

# Are you ready for board member turnover? Continuity & Succession Planning

## Board Leadership Calgary

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## Continuity and Succession

Continuity - something that does not  
stop or change as time passes

Merriam Webster Dictionary

- ♻️ What does it look like?
- ♻️ Strategies for achieving it

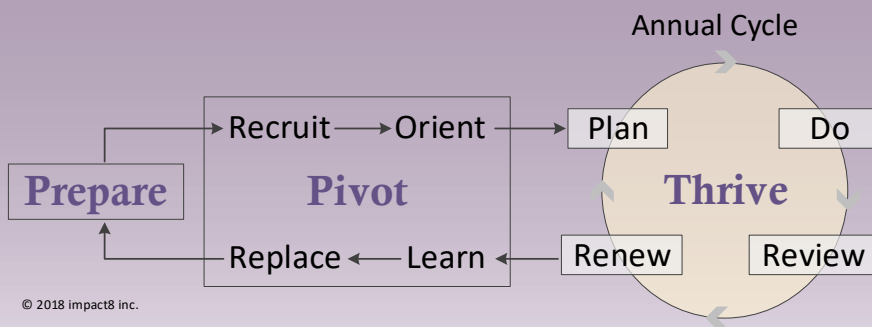


## How is your Continuity?

- A change in board members does not have much impact on our board.
- Board members know the organization's recent history, current situation and future direction.
- The transition of our leadership goes smoothly (Chair, Treasurer, ED, etc.).



## Continuity Leadership Life-Cycle



# Prepare

- Your Approach to Governance
- Roles, responsibilities & expectations
- Strategy, Priorities & Preferences
- Culture – compatibility, fit
- Balance

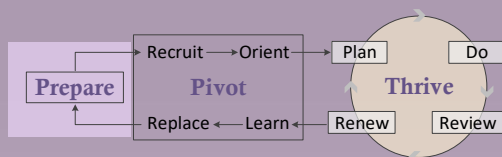
# Governance

## Continuum of Approaches

Do	Supervise	Direct	Oversee
<p><b>Full Administrative Board</b></p> <ul style="list-style-type: none"> <li>• no staff</li> <li>• volunteers &amp; board do all work</li> <li>• May have working committees</li> </ul>	<p><b>Partial Administrative Board</b></p> <ul style="list-style-type: none"> <li>• some staff</li> <li>• board manages operations</li> <li>• May have working committees</li> </ul>	<p><b>Transitional Administrative Board</b></p> <ul style="list-style-type: none"> <li>• recent ED or GM</li> <li>• board involved in operations</li> <li>• May have working committees</li> </ul>	<p><b>Partial Policy Board</b></p> <ul style="list-style-type: none"> <li>• ED manages some operations</li> <li>• Board manages some operations</li> <li>• Usually working &amp; policy committees</li> </ul>
<p><b>Full Policy Board</b></p> <ul style="list-style-type: none"> <li>• ED has full control of operations</li> <li>• Board focuses on Policy</li> <li>• Policy committees are common</li> </ul>			

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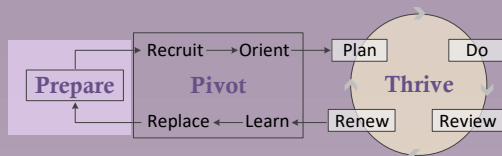
## Specific Roles



- Board members, Directors
- Officers – President, Treasurer, Secretary maybe a Vice President or Past President
- Committee Chairs
- Committee members
- The Executive Director, Staff



## Board Member Expectations



- Commitment to the mission
- Declare potential conflicts of interest
- Do not exercise individual authority
- Maintain effective relationships with board members, staff and the community
- Prepare for meetings, attend & participate
- Respect confidentiality and privacy



### Desired Perspectives

- Content, Programs, your service
- Financial
- Legal
- Fund Development
- Human Resources
- Communications / Marketing
- Strategic Priorities

### Strategy & Priorities

- What are your strategies and priorities and do you need additional skills or experience on the board to help you achieve the goals
- Do you need board members that have experience in your area of focus

**Fit**

- ❁ Personal Style or approach, organizational culture
- ❁ Representation from your stakeholders or community
- ❁ Diversity
- ❁ Balance

**Ideally you'll have**

- ❁ Descriptions for all roles
- ❁ Committee terms of reference
- ❁ Realistic time estimates for board members
- ❁ Stated expectations for increasing board participation and role succession
- ❁ It all aligns with the Bylaws and policies?

## Group Exercise

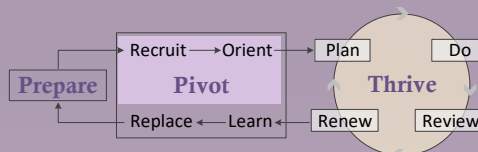
In groups quickly generate a list of:

- what you want from new Board members and
- a second list that indicates what your organization offers to potential Board members.

Time Available – 3 minutes



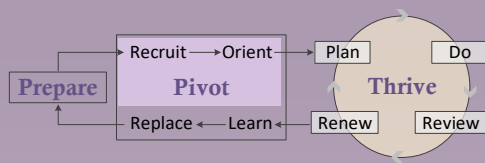
## Pivot Recruit & Orient



- What is the process? How will you do this?
- What do you require from the candidate?
- Who takes care of the process?
- Who takes care of the candidate?
- When does the process start?
- What do you do with unsolicited inquiries?



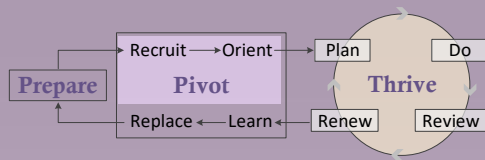
## Sources



- Personal networks
- Associations, groups, etc.
- Advertisements (community newspaper, job sites, your website or Facebook page)
- Propellus' Volunteer Connect
- Board, Committees and Membership
- Sponsors / funders



## Orientation



- What do they need to know **right away**?
- What do they need to have access to?
- How will you give them the information?
- Who will oversee orientation?
- Who should be involved in orientation?
- When should it begin?
- What did you like about your own orientation?





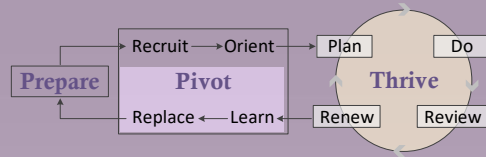
# Thrive Annual Cycle

- ❁ **Plan** Board work?
- ❁ **Do** Manage tasks and accountability.
- ❁ **Review** organization, board & board member results.
- ❁ **Renew** - develop and replenish your board.

# Some Questions

- ❁ How are your board meetings?
- ❁ Do you have the policies you need?
- ❁ Is the board the right size?
- ❁ How do you determine what kind of Board development you want?
- ❁ Is there a budget for board development?
- ❁ Who is responsible for the development?

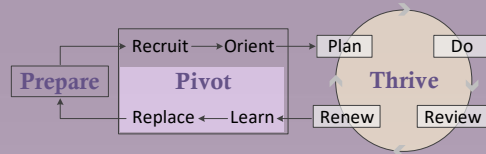
## Pivot Learn & Replace



- What are the insights of leaving board members?
- What will you be losing: contribution, experience, skills, perspective, etc.?
- What has changed, the strategy, the organization, the community, etc.?
- What does the board need now?



## Before you Replace



- Do you need to create or review your policies on board terms and reelection?
- Do you have a process or procedure on how to resign from the board?
- Are you clear about how you fill vacancies between AGMs?
- Do the continuing board members have any suggestions for change?



## Succession

- A process for identifying and developing new leaders who can replace current leaders when they leave,
- A process to ensure that the organization continues when key members/staff leave



## Maintain the Momentum Share the Leadership:

- Model the desired behaviours
- Participation matters for everyone
- Build Shared Responsibility
- Context Based Leadership



## What will you do next?

- What are 3 key things you need to have for good board continuity
- What do you need to clarify or discuss?
- Who should be involved in that discussion?
- When will you take the next step?



## Thank You

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