

LEADERSHIP & WORKFORCE TRACK SPONSOR



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COMMUNITY ENGAGEMENT RESEARCH & CONSULTING





UNITED METHODIST ASSOCIATION
OF HEALTH AND WELFARE MINISTRIES



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UMA

Protect the Mission with Strategic Succession Planning





Outcomes

- Realize why an organization's fiduciary commitment to protect and foster its faith-based mission is becoming a greater challenge with current workforce demographics and expectations
- Gain tools and processes for implementing successful organizational succession planning among leadership, board, and staff
- Discover how an organization-wide sense of responsibility, accountability, and shared vision can serve as a catalyst for successful succession planning.

JERRY MAGUIRE







Jerry's Dilemma

- No purpose
- No human connection
- Battling a culture
- WE are not recommending 25 pages!!



Mission, Vision, Values

- Unique and experienced in a unique way
- Mission - Who, What, Why, of an Organization - Purpose
- Vision is the “Where” in the Future.
- Values are the behaviors...”Culture”



Mission

- Organization aligns with Mission
- Guides every decision
- Should be clear and known by all



Vision

- Is the Future, “Where”
- Supports the Mission
- It is where and how we are advancing
- It is measurable



Values

- Defines behavior
- Help achieve the vision
- Culture
- What does it really look like, how is it experienced
- How does the mission reach / touch everyone we serve
- Makes it relatable



Examples

- Life is Good: To spread the power of optimism.
- sweetgreen: To inspire healthier communities by connecting people to real food.
- Patagonia: Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.
- JetBlue: To inspire humanity – both in the air and on the ground



EAGLE as an Example

- Purpose - “Provide a voluntary program utilizing principles and goals that promotes, pursues and recognizes excellence in the holistic, Christian mission and ministry of an organization.” EAGLE’s primary emphasis is on excellence in Christian ministry, with a focus on how applicant organizations incorporate their Christian mission, religious heritage and values throughout the organization and its daily operations.
- 4 Values – Every mission site is Important, Every mission site is unique, Every mission site is empowered by the faith/works concept
- 10 Priorities – Outline the specifics



How we use Mission, Vision, Values

- We display it
- We communicate (Meetings, Onboarding, Training)
- By example... most difficult

How are we sure it reaches every level of our organization and all those served???



It is impossible to have a great life unless it is a meaningful life. And it is very difficult to have a meaningful life without meaningful work.

-Jim Collins



Workforce

- C- Suite transitions / retiring
- High turnover
- New interests from workforce
- New Rich Diversity



Workforce Impact to Mission

- 60 percent of millennials want a sense of purpose in their work and 77 percent chose their job based on that desire, according to the [2015 Deloitte Millennial Survey](#).
- HBR - Identified 2 things organizations need to do
 - Communicate to employees how their work contributes to these sources of meaning
 - The organization must actually support employees' ability to achieve meaningful goals

Hold that thought!!





What is Succession Planning

- Not only looking to fill position; but to strengthen organization
- Plan for future leadership
- Surveys organization for future leaders (Bench strength)
- Identifies potential leaders and creates plan to develop necessary skills
- Assessments tools are often used
- Positions may not be filled by internal candidates
- Includes planned and unplanned (emergency) transitions



Why is succession planning avoided??

- Who starts the conversation? Can be awkward
- Doesn't mean anyone is leaving or retiring immediately
- Should be viewed as a fiduciary responsibility of the Board and CEO
 - Ensuring the foundational strength of organization
 - Ensuring Mission continues



Succession Planning

- Feedback from 2019 Mennonite Health Assembly
 - We don't talk about it –we have the “flaming fuel-truck” plan
 - Risk to any organization is relative to the size of the organization
 - Importance of growing your own leaders; Emerging Leader Program
 - Develop Values based leadership training



Succession Planning

- Feedback from Mennonite Health Assembly, cont.
 - Emergency succession planning, not just for CEO but others at leadership level
 - Standard operating procedure notebooks for every position need to be kept up to date.
 - Put together an IDP (Individual Development Plan). Focusing on key staff and how you are going to grow them becomes critical.



CEO Succession

- Plan outlines short term (emergency plan), interim, and long-term plan
- Update Job Description
- Strategic Plan
- Ongoing / Annual Performance review process
- Compensation and benefit Review

[ORGANIZATION]

PRESIDENT/CEO SUCCESSION PLAN

In the event the President/CEO is suddenly unable or unavailable to continue in the role of leadership, for whatever reason (resignation, illness, accident or death) causing absence from position whether short or long term, the following plan is to be followed.

STEP I. IMMEDIATE ACTION PLAN

Duration: Not greater than 30 days

1. Board Chairperson sets meeting with Management Team, Department Directors, and Residents' Council, to announce immediate action plan and inform Lancaster Conference Moderator.
2. While Management Team and Department Directors will function in decision making for their departments, a Vice President (pre-selected by the board) will assume temporary leadership immediately in place of President.
3. Board Chairperson will be available in a supportive role to this V.P.



STEP II. INTERIM ACTION PLAN

Duration: Not greater than six months

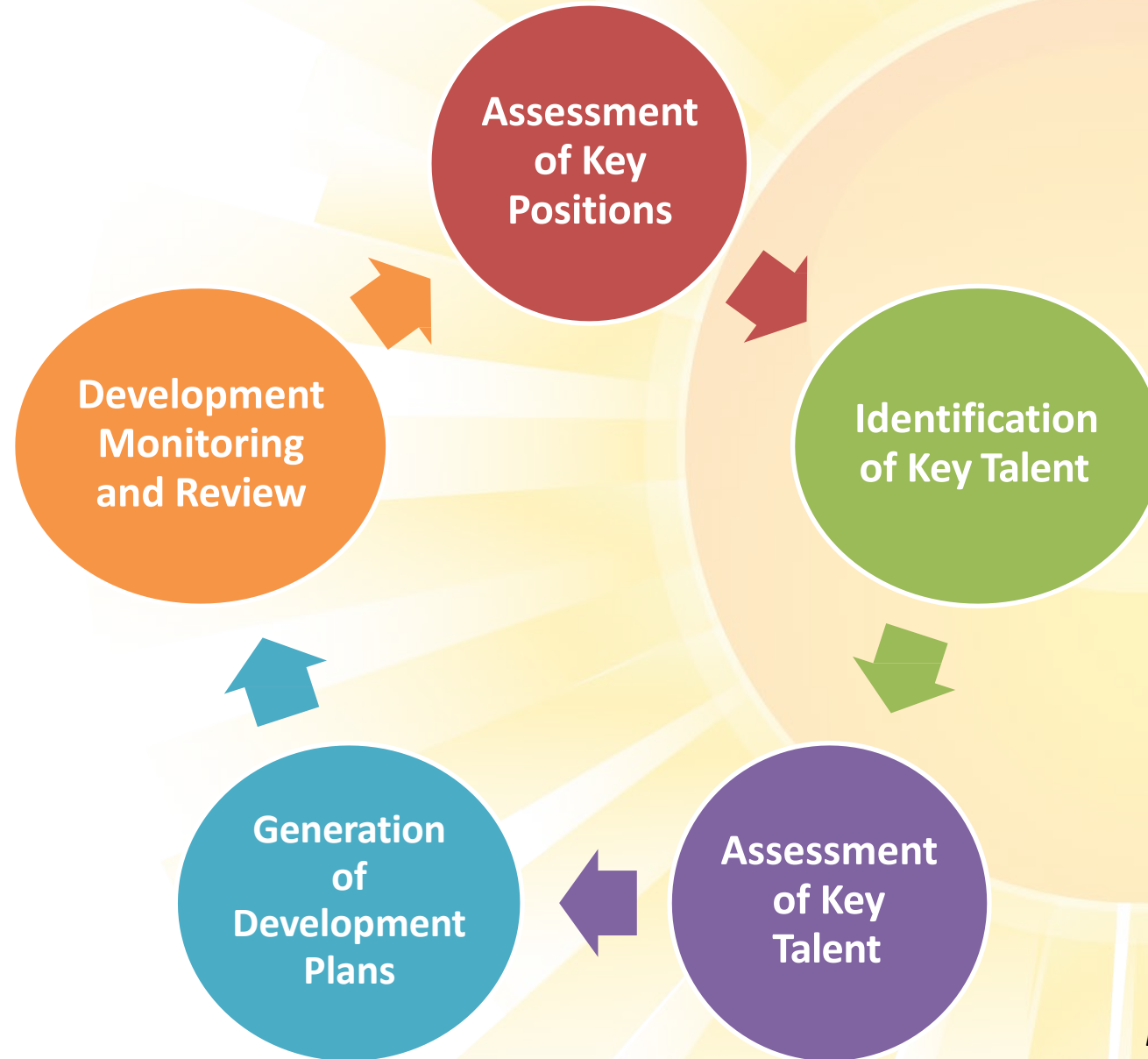
1. Should the President/CEO be absent from position beyond 30 days, Board shall appoint a person to serve as Interim President/CEO. (This person may or may not be the person appointed in Step I.)
2. Board Chairperson sets meetings with Management Team, Department Directors, and Residents' Council, to announce and introduce Interim President. Conference Moderator and general public area also notified.
3. Board Chairperson continues to be available in a supportive role to this Interim President/CEO.



STEP III. LONG-TERM ACTION PLAN

1. When it becomes clear that the President/CEO will be absent beyond six months, the Board shall identify a Search Committee comprised of at least three board members to identify a permanent President/CEO.
2. Consider the services of an executive search consultant as a partner in this search process.
3. Search Committee shall select candidates for consideration and arrange interviews with the Board for input.
4. Board will select a candidate and seek approval of Conference Board of Bishops, and offer position to candidate..
5. Board Chair makes appropriate introductions to Staff, Residents' Council and Church constituency and community at large.

Succession Plan Best Practices





Succession Plan

- Ongoing process
- Aligns with strategic plan
- Plan for future roles, not just current
- Reviews and Assessments - Assess everyone in your organization for potential
 - Performance evaluations - critical
 - 360 Evaluations
 - Personality Assessments
 - Mentoring/Coaching



Assess Key Positions

- Ongoing process
- Aligns with strategic plan
- Plan for future roles, not just current
- What positions need a succession plan
- What are the skills and competencies for position



Identify Key Talent

- Ongoing process
- Identify top performers and key positions
- Where is there potential
- Reviews and Assessments - Assess everyone in your organization for potential (Also opportunity for developing teams)
 - Performance evaluations - critical
 - 360 Evaluations
 - Personality Assessments
 - Mentoring/Coaching



Assess Key Talent

- Gap analysis
- Development plans
- Timeline for readiness
- Are those identified interested

Succession Management Assessment

Name: _____ Name of Supervisor/Coach: _____ Position: _____ Position: _____

Tenure in Position: _____

Versatility Rating: _____

Stage of Development: _____

Learning Agility: _____

Active

Passive

Reactive

Blocked

(Sample) Core Values Alignment: Honesty
Servanthood Learning Team

High

Medium

Low

(Sample) Leadership Skills Alignment: Personal Integrity
Planning/Organizing/Controlling Communication
Adaptability Innovation
Decision-Making/Problem-Solving Develops Others
Team Leadership

High

Medium

Low

Leadership Profile(s) (DiSC, Myers-Briggs, StrengthsFinder, etc.) _____

Advancement Opportunity (next likely position) _____

Risk of Loss in next 3 years (for any reason): _____

High

Medium

Low

Temporary Replacement(s) _____

Permanent Replacement(s) _____



Individual Development Plans

- Path for development and readiness
- Involvement in projects, responsibilities, formal training
- Mentoring and Coaching

Ongoing Review and Assessment





Succession Plan Tool Kit

- Short Term CEO Succession Plan
- Memo for Emergency Plan (Board Adopts)
- CEOs Finishing Well: Planning sets the Stage
- The Board's Role in CEO Succession Planning
- When the CEO Resigns: Decisions the Board Must Make
- Questions for a Board to Consider When Seeking New Leadership
- Executive Transition Process
- Appointment Criteria for CEOs of Sponsored Organizations



Let's talk about Boards

Foundational board practices that set the stage for a positive CEO leadership transition include:

- An effective annual CEO performance review
- An annual board self-assessment process with an ongoing board development plan.
- An effective organizational planning process
- A strong board/CEO partnership
- Developing internal leaders should be a priority for each CEO



Let's talk about Boards

- Best practices for Board governance
- Succession for Board Officers
- Board Recruitment (Nominating Committee)

Remember - Hold that thought!!





Succession Mission Continues

- Proactively identifying leaders or the criteria for leaders
- Providing development, skills training, that align / promote Culture
>Values>Vision>Mission
- Increased investment in employees
- Increased engagement by employees
- Employees seeking purpose, growth, and development



Succession → Mission Continues

Risks of not being prepared with a plan

- Reactive, position-based succession planning
- Executive searches conducted under duress
- Marginalized internal candidates
- Awkward transitions
- One of top considerations for affiliation > CEO Transitions

Obviously impacts your Mission

Examples of Values Based Leadership Development Programs



- Specific examples of how your values are tied to leadership
- Example – Conflict resolution; Consensus; others
- Increased engagement by employees
- Employees seeking purpose, growth, and development

When Succession includes External Candidates



- Onboarding and Orientation
- Should include Mission, Vision, Values,
- Should include organization's story and history
- Should include examples of how team members displaying values

Communication is Everything



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