal Pipeline Development	<p>Building upon the work that the executive leader and board of directors already has in motion, the board and executive leader will conduct an audit of the organization’s internal leadership pipeline. This includes individuals who in the short, medium, and long term could be viable executive leadership candidates as well as the leadership development that could benefit them in the short term.</p> <p>This conversation is additionally intended to push the current executive leader to evaluate which of their responsibilities could be given to another member of the staff as a leadership development opportunity for that person. This, in turn, is intended to prompt the current leader to evaluate the ways in which they are unnecessarily carrying responsibilities that may be both making their job unsustainable and shortchanging internal leadership pipeline development.</p>
Phase Four	Search Criteria & Planned Transition	<p>The final phase of this planning process outlines the norms that the board and executive leader will uphold during the period leading up to a leader’s departure, even if that departure is not imminent and/or yet defined. This plan articulates the amount of notice that the leader is expected to give to their board, the process that the board will follow in identifying and selecting a successor, and the roles of the outgoing leader and the board in onboarding a new leader. Finally, this portion of the plan articulates a framework</p>



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		<p>according to which the board will determine the compensation of the next leader.</p> <p>Second, the planning group will articulate the high-level mindsets, skill sets, and competencies that a subsequent leader must possess. The board will identify the frameworks—the organization’s strategic plan, the incumbent leader’s current job description, for example—that the board will reference in refreshing this list on an annual basis.</p>
Final	Review and Refine	<p>CSL will often hold a final session so that the planning group has the opportunity to revisit the plan as a whole before closing out the process for the year. Further, CSL uses this final session to determine when the planning group will come back together to conduct the next round of annual succession and sustainability planning.</p>

Staffing

Amanda Aiken and Freddi Wicker will lead this work with the support of CSL expert facilitators.

Cost

Each planning process will cost a flat fee of **\$7,500** due following Phase One of the planning process.