



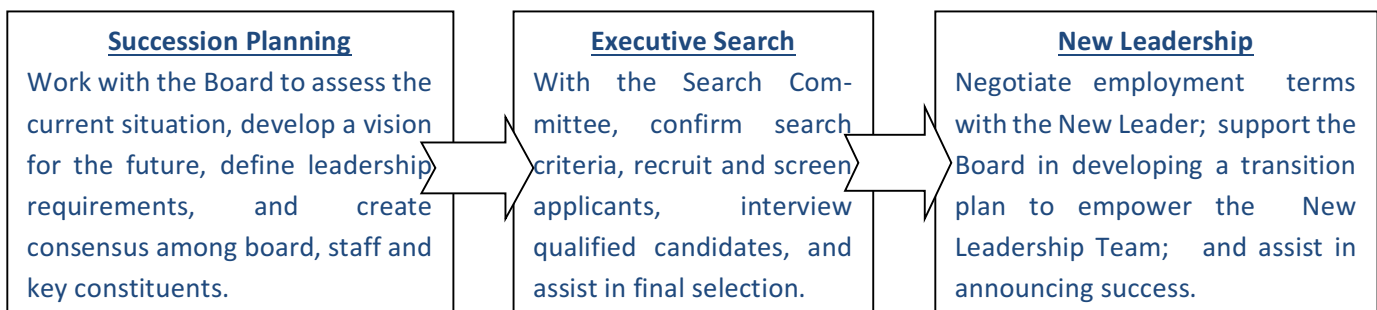
## Leadership Succession

One of the biggest challenges faced by nonprofit organizations is providing for continuity of leadership in key positions. Leadership transitions can be operationally destabilizing and financially threatening to nonprofit organizations. Boards and Executive Directors may understand their leadership needs but lack the time or experience needed to plan and execute smooth transitions. When there are gaps in key leadership positions staff are apt to become anxious as some envision advancement opportunities while others may fear the absence of leadership. Clients may feel the tensions that tend to pervade the organization. And, donors may be reticent to continue their support until they see clear signs that the organization will remain stable and that changes will enhance the organization's capabilities.

Having designed and facilitated leadership transitions for family-owned businesses for more than 15 years, Sam Davis offers nonprofit organizations the benefit of his unique experience in leadership succession. Nonprofit organizations are similar to family-owned businesses in that both are mission focused, values-driven and often operate with limited capital resources. Leadership transitions in both types of organizations are frequently complicated by emotions. Sam's experience, capability to identify and recruit talent, and skill in managing the strategic, operational and emotional dynamics of these transitions offer a significant benefit to nonprofit organizations.

## Succession Planning Process

Leadership succession should be understood to be a multi-step process involving many constituents instead of a transaction in which a candidate is selected to fill key leadership roles. The graphic below highlights the need for pre-search planning and post-selection follow-up and empowerment in a leadership succession process. Sam has deep experience managing each step in this process and is viewed by his clients as a partner in managing leadership transitions and effecting positive change.



Each organization is unique, and Sam adapts this process to serve the needs of each client organization. His clients can describe the successful results he has helped them produce with through this process.