



Board Succession Planning Create and Sustain Successful Boards

Presented by

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Today's Conversation

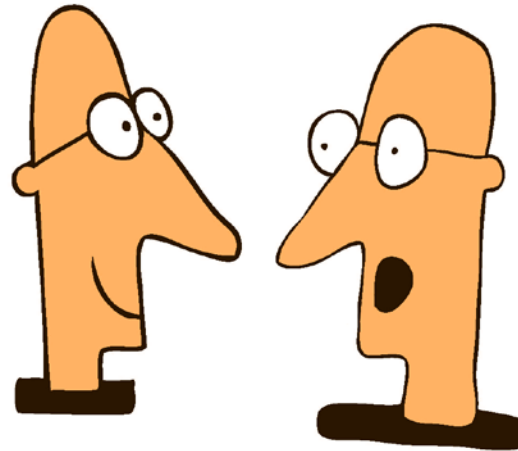
Foundational Decisions for Leaders and Relevance
to Succession Planning

Committee

Position Description

Recruitment Practices

Performance Review Practices



Board: Governs Through Decision Making

There are **3** foundational decisions effective leaders
get right

Three Foundational Decisions

1

People

2

Strategy

3

Crisis

Board Succession Planning

The **right people** are ready at the **right time** in the **right places** to effectively govern and manage the organization.

Purpose of Board Succession Policy

- Provide a systematic means to develop board members.
- Maintain an active list of potential board members.
- Replenish the board proactively – lead, rather than managing in a crisis.
- Goal that no board member will vote unless they meet a basic standard of expectations.

Nine Questions and Three Policies

Board Chair: Promotes discussion utilizing agenda

1. How many seats on the board take care of the organization?
2. When do we need them?

Recruitment and Vetting

3. What are we looking for in a board member?
4. How will we find the person(s)?
5. How will we know when we have found the person(s)?

Orientation and Development Policy/Plan

6. What are the expectations that must be met prior to voting?
7. How does a new person know the expectations?
8. How will a person obtain or meet the orientation/development requirements?
9. How will you know when a person has met the requirements?

Two Tools and Three Policies

The Tools

- Position Description
- Committee Charters

The Policies

- Board Chair
- Recruiting and Vetting
- Orientation and Development

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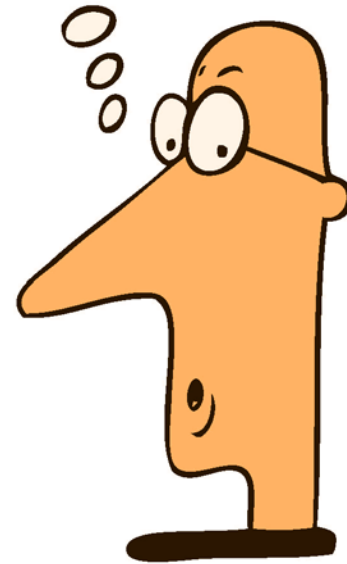
Orientation and Development Policy/Plan

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Nine Questions and Two Policies

1. How many seats on the board take care of the organization?

- Caution about assumptions
- Discuss why we need a particular number



Board Chair

2. When do we need them?

- Chair puts topic on agenda
- Frequency of agenda item
- Term limits or a practice (as opposed to a policy) of Xx Years of service.

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Recruiting and Vetting Policy

3. What are we looking for in a board member?

“ Asking the question... might be one of the most significant instrumental activities organizations can undertake to improve recruitment. ”

(Brown, 2007)

Recruiting and Vetting Policy

3. What are we looking for in a board member?

- Develop a position description.
- Team Charter.

Board Position Description: Part One

- Introduction
- Ends (Carver)
- Board Governance (i.e.: Code of Conduct)
- Legal and ethical obligations
- Expectations relative to term of service

Board Position Description: Part Two

- Qualities, skills, knowledge
- Leadership Competencies
- Time requirements
- Committee expectations

Personal Competencies

“ *Interpersonal and strategic characteristics of boards are the most significant dimension of board performance.* ”

(Brown, 2005)

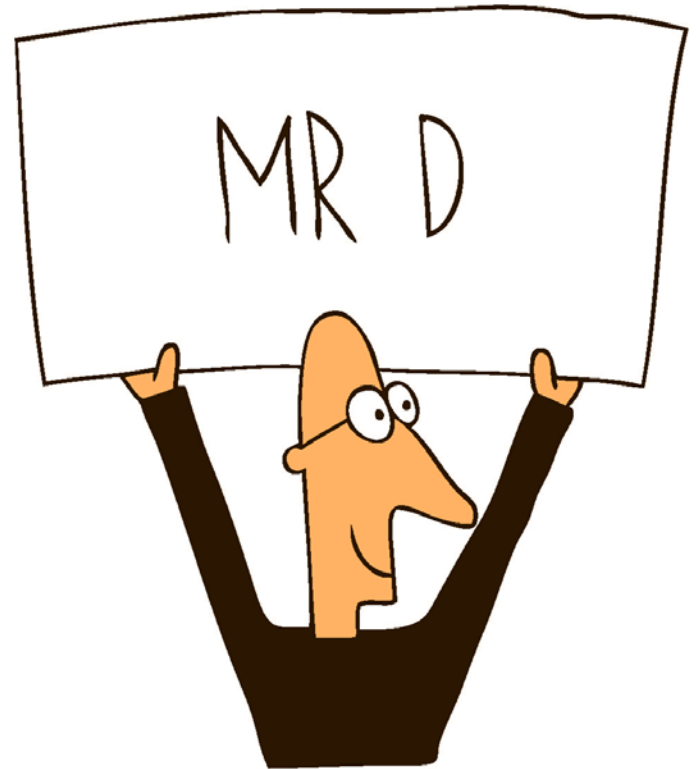
Committee Descriptions

Committee Charter should define

- Purpose
- Scope
- Deliverables
- Date(s) deliverables are due
- **Any special or unique development/training needs or competencies**

Recruiting and Vetting Policy

4. How will we find the person(s)?



Recruiting and Vetting

The board is the search committee.

There is no HR to do this for you!

Train on how to recruit.

Each member should be intimately aware of the qualities and duties required.

Constantly searching for the next board member. (Incapacitating illness, sudden demise, surprise departures, underperforming...)

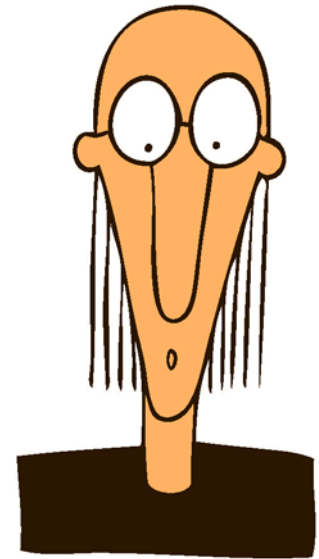
Recruiting and Vetting

- Black Book.
- Validate Interest.
- Collect Resumes, CVs, Bios...
- Create Short List.

Recruiting and Vetting Policy

5. How will we know we have found the right person?

- Prepare questions for interview - *use Position Description.*
- Interview. “Tell me about a time when...”
- Listen for answers that align, or not, with position description.
- Recommend to full board.
- Board votes



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Orientation and Development Policy/Plan

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7. How does a new person know the expectations?

Position Description defines the prerequisites required prior to voting.

Orientation and Development Policy/Plan

“ Board members who understood the organization’s historical purposes and operating context were more likely to exist in organizations that were perceived as operating effectively. ”

(Brown, 2005)

Orientation and Development Policy/Plan

8. How will a person obtain or meet the orientation/development requirements?

- Co-create with the new volunteer an Individual Development Plan or New Volunteer Board Plan.
- Ground this plan on the interview evaluation of what the volunteer already possesses in knowledge base or needs to learn.
- Sign signifying commitment.



Orientation and Development Policy/Plan

9. How will you know a person has met the requirements?

- Suggestion for Chair or Mentor and new volunteer: Reviews board packet 1:1 to discuss the flow and expectations.
- Check-in after first three board meetings.
- Quarterly check-ins.
- Annual review.

Board Development

88% CEOs were not confident or were uncertain about the effectiveness of board evaluation processes.

Alden (2004) reported that credit union boards “go through the motions of self-assessment but don’t know what to do with the results.”

Which is why...



Board Development

Board development policy,

(including orientation, individual, and team development)

must lead to a Board Development Plan.

Board Development

“*Time spent building an effective board as a team is not wasted ... the interpersonal dimension, which has been less consistently recognized as a fundamental feature in effective governance, was found in organizations that were judged to be more effective.*”

(Brown, 2005)

Today's Conversation

1) Succession on the agenda.

Needs, timing, candidates...

2) Position Description and Committee Charters.

What, who, expectations...

3) Development of individuals and the entire board.

Assure the board meets ongoing demands...

Kuijpers of Rabobank: Increasing difficult to find board members that fit their needs. 1) Find good people and 2) train them to be good board members.