

Leadership Transitions 2008 Resource List

Online Resources and Tools

The Annie E Casey Foundation provides a number of resources, including a series of excellent monographs on executive transitions (some of which are referenced in the lists below) and additional information on leadership development. Their monographs are a good starting point.
<http://www.aecf.org/Home/KnowledgeCenter/PublicationsSeries/ExecutiveTransitionMonographs.aspx>
<http://www.aecf.org/MajorInitiatives/LeadershipDevelopment/LdrshpResources.aspx>

The Center for Creative Leadership offers a variety of books and resources on all aspects of leadership development.
<http://www.ccl.org>

The Center for Nonprofit Advancement has developed an *Emergency Succession Plan Template* succession plan template that is available for download (free download, registration required).
<http://www.nonprofitadvancement.org/information4812/information.htm>

The Center for Nonprofit Excellence offers a variety of executive transition management services and resources.
<http://www.cfne.org/site.cfm/etmservices.cfm>

Compass Point Nonprofit Services (<http://www.compasspoint.com/et>) provides access to research and articles on executive transitions, as well as templates for emergency succession plans (http://www.compasspoint.com/assets/520_emergencysuccessionplanmo.pdf) and interim executive director job descriptions.
<http://www.uwkc.org/nonprofit/governance/edtransition/Job%20Description%20for%20Executive%20Director.doc> or
<http://www.uwkc.org/nonprofit/governance/edtransition/Job%20Description%20for%20Executive%20Director.pdf>

The Foundation Center has a substantial library of articles that can be downloaded.
<http://foundationcenter.org/getstarted/topical/succession.html>

The Free Management Library offers a complete integrated online library for nonprofits and for-profits that includes a section on succession planning.
http://www.managementhelp.org/staffing/planning/sccs_pln/sccs_pln.htm

The Illinois Arts Alliance has created a *Planning for Succession Toolkit*.

The Toolkit includes guidelines, checklists, best practices & frequently asked questions for arts groups and other nonprofits who are facing (or should be thinking about) executive succession. Chapters include: Laying the Foundation for Leadership Transition; Engaging the Executive Director in Succession Planning; Succession Planning for Founding Executive Directors; Incorporating Succession Planning into Strategic Planning; and Conducting the Search. Plus Special Issues in Succession Planning for Arts Organizations. \$22.00.

http://www.artsalliance.org/l_toolkit.shtml

The Nonprofit Center at La Salle University provides a number of resources as well as an “Executive Transitions Program” in which The Nonprofit Center applies its expertise in leadership transitions to guide boards through the process of hiring or changing executive directors. In partnership with the nonprofit, they develop a time and cost-effective approach to address every step, from assessing the organization's staff leadership needs to fostering successful integration of the new hire. To address the special needs of some nonprofits, they have recently taken this program a step further with an Interim Executive Director Program.

http://www.lasallenonprofitcenter.org/leadership/ex_transitions.php

TransitionGuides is a web site developed by consultants, management support organizations and others who specialize in serving nonprofit organizations. It includes a helpful overview of executive transitions for boards and nonprofit leaders, a quarterly on-line newsletter offering step-by-step guidance on nonprofit executive transitions, and even an opportunity to ask your own questions and get some specific help through its "Need Help Now" section.

<http://www.transitionguides.com/resources/resources.htm>

The United Way of King County in Seattle offers a variety of resources, including a “Succession Planning Checklist for the Chief Executive,” a handy checklist of activities and strategies to consider when creating a succession plan.

<http://www.uwkc.org/nonprofit/governance/edtransition/Succession%20Planning%20Checklist.pdf>

or

<http://www.uwkc.org/nonprofit/governance/edtransition/Succession%20Planning%20Checklist.doc>

Books and Reports¹

Adams, Tom. *Founder Transitions: Creating Good Endings and New Beginnings*. Baltimore, MD: Annie E. Casey Foundation, 2005.

Lays out some of the issues that may arise as a founder retires, and provides suggestions for this necessary transition. Several case examples are given.

<http://foundationcenter.org/getstarted/topical/succession.html>

Albert, Sheila. *Hiring the Chief Executive: A Practical Guide to the Search and Selection Process*. Washington DC: BoardSource, 1993.

¹ Links for downloads are provided when available.

Axelrod, Nancy R. *Chief Executive Succession Planning: The Board's Role in Securing Your Organization's Future*. Washington, DC: BoardSource, 2002.

Explains the process of executive succession planning, noting the steps that precede others. Also delves into evaluation tools for both the chief executive and the institution itself, which will be helpful to the process.

Berger, Lance A., & Berger, Dorothy R. (Eds.). *The Talent Management Handbook: Creating Organizational Excellence By Identifying, Developing, And Promoting Your Best People*. New York, NY: McGraw-Hill, 2004.

Berke, D. *Succession Planning and Management: A Guide to Organizational Systems and Practices*. Greensboro, NC: Center for Creative Leadership Press, 2005.

Annotated bibliography that explores linkages between succession and development, representative literature on CEO succession, high potentials, and succession systems and architecture. It is hoped that those who use this bibliography will find resources that help them in conceptualizing, planning, and implementing effective succession systems in their organizations.

Available for purchase from www.ccl.org.

Bonavoglia, Angela, & Mackinnon, Anne. *Executive Transitions: Grantmakers and Nonprofit Leadership Change*. GrantCraft, 2006.

<http://www.grantcraft.org/index.cfm?fuseaction=Page.viewPage&pageID=850>

Brinckerhoff, Peter C. *Generations: The Challenge of a Lifetime for Your Nonprofit*. Saint Paul, MN: Fieldstone Alliance, 2007.

This guide addresses how the upcoming retirement of baby boomers will affect nonprofit organizations in terms of leadership and service populations. Gives steps to deal with generational differences in human resources, marketing, programming, technology, and management.

Capturing the Power of Leadership Change: Using Executive Transition Management to Strengthen Organizational Capacity. Baltimore, MD: Annie E. Casey Foundation, 2004.

This paper provides background on the challenges and opportunities associated with executive transitions, and describes a three-step model that has emerged from research on the topic over the past decade.

<http://www.aecf.org/upload/PublicationFiles/PB3622H312.pdf>

Gilmore, Thomas N. (1988) *Making a Leadership Change: How Organizations and Leaders Can Handle Leadership Transitions Successfully*. San Francisco: Jossey-Bass Publishers.

Liteman, Merianne. *Planning for Succession: A Toolkit for Board Members and Staff of Nonprofit Arts Organizations*. Chicago, IL: Illinois Arts Alliance Foundation, 2003.

This primer on succession planning guides the board through the stages of the transition, including the special situation of the departure of the founder.

Look Here! Attracting and Developing the Next Generation of Nonprofit Leaders. Pittsburg, PA: Forbes Funds, 2004.

www.forbesfund.org/docs/LookHere.pdf

Managing Executive Transitions. Neighborhood Reinvestment Corporation, August 1998.
<http://www.nw.org/network/pubs/studies/documents/executiveTransitionsHandbook.pdf>

Mayer, Daniel Y. *Filling the Gap: The Interim Executive Director Solution—a Manual for Staff, Board, and Consultants Dealing with Leadership Transition in Arts Organizations*. Chicago, IL: Illinois Arts Alliance Foundation, 2005.

Describes the particular challenges of the interim executive director in managing relations with staff, board, and the community. The author provides advice for someone considering taking on the job, as well as information for board members who are charged with filling the position. Sample letters of agreement between organization and interim executive director are included. Though the pamphlet is written with arts organizations in mind, the substance would prove useful in many situations.

Peters, Jeanne, and Wolfred, Timothy. 2001. *Daring to Lead: Nonprofit Executive Directors and Their Work Experience*. CompassPoint.

Readington, E. and Vickers, E. *Following the Leader: A Guide for Planning Founder Director Transition. Leadership Report No. 1*. Columbus: The Academy for Leadership and Governance, 2001.

Rothwell, William J. *Effective Succession Planning: Ensuring Leadership Continuity And Building Talent From Within*. New York: AMACOM, 2005.

Soloman, Josh, & Sandahl, Yarrow. *Stepping Up or Stepping Out: A Report on the Readiness of Next Generation Nonprofit Leaders*. Young Nonprofit Professionals Network, 2007.

Based on a survey of Young Nonprofit Professionals Network members, the report explores why young professionals are leaving the sector and recommends steps to address the sector's leadership challenges.

<http://foundationcenter.org/getstarted/topical/succession.html>

Staying Engaged, Stepping Up: Succession Planning and Executive Transition Management for Nonprofit Boards of Directors. Annie E. Casey Foundation, Executive Transitions Monograph Series, Volume 5, 2006.

Board chairs, officers, and members take justifiable pride in the success of the nonprofit organizations they serve. Even the most fiscally sound and competently managed organizations, however, may be vulnerable to the sudden or not-so-sudden departure of a talented leader or leaders.

<http://www.aecf.org/upload/PublicationFiles/staying%20engaged,%20stepping%20up.pdf>

Succession: Arts Leadership for the 21st Century. Chicago, IL: Illinois Arts Alliance Foundation, 2003.

Section A, written by Siu Yui Pang and Christopher Perrius is "States of the Arts: Career Conditions of Nonprofit Arts Professionals in Chicago." It presents results of a survey of workers in

arts organizations related to their employment. Section B is written by Dona J. Vitale and entitled "Exploration of Leadership Transition Issues in Arts Organizations." Section C is a collection of papers by various specialists. Includes resource list.

http://208.112.22.110/merchant2/merchant.mvc?Screen=CTGY&Store_Code=IAA&Category_Code=publications

Teegarden, Paige Hull. *Nonprofit Executive Leadership and Transitions Survey, 2004*. Baltimore, MD: Annie E. Casey Foundation, 2004.

<http://foundationcenter.org/getstarted/topical/succession.html>

Tierney, Thomas J. *The Nonprofit Sector's Leadership Deficit*. The BridgeSpan Group, March 2006

<http://www.bridgespangroup.org/PDF/LeadershipDeficitWhitePaper.pdf>

Weisman, Carol. 2004. *Losing Your Executive Director Without Losing Your Way*. San Francisco: Jossey-Bass.

Williams, Ken. *Mentoring the Next Generation of Nonprofit Leaders: A Practical Guide for Managers*. Washington, DC: Academy for Educational Development, 2005.

Explores the importance of structured mentoring within the nonprofit sector as a means to improve organizational flexibility and resourcefulness. Discusses mentoring for large and small organizations, best practices, and case studies. Sample documents and worksheets included.

Wolfred, Tim. *Building Leaderful Organizations: Succession Planning for Nonprofits*. Compass Point and the Annie E. Casey Foundation, 2008.

http://www.compasspoint.com/assets/526_buildingleaderfulorganiza.pdf

Wolfred, Tim. *Interim Executive Directors: The Power in the Middle*. San Francisco, CA: Evelyn & Walter Haas, Jr. Fund, 2005.

Explains the benefits of having an interim executive director in place during a period of leadership transition.

<http://foundationcenter.org/getstarted/topical/succession.html> or

http://www.dfwonline.org/images/NPQ_Wolfred_Article.pdf

Articles²

Adams, Tom. Departing? Arriving? Surviving and Thriving: Lessons for Seasoned and New Executives. *Nonprofit Quarterly*, 9(4), Winter 2002.

² Items listed as available at <http://www.alliance1.org/Library/succession.htm> may be downloaded free of charge by members of the Alliance for Children and Families; non-members may purchase for a nominal fee. Other links to free access downloads are provided when known.

In practical guidance for executive directors, Adams clarifies responsibilities and expectations as they approach their own transition—which is a unique opportunity for significant changes in an organization's focus and capacity.

<http://www.nonprofitquarterly.org/content/view/107/28/>

Bridges, William, and Susan Mitchell Bridges. Leading transition: A new model for change. *Leader to Leader*, 16 (Spring 2000): 30-36. Leader to Leader Institute and Jossey-Bass.

Outlines several practical steps for managing both transition and one's own leadership during a transition. (For more information on this subject, Bridges' 1991 book "Managing Transitions: Making the Most of Change" is a good resource.)

Cohn, J., Khurana, R., & Reeves, L. Growing talent as if your business depended on it. *Harvard Business Review*, 83:10. October 2005. #11725

In companies where leadership development really works, it is not a stand-alone activity. It is a core process of the business, dyed into its very fabric.

<http://www.alliance1.org/Library/succession.htm>

Collins, Mary Ellen. Next! How to plan for and ensure a smooth transition when your organization's leader departs. *Advancing Philanthropy*, 14:3. May/June 2007. #14837

How to plan for and ensure a smooth transition when your organization's leader departs.

<http://www.alliance1.org/Library/succession.htm>

Conger, J., & Fulmer, R.M. Developing your leadership pipeline. *Harvard Business Review*, 81:12, December 2003. #6587

Succession planning and leadership development ought to be two sides of the same coin. So why do many companies manage them as if they had nothing to do with each other?

<http://www.alliance1.org/Library/succession.htm>

Dickey, Marilyn. More than a temporary fix. *Chronicle of Philanthropy*, vol. 19 (22 March 2007): p. 37-9.

Hiring interim executive directors to run an organization for short periods of time is a growing trend. Nonprofit organizations with internal troubles, those undergoing change, and those that have lost leaders unexpectedly all benefit from this practice. An interim director can provide valuable time to conduct a proper executive search and smooth transitions from one type of leadership to the next.

Ernest, Elaine H., Barr, Michael P. Next in line. *Association Management*, vol. 55 (October 2003): p. 42-8. Subject File: 690

A case study in the selection of a new CEO and the succession planning process.

Feather, John. Smooth Move. *Association Management*, 57:2. February 2005. #9722

Suggestions for making a CEO transition less challenging.

<http://www.alliance1.org/Library/succession.htm>

Goler, Robert I. Making the most of the internal interim directorship. *Journal for Nonprofit Management*, vol. 7 (2003): p. 56-66.

Based on a survey of 52 interim directors in museums (of all types), the article presents information about the impacts of an interim directorship on both the organization and the individual. Recommendations for making a successful executive transition are included.

Hall, Holly. Planning successful successions: Preparing for a leader's departure can prevent problems. *Chronicle of Philanthropy*, vol. 18 (12 January 2006): p. 6, 8, 10-1, 13.
<http://www.philanthropy.com/free/articles/v18/i06/06000601.htm>

Hughes, Sandra. The boardroom: Grooming for successful successions. *Foundation News & Commentary*, Vol. 44, No. 4, July/August 2003.
Without foresight and proper planning, the search for a new CEO can become a "lingering casualty." Includes a list of things to consider during the succession-planning continuum.
<http://www.foundationnews.org/CME/article.cfm?ID=2523>

Jones, Karen Gaskins. "Preparing an organization to sustain capable leadership. *Nonprofit Quarterly*, vol. 14 (Spring 2007): p. 69-71.
The author puts forth a succession planning model in which organizations cultivate several leaders who fill varying roles. With this model, leadership becomes more sustainable than the practice of picking out a single leader to replace an exiting executive.

Kunreuther, Frances. *Up Next: Generation Change and the Leadership of Nonprofit Organizations*. Baltimore, MD: Annie E. Casey Foundation, 2005.
A survey conducted by the Annie E. Casey Foundation in 2004 showed that there will be sizeable change in leadership among nonprofits as managers of the baby boom generation will retire.
<http://foundationcenter.org/getstarted/topical/succession.html>

Leadership Transitions: Critical Thresholds. Winter 2002. *Nonprofit Quarterly*.

Lubar Price, M. Emergency succession planning for nonprofit organizations. *Wisconsin Philanthropy News*, Volume V Issue 3, 2005.
<http://epic.cuir.uwm.edu/NONPROFIT/transitions/DFWEmergency.pdf>

Lubar Price, M. Succession planning and sustainability of nonprofit organizations." *Wisconsin Philanthropy News*, Volume VI, Issue 1, 2006.
<http://epic.cuir.uwm.edu/NONPROFIT/transitions/DFWSuccession2.pdf>

Manage for today, mentor for tomorrow: Here's how to keep succession planning on the front burner. *Nonprofit World*, 23:5. September-October 2005. #2344
<http://www.alliance1.org/Library/succession.htm>

Nobles, Marla E. Executive Turnover Continues at Charities Large and Small. *NonProfit Times*, vol. 20 (1 February 2006): p. 1, 4, 6.
Surveys by NonProfit Times and others are continuing to show high levels of turnover among executives at nonprofits, and the next few years will only increase the pace as the baby boom generation leaders are poised to retire.

Redman, Richard W. Leadership succession planning: An evidence-based approach for managing the future. *Journal of Nursing Administration*. 36(6):292-297, June 2006.

Leadership succession planning is a key business strategy to help organizational leaders deal effectively with the future. Evidence from industry provides a variety of best practices that can ensure that a pipeline of leaders will be available when they are needed. The author addresses the essential needs that individuals face when developing a cadre of available leaders prepared for managing an uncertain future.

Robinson, Maureen. 2004. Nothing succeeds like succession. *Contributions Magazine, Chronicle of Philanthropy*.

Seconds-in-command as logical heirs apparent. *Nonprofit World*, 23:2. March/April 2005. #10389
Does your board look for leadership in all the wrong places? Here's the right place to look-and why.
<http://www.alliance1.org/Library/succession.htm>

Succession planning in behavioral health and social services organizations: How to ensure continuity in critical leadership and management positions. *Open Minds*, 14:8, November 2002. #4147

Identifies the components needed to develop an effective succession plan and management program. Includes a case study in leadership transition in a school system.
<http://www.alliance1.org/Library/succession.htm>

Tierney, Thomas J. The leadership deficit. *Stanford Social Innovation Review*, vol. 4 (Summer 2006): p. 26-35.

Tierney explains why the shortage of nonprofit executives may worsen as the baby boom generation begins to retire and the number of nonprofits continues to grow. To address this problem, he believes the sector needs to invest in capacity building and leadership development, examine nonprofit compensation, and search for new talent pools.

Waymon, Rosa. Knowledge management: Key to Georgia's succession planning efforts. *Policy & Practice*, 63:3. September 2005. #11773

Looks beyond traditional succession planning at integrated competency development strategies to ensure development of leaders. Identifies techniques used such as partnering, on-the-job-coaching, assignments, job rotation, etc.

<http://www.alliance1.org/Library/succession.htm>

Webb, Ted Ford. Living the Soaps: Recognizing the Subjective Factor in Executive Succession. *Nonprofit Quarterly*, vol. 9 (Winter 2002): p. 12, 14-6.

Suggests that executive searches are more successful when internal politics and conflicts are openly discussed with potential candidates.