

EVERY CEO IS AN INTERIM CEO
ECFA Governance Toolbox Series No. 4 : SUCCESSION PLANNING

FACILITATOR GUIDE



VIEW • INSPIRE • ENGAGE

*"And the things you have heard me say in the presence of many witnesses
entrust to reliable people who will also be qualified to teach others."*

2 Timothy 2:2 (NIV)

Thank you for facilitating!

Thank you for serving as the facilitator for "Succession Planning: Eleven Principles for Successful Succession," the fourth toolbox in our *ECFA Governance Toolbox Series*. This *Facilitator Guide* provides three discussion directions, plus ideas and tips for facilitating your board's conversation on these critical succession principles.

ECFA Governance Toolbox Series No. 4 includes:

- 4 Short Videos
- *Board Member Read & Engage Viewing Guide* (20-page PDF)
- *Facilitator Guide* (10-page PDF)
- Online Resources (templates, articles, and book recommendations)

Before your board or committee meeting:

Print a copy of the *Board Member Read-and-Engage Viewing Guide* (20 pages) and view the four videos. Then select one of the three suggested discussion directions and provide *Viewing Guide* copies for each board member. Allocate time in the agenda for this governance life-long learning experience (preferably near the beginning of the meeting). Reminder: pre-screen the video before the meeting to be sure the AV equipment works.

During the board meeting:

Build the core value of being a "learning organization" and help your board model that value to your staff and volunteers. As a Christ-centered ministry, encourage your board members to pray for discernment and then leverage their spiritual gifts as they address this critical (and sometimes uncomfortable) topic.

Use a variety of adult learning methodologies (more interaction, fewer talking heads) as you inspire your board members to engage in this process. (See the suggestion for creating groups of two.)

After the board meeting:

Ask your note-taker to summarize the group's flip chart bullet points and then delegate Action Steps to the appropriate committee or task force. Email periodic reports to board members, especially when you "catch" a board member modeling what he or she learned. You will enhance future engagement in life-long learning when your board connects the dots between theory and practice.

May God bless your facilitation efforts and may He grant your board wisdom and discernment so your ministry is not caught off guard by an executive transition or an ill-prepared succession process.

Dan Busby
President
ECFA

3 DISCUSSION DIRECTIONS

OPTION 1: 30-45 minutes

VIEW: Divide the board into four groups and assign one video topic to each group. (See page 5 of the Viewing Guide.) Next, screen all four videos without stopping and ask board members to follow along in the *Board Member Read-and-Engage Viewing Guide*.

INSPIRE: After viewing the videos, ask each group to select one principle highlighted in their assigned video and discuss the topic/questions for that principle. (Example: Group 2 will discuss Video 2 and the questions listed for either Principle 2, 3 or 4.)

ENGAGE: Now drill deeper and—going in order around the room—ask each board member to “Stand and Declare” by completing this statement: “I believe we need to be more effective with _____ because _____.” Bullet point each comment on the flip chart and ask the appropriate committee to evaluate and prioritize possible Action Steps (see page 18 in the *Viewing Guide*).

OPTION 2: 45-60 minutes

VIEW: Screen Videos 1, 2, 3, and 4 in order, but stop for reflection after each video:

❑ **Video 1:** Ask board members, on their own, to answer the questions for Principle 1 (page 7 of the *Viewing Guide*).

❑ **Video 2:** On your own, answer the questions for Principles 2, 3, and 4 (pages 8, 9, and 10).

❑ **Video 3:** As a group, discuss the difference between “executive transition” and “succession planning” per Principle 5 (page 11). Reference Principles 6 and 7 for a future discussion.

❑ **Video 4:** In groups of two, invite board members to share their past experiences, on other boards, with Plan A, Plan B, and/or Plan C (Principles 8, 9, and 10).

INSPIRE: After viewing the four videos, divide into groups of two and ask each group to write at least three “Action Steps” (see page 18) for the appropriate committee to consider.

ENGAGE: Ask each group of two to report on their Top 3 Action Steps recommendations. Write the Action Steps on a flipchart or whiteboard—and then assign next steps to the appropriate committee. (Or take 30 minutes more for facilitating straw votes on the Top 3 Action Steps priorities.)

OPTION 3: Board Retreat or a 2-Hour Board Development Session

Begin by posing these questions:

Do you agree that “Every CEO is an interim CEO?” Why or why not? How does your theology inform your answers?



VIEW: Divide the board into four groups and assign one video topic to each group. Screen Videos 1, 2, 3, and 4 in order, but stop for reflection after each video:

❑ **Video 1:** Ask each group to read and discuss what Bill Hybels writes about “Read All You Can” on page 3 of the *Viewing Guide*. Then, answer and discuss the questions on page 7 of the *Viewing Guide*.

❑ **Video 2:** Ask each group to read and discuss the questions for Principles 2, 3, and 4 (pages 8, 9, and 10), plus assess the group’s knowledge of any board policies that address succession planning.

❑ **Video 3:** Ask each group to discuss the difference between “executive transition” and “succession planning” per Principle 5 (page 11). Then discuss Principles 6 and 7 (pages 12 and 13). In this segment, or before viewing the videos, ask board members to read out loud the 10 “Listening Guidelines” (listed in this *Facilitator Guide* and also posted on the hidden webpage for photocopying).

❑ **Video 4:** In this final video, ask each group to address the questions and checklists for Plan A, Plan B, and Plan C (Principles 8, 9, and 10, on pages 14-16). If you have time, ask each group to consider the three options in Principle 11 regarding the search process and indicate their preference between Options 1, 2 or 3.

INSPIRE: After viewing the four videos, ask each group to write at least three “Action Steps” (see page 18 of the *Viewing Guide*) for each of the four video segments. Ask the groups to assess whether adequate written policies currently exist for both executive transition and long-term succession planning.

ENGAGE: Ask for reports from each group and prioritize the recommendations. Seek consensus on the Top 3, 4, or 5 Action Steps. Observe which board members have high passion for succession planning (including relevant policies) and inspire them, if appropriate, to serve on a Succession Planning Task Force to evaluate the suggested tools and templates and address the Action Steps.



FACILITATOR NOTES FOR VIDEO #1: Avoid Buses and Boredom!

Principle 1: Avoid Buses and Boredom!

See page 7 in the *Board Member Read-and-Engage Viewing Guide*

Create a Crisis!

What if...our CEO is hit by a bus?



IN-THE-TRENCHES BOARD STORY

"The Bus Ride to Eternity!"

Here are two options for using the bus accident depicted in Video 1.

◆ Option 1: Show the video.

◆ Option 2: Create your own crisis by following these four steps:

❑ **Step 1.** Pre-arrange with your CEO to fall off his/her chair at your signal and pretend to die (and then quickly exit the meeting room without a word spoken).

❑ **Step 2.** Announce (with appropriate sadness—please!) that your CEO was hit by a bus and is no longer your leader.

❑ **Step 3.** Give the board 10 to 15 minutes, without any direction from you, to discern the critical next steps. When the timer buzzes, facilitate a discussion on the board's preparedness should this occur.

❑ **Step 4.** Invite your CEO back into the room and debrief your plan. Ask your CEO to suggest what might be missing from the plan.

Reminder: Extend Grace!

Ask a board member to read the quotation on page 4 of the *Viewing Guide*: "There's an old saying, 'Everyone wants to talk about succession...until it's their own.'" Then read Ephesians 4:29 (TLB), "...Say only what is good and helpful to those you are talking to, and what will give them a blessing."

Boards and CEOs must address "buses and boredom," but it must be done in a spirit of grace and discernment—emphasizing that "Every CEO is an Interim CEO." Before you start this process, assure your CEO that his or her appropriate engagement will be a blessing to the board, and most importantly, to God.

NOTE: Before viewing the four videos, you may find it helpful to download and photocopy these "10 Listening Guidelines." Going around the room, ask each board member to read one guideline. Another option: Use the listening guidelines with Video 3, Principle 7. After you've read all 10, ask each board member to select the guideline that is most difficult to follow!

10 Listening Guidelines

from Ruth Haley Barton

"The following are a few guidelines for entering into and maintaining a listening posture that helps us hear and interact in ways that are most fruitful."

- ❑ 1. Take full advantage of the opportunity provided to become settled in God's presence.
- ❑ 2. Listen to others with your entire self (senses, feelings, intuition, imagination and rational faculties).
- ❑ 3. Do not interrupt.
- ❑ 4. Pause between speakers to absorb what has been said.
- ❑ 5. Do not formulate what you want to say while someone else is speaking.
- ❑ 6. Speak for yourself, expressing your own thoughts and feelings, referring to your own experiences. Avoid being hypothetical. Steer away from making broad generalizations.
- ❑ 7. Do not challenge what others say. Rather, ask good questions that enable you to wonder about things together.
- ❑ 8. Listen to the group as a whole—to those who have spoken aloud as well as to those who haven't. If you notice that someone hasn't spoken, feel free to ask what he or she is thinking. Some people aren't as comfortable as others at asserting themselves in conversation, but when space is created for them to speak, they have much to offer because they have been listening and observing quietly.
- ❑ 9. Leave space for anyone who may want to speak a first time before speaking a second time yourself.
- ❑ 10. Hold your desires and opinions—even your convictions—lightly. Be willing to be influenced by others whom you respect.

Source: *Pursuing God's Will Together*, by Ruth Haley Barton (p. 207); adapted from *Grounded in God*, by Farnham, Hull, and McLean.





FACILITATOR NOTES FOR VIDEO #2: Starting Succession on the Right Foot

Principle 2: Discern Your Board's Succession Values and Beliefs

Principle 3: Inspire Your CEO to Thrive with a God-Honoring Lifestyle

Principle 4: Model Successful Succession in the Boardroom First

See pages 8-10 in the *Board Member Read-and-Engage Viewing Guide*

PRINCIPLE 2

Discern Your Board's Succession Values and Beliefs

KEY FOCUS: Review the three tips, especially Tip No. 1 on the "substantial difference between executive transition and succession planning."

"Is a succession/search process different for Christ-centered organizations than it is for other non-profits or for-profit companies?"

How you answer this will impact every fork-in-the-road decision ahead. But it's just the first question of many. (Don't short-cut your deliberation on this important principle.)

Don't wait for the crisis (Plan A, Plan B, or Plan C) to discern your board's deeply-held values and theological beliefs about leadership—or you'll fall prey to the common (and often harmful) pendulum swings from one CEO leadership style to another.

PRINCIPLE 3

Inspire Your CEO to Thrive with a God-Honoring Lifestyle

When boards are intentional about the care and feeding of their CEOs, there's usually less turn-over at the leadership helm.

Certainly, you'll want your succession policies to be in place (and reviewed at least annually by the appropriate board committee or Succession Planning Task Force). But you'll also want to inspire and bless your current CEO to live a God-honoring and healthy lifestyle.

OPTIONAL EXERCISE:

Is your CEO thriving or just surviving? Use the "10 to 1" scale below and ask two questions:

Q1: Where is your CEO today?

Q2: Where would you like your CEO to be in the next six months?

PRINCIPLE 4

Model Successful Succession in the Boardroom First

It's often said that "...as the board goes, so goes the organization." So when the board asks the CEO and staff to create emergency and long-term succession plans, it is prudent for the board to excel in their own succession planning.

EXERCISE #1: Ask the board to answer the three "True or False" questions on page 10 of the *Viewing Guide*. (Note the resources available in the *ECFA Governance Toolbox Series No. 1: Recruiting Board Members*.)

EXERCISE #2: Prior to this session, inspire a board member (or several members) to study biblical examples of succession. See the four examples below.

FOR DISCUSSION:

Be sure to address Question #3 on page 8 of the *Viewing Guide*. Is your board in alignment with the current board-approved succession policies? (Make copies available.)

If you don't have written succession policies, download the policy templates from the hidden webpage noted in the resource section of this *Facilitator Guide*.

FOR DISCUSSION:

Does your board policy address your CEO's personal and professional growth, and a God-honoring life balance? Is this discussion part of your CEO's annual performance review?

Plus review the "Three Questions on Thriving" on page 9 of the *Viewing Guide*.

FOR DISCUSSION:

Based on the presentation(s) from one or more board members, ask the board to discuss a biblical example of succession (good or bad!). Here are four:

- ☐ Moses and Joshua
- ☐ Elijah and Elisha
- ☐ David and Solomon
- ☐ Paul and Timothy (2 Tim. 2:2)

← **THRIVING**

SURVIVING →

10

9

8

7

6

5

4

3

2

1



FACILITATOR NOTES FOR VIDEO #3: Pray and Plan Now!

Principle 5: Delegate Succession Planning to the Appropriate Committee

Principle 6: Invest in Growing Your Leaders (Every Leader Needs a Coach)

Principle 7: Trust God and Discern Direction! *Wisdom on Ending Well*

See pages 11-13 in the *Board Member Read-and-Engage Viewing Guide*

PRINCIPLE 5

Delegate Succession Planning to the Appropriate Committee

KEY FOCUS: Review the three tips, especially Tip No. 1 on the “substantial difference between executive transition and succession planning.”

FOR DISCUSSION:

Discuss the “Five Critical Next Steps” on page 11 of the *Viewing Guide*.

PRINCIPLE 6

Invest in Growing Your Leaders (Every Leader Needs a Coach)

KEY FOCUS: How will your board inspire your CEO “to create a steady, self-renewing stream of leaders?”

FOR DISCUSSION:

What is one specific next step for your CEO? Review “Options for inspiring our CEO to grow” on page 12 of the *Viewing Guide*—and add your own options.

PRINCIPLE 7

Trust God and Discern Direction! *Wisdom on Ending Well*

KEY FOCUS: Inspire three board members to read and report on one of the three books listed on page 13 of the *Viewing Guide*.

FOR DISCUSSION:

Ask the board to share “success stories” of leaders (and even board members!) who have ended well. Make a flipchart list of the ingredients for ending well.

“At the Heart of Spiritual Leadership and Spiritual Journeying Is Discernment”

Certainly Principle 7, “Trust God and Discern Direction!” is the most critical principle in Video 3. As you discuss this segment, share Ruth Haley Barton’s insights from Chapter 12, “Finding God’s Will Together,” in her powerful book, *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry*.

❑ “At the heart of spiritual leadership and spiritual journeying is discernment—the capacity to recognize and respond to the presence and the activity of God both personally and in community. The Israelite journey is really a story of ongoing discernment.”

❑ “God’s will is the best thing that could happen to us under any circumstances.” (quoting Danny Morris and Charles Olsen in *Discerning God’s Will Together*)

❑ “The spiritual leader is distinguished by his or her commitment and ability to guide the discernment process so the community can affirm a shared sense of God’s desire for them and move forward on that basis. **The practice of leadership discernment, like any other Christian discipline, is a means of creating space for God’s activity in our lives.**”

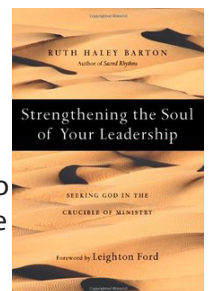
❑ “The impulse to discern—to know and do the will of God—is a spiritual dynamic that goes against human willfulness. When individuals, leadership groups or congregations have a desire to become more discerning, this in itself is evidence of God at work.”

❑ [On Considering Options] **“The Quakers, who are known for their discernment practices, would encourage folks to ‘place each path near the heart’ and see which one brings consolation or desolation.** On which options does the Spirit of God seem to rest? What is the fruit of each option? Is there a Scripture that God brings to mind that is pertinent to the issue we are facing? What is the thing that God is making natural and easy? What brings a sense of lightness and peace even in the midst of challenge? Is there an option that enables us to do something before we do everything?”

❑ **“Romans 12:2 indicates that the ability to discern the will of God is a natural byproduct of spiritual transformation in community.”**

❑ “But discernment is not the endgame. The endgame is to actually do the will of God as we have come to understand it. Now is the time to bring in the strategic planners and the consultants, if you need them. Now is the time to move forward with confidence that ‘the one who calls you is faithful and he will do this’ (1 Thessalonians 5:24 NIV).”

❑ “With all this book’s emphasis on the soul of leadership, you may have been wondering how you get somewhere! **Well, you get somewhere by discerning God’s will and doing it together.** That is what spiritual community and spiritual leadership is all about.”





FACILITATOR NOTES FOR VIDEO #4: Every CEO Is an Interim CEO

Principle 8: Plan for Plan A—Your CEO Retires

Principle 9: Plan for Plan B—Your CEO Resigns

Principle 10: Plan for Plan C—Your CEO Is Terminated

Bonus Principle 11: Discern If a Search Firm Would Be Helpful

Action Steps for Our Board

See pages 14-18 in the *Board Member Read-and-Engage Viewing Guide*

PRINCIPLE 8

Plan for Plan A: Your CEO Retires

KEY FOCUS: Along with your discussion of board-approved policies on succession, you'll want to inspire your current CEO to think about his or her "bucket list" and what opportunities may come in retirement.

For example, the book, *5: Where Will You Be Five Years from Today?* by Dan Zadra, reminds us that the Sistine Chapel was painted in under five years!

Yet for some CEOs, according to Dr. Henry Cloud in *Necessary Endings: The Employees, Businesses, and Relationships That All of Us Have to Give Up in Order to Move Forward*, leaders often void necessary endings with various avoidance strategies, including:

- "We are afraid of the unknown."
- "We do not possess the skills to execute the ending."
- "We have had too many and too painful endings in our own personal history, so we avoid another one."
- "We do not learn from them, so we repeat the same mistakes over and over."

FOR DISCUSSION:

Discuss the "Preliminary Questions for the Board" on page 14 of the *Viewing Guide*. Inspire your CEO to review the three "True or False" questions on retirement planning for the CEO, especially #3.

PRINCIPLE 9

Plan for Plan B: Your CEO Resigns

KEY FOCUS: The "No Surprises Rule" is a two-way street. Do you have a board policy that requests your CEO to give notice of "x" number of weeks or months in a written letter of resignation? In addition to the "starter" checklists for Plan A, Plan B, and Plan C, you can download additional checklists on the hidden website. (See the resources pages in this *Facilitator Guide*.)

FOR DISCUSSION:

On a flipchart or whiteboard, list the seven questions from the article, "Succession Planning," by Dingman, Gyertson and Kidd—and note Question 5: "How Do We Say Goodbye?"

PRINCIPLE 10

Plan for Plan C: Your CEO Is Terminated

KEY FOCUS: Ensure that every board member agrees that there is nothing more important for a board than to have the right CEO in place (per Ram Charan) on page 16 of the *Viewing Guide*.

FOR DISCUSSION:

While board/CEO relationships are healthy (we pray)—use this time to review the succession planning checklist regarding how effective boards "exit" a CEO. What scenarios might prompt this?

BONUS PRINCIPLE 11

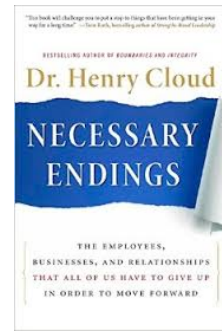
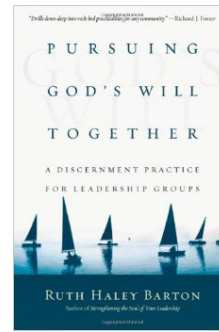
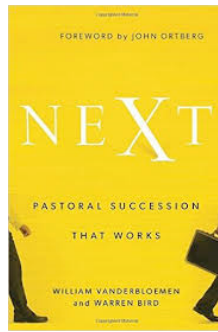
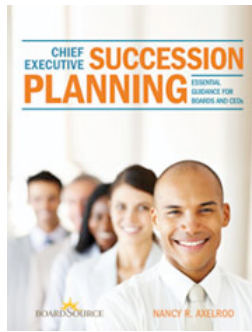
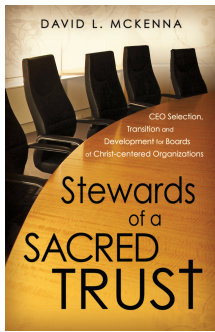
Discern if a Search Firm Would Be Helpful

KEY FOCUS: Before you need to implement Plan A, Plan B, or Plan C, review the three executive search options on page 17. Reflect on your discussion from Principle 2 regarding your board's values and theological beliefs about leadership. Plus, read the articles posted on the hidden webpage for more insights.

FOR DISCUSSION:

"When you are tempted to rush a hire, think in terms of Return on Investment over the course of years, not months." What else should your board or Succession Planning Task Force do to prepare for Plan A, Plan B, or Plan C?

Delegate Your Reading!



Many of the following books and resources are referenced in the videos and/or in the *Board Member Read-and-Engage Viewing Guide*. Your organization is unique and your board members are blessed and gifted with unique backgrounds, experiences and competencies—so, again, one size (or book) doesn't fit all.

Consider selecting three, four, or five books or articles that might be most applicable to your current situation and needs—and delegate your reading to other board members, asking them to share brief reviews at your next board or committee meeting.

Be sure to visit the hidden webpage which includes each resource listed on pages 7-9, plus a brief synopsis of the resource. (Some articles can be downloaded.) On the hidden webpage, you can also click on many of the books should you want to order the item from Amazon.



Visit this hidden webpage for additional resources and links to Amazon
<http://www.ecfa.org/Content/ECFAGovernanceToolboxSeriesNo4-SuccessionPlanning>

VIDEO #1: Avoid Buses and Boredom!

◇ INTRODUCTION

- ❑ BOOK: *Passing the Leadership Baton: Winning Transition Plan for Your Ministry*, by Tom Mullins
- ❑ BOOK: *Leadership Axioms: Powerful Leadership Proverbs*, by Bill Hybels
- ❑ BOOK: *Stewards of a Sacred Trust: CEO Selection, Transition and Development for Boards of Christ-centered Organizations*, by David L. McKenna

◇ PRINCIPLE 1: AVOID BUSES AND BOREDOM! In-the-Trenches Board Story

- ❑ BOOK: *NEXT: Pastoral Succession That Works*, by William Vanderbloemen and Warren Bird
- ❑ BOOK: *The Power of Passion in Leadership: Lead From Your Heart Not Just Your Head*, by Hans Finzel

VIDEO #2: Starting Succession on the Right Foot

◇ PRINCIPLE 2: DISCERN YOUR BOARD'S SUCCESSION VALUES AND BELIEFS

- ❑ BOOK: *The Steward Leader: Transforming People, Organizations and Communities*, by R. Scott Rodin
- ❑ BOOK: *Stewards of a Sacred Trust*, by McKenna (see Introduction)
- ❑ ARTICLE: "Succession Planning: Ensuring Successful Ministry Leadership Transitions," by Bruce Dingman, David Gyertson and Richard Kidd (*Outcomes*, Winter 2014)

◇ PRINCIPLE 3: INSPIRE YOUR CEO TO THRIVE WITH A GOD-HONORING LIFESTYLE

- ❑ BOOK: *NEXT*, by Vanderbloemen and Bird (see Principle 1)
- ❑ BOOK: *When Work and Family Collide: Keeping Your Job from Cheating Your Family*, by Andy Stanley
- ❑ BOOK: *Margin: Restoring Emotional, Physical, Financial, and Time Reserves to Overloaded Lives*, by Richard A. Swenson, M.D.

◇ PRINCIPLE 4: MODEL SUCCESSFUL SUCCESSION IN THE BOARDROOM FIRST

- ❑ BOOK: *Ten Basic Responsibilities of Nonprofit Boards*, by Richard T. Ingram
- ❑ VIDEO/TOOLBOX: *ECFA Governance Toolbox Series No. 1: Recruiting Board Members*
- ❑ BOOK: *Breakthrough: Unleashing the Power of a Proven Plan*, by Randon A. Samelson

VIDEO #3: Pray and Plan Now!

◇ PRINCIPLE 5: DELEGATE SUCCESSION PLANNING TO THE APPROPRIATE COMMITTEE

- ❑ BOOK: *Stewards of a Sacred Trust*, by McKenna (see Introduction and Principle 2)
- ❑ BOOK: *Chief Executive Succession Planning: Essential Guidance for Boards and CEOs*, by Nancy R. Axelrod
- ❑ BOOK: *Boards That Lead: When to Take Charge, When to Partner, and When to Stay Out of the Way*, by Ram Charan, Dennis Carey and Michael Useem
- ❑ BOOK: *NEXT*, by Vanderbloemen and Bird (see Principle 1 and 3)

◇ PRINCIPLE 6: INVEST IN GROWING YOUR LEADERS (Every Leader Needs a Coach)

- ❑ BOOK: *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style and God-Given Passion*, by Bruce Bugbee
- ❑ BOOK: *StrengthsFinder 2.0*, by Tom Rath
- ❑ BOOK: *Strengths Based Leadership: Great Leaders, Teams and Why People Follow*, by Tom Rath and Barry Conchie
- ❑ WEBSITE: www.socialstyle.com (Tracom® Group: the 4 behavioral styles of Analytical, Driving, Amiable, Expressive)
- ❑ BOOK: *Leadership Briefs: Shaping Organizational Culture to Stretch Leadership Capacity*, by Dick Daniels
- ❑ BOOK: *The Talent Masters: Why Smart Leaders Put People Before Numbers*, by Bill Conaty & Ram Charan
- ❑ WEBSITE: www.soderquist.org (*Soderquist Leadership: insights on coaching*)
- ❑ BOOK: *What Got You Here Won't Get You There: Discover the 20 Workplace Habits You Need to Break*, by Marshall Goldsmith with Mark Reiter

◇ PRINCIPLE 7: TRUST GOD AND DISCERN DIRECTION! Wisdom on Ending Well

- ❑ BOOK: *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry*, by Ruth Haley Barton
- ❑ BOOK: *Pursuing God's Will Together: A Discernment Practice for Leadership Groups*, by Ruth Haley Barton (Her "10 guidelines for listening well" are posted online.)
- ❑ BOOK: *Necessary Endings: The Employees, Businesses, and Relationships That All of Us Have to Give Up in Order to Move Forward*, by Dr. Henry Cloud

VIDEO #4: Every CEO Is an Interim CEO

◇ PRINCIPLE 8: PLAN FOR PLAN A—YOUR CEO RETIRES

- ❑ CHECKLISTS: Note the three books in Principle 5 that have succession planning checklists.
- ❑ BOOK: *The Leader's Legacy*, by David L. McKenna
- ❑ BOOK: *Halftime: Moving from Success to Significance*, by Bob P. Buford
- ❑ BOOK: *The Hero's Farewell: What Happens When CEOs Retire*, by Jeffrey Sonnenfeld
- ❑ ARTICLE: "The Last Act of a Great CEO," by Thomas J. Friel and Robert S. Duboff (Harvard Business Review, Jan. 2009)
- ❑ CHAPTER: "When It's Time to Retire," Chapter 38 in *The Essential Engstrom: Proven Principles of Leadership*, by Ted W. Engstrom (Timothy J. Beals, Editor)

◇ PRINCIPLE 9: PLAN FOR PLAN B—YOUR CEO RESIGNS

- ❑ BOOK: *Managing Transitions: Making the Most of Change*, by William Bridges
- ❑ BOOK: *The Succession Principle: How Leaders Make Leaders*, by David L. McKenna
- ❑ BOOK: *Leaders at All Levels: Deeping Your Talent Pool to Solve the Succession Crisis*, by Ram Charan
- ❑ ARTICLE: "The Proper Care and Handling of Internal Candidates," by Bruce Dingman (3-page monograph from The Dingman Company)

◇ PRINCIPLE 10: PLAN FOR PLAN C—YOUR CEO IS TERMINATED

- ❑ BOOK: *Owning Up: The 14 Questions Every Board Member Needs to Ask*, by Ram Charan
- ❑ BOOK: *Boards That Lead*, by Charan, Carey and Useem (see Principle 5)
- ❑ BOOK: *Rumsfeld's Rules: Leadership Lessons in Business, Politics, War, and Life*, by Donald Rumsfeld
- ❑ BOOK: *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues*, by Patrick Lencioni
- ❑ BOOK: *Necessary Endings*, by Cloud (see Principle 7)
- ❑ BOOK: *A Tale of Three Kings: A Study in Brokenness*, by Gene Edwards

◇ BONUS PRINCIPLE 11: DISCERN IF A SEARCH FIRM WOULD BE HELPFUL

- ❑ BOOK: *You're Not the Person I Hired! A CEO's Survival Guide to Hiring Top Talent*, by Janet Boydell, Barry Deutsch and Brad Remillard
- ❑ BOOK: *The Perfect Search: What Every Nonprofit Board Member Needs to Know About Hiring Their Next CEO*, by Tommy Thomas, with Nick Isbister and Robert C. Andringa
- ❑ ARTICLE: "Differences Between Search Firms," by Bruce Dingman (4-page monograph from The Dingman Company)

◇ ACTION STEPS FOR OUR BOARD

- ❑ *The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter*, by Michael D. Watkins



Visit this hidden webpage for additional resources and links to Amazon:
<http://www.ecfa.org/Content/ECFAGovernanceToolboxSeriesNo4-SuccessionPlanning>



VIEW • INSPIRE • ENGAGE

**Engage Your Board at Every Meeting
with More Governance Help and Resources!**

Visit www.ECFA.org/Toolbox to order additional titles in the *ECFA Governance Toolbox Series*.

ORDER MORE RESOURCES FROM: www.ECFA.org/Toolbox



SERIES No. 1: RECRUITING BOARD MEMBERS

Leveraging the 4 Phases of Board Recruitment: Cultivation, Recruitment, Orientation, Engagement + *In-the-Trenches Board Stories*: "The Shortest Board Term in the History of the World!"



SERIES No. 2: BALANCING BOARD ROLES

Understanding the 3 Board Hats: Governance Hat, Volunteer Hat, Participant Hat + *In-the-Trenches Board Stories*: "The Day We Pushed Frank Out the Door...and Off the Board"



SERIES No. 3: CONFLICTS OF INTEREST

Addressing Board and Organizational Conflicts of Interest: Avoiding Trouble, Trouble, Trouble with Related-Party Transactions + *In-the-Trenches Board Stories*: "There's an Elephant in the Room—But Let's Just Keep the Peace!"

Each Toolbox includes:

Video (online),
Board Member Read-and-Engage Viewing Guides (download),
and Facilitator Guide (download)



Enhancing Trust

ECFA | 440 West Jubal Early Drive | Suite 100 | Winchester | VA 22601 USA
Tel: (540) 535-0103 | Toolbox@ECFA.org | www.ECFA.org/Toolbox