

Follow the “New” Leader

Nonprofit Executive Search

About Impact Search Advisors

We understand that search is not just a recruitment activity, but an opportunity to define your organization and the change it will drive for years to come. Our search processes are collaborative and focused. Impact Search Advisors by Nonprofit HR was founded with one goal in mind: to strengthen the social impact sector by partnering with and advising its leaders.

Impact Search Advisor's Approach and Values

Our corporate shared values influence how we approach executive search. We seek social impact leaders with proven experience as:

- Extraordinary
- Agile
- Authentic
- Accountable
- Impactful



Agenda

- Introduction
- Your Presenters
- Setting the Scene
- Reset/Pre-Work
- Identify & Communicate Challenges
- Translating Concerns
- Managing Expectations

Your Presenters



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Managing Director
Impact Search Advisors



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Search Consultant
Impact Search Advisors



Jami Armstrong
Search Consultant
Impact Search Advisors

Setting the Scene (Scenario A)

- Nonprofit CEO announces retirement after twelve-year tenure.
- The CEO has given the board twelve month's notice.
- The organization has a human resources team of three.
- The departing CEO was promoted from within the organization, so this will be the board's first executive search.
- There are no viable internal candidates.
- The departing CEO is beloved by the staff and community and will leave a powerful legacy.

Setting the Scene (Scenario B)

- Nonprofit Executive Director announces resignation after two-year tenure.
- The Executive Director's employment agreement requires a 60-day notice period.
- The organization uses an external vendor for human resources.
- The Executive Director was hired through an executive search firm.
- The Deputy Director will serve as the interim Executive Director while the board conducts a search.
- The departing Executive Director was considered a “turn around” executive, and successfully restored the financial and operational infrastructure of the organization but did little to improve culture.

Reset/Pre-Work

Identify decision
makers

Develop
communications
strategy

Strategic Exit
Interviews

Cultural
Assessment/Staff
Survey

Strategy &
Leadership
Review

Select Search
Partner

Keep these in mind...

Adopt an Outside-In Perspective

- Seeing the organization from an outsider's point-of-view is enlightening. The practice can inform new ways of thinking and doing because it opens an organization up to re-examining its "sacred cows." The practice can lead to the discovery of better approaches to delighting stakeholders and to the identification of new product idea

Ask "Why Not?"

- When identifying options, don't give up on a preferred solution just because it first appears impossible to realize. Instead, get in the habit of continually asking, "Why not?" Such convention can help you to discover revolutionary solutions to complex

Seek Synergies

- Leverage ideas and concepts from like-minded people. Synergistic thinking helps to unearth better answers than the common, conventional ones that are more easily identified. Sometimes combining supporting concepts in a problem-solving effort results in the evolution of truly visionary solution.

Identify Leadership Challenges

Comprehensive discovery process

What is the history of this role?

Strategic goals

Competencies/Ideal characteristics

Key Initiatives

Metrics for Success

Performance Evaluation

Communication Strategy to Attract New Leadership



Compelling Position
Prospectus

Social Media

Referral Network

Organizational Community

Diverse Job Boards

Translating Concerns to Executive Candidates

Source &
Identify

Screen

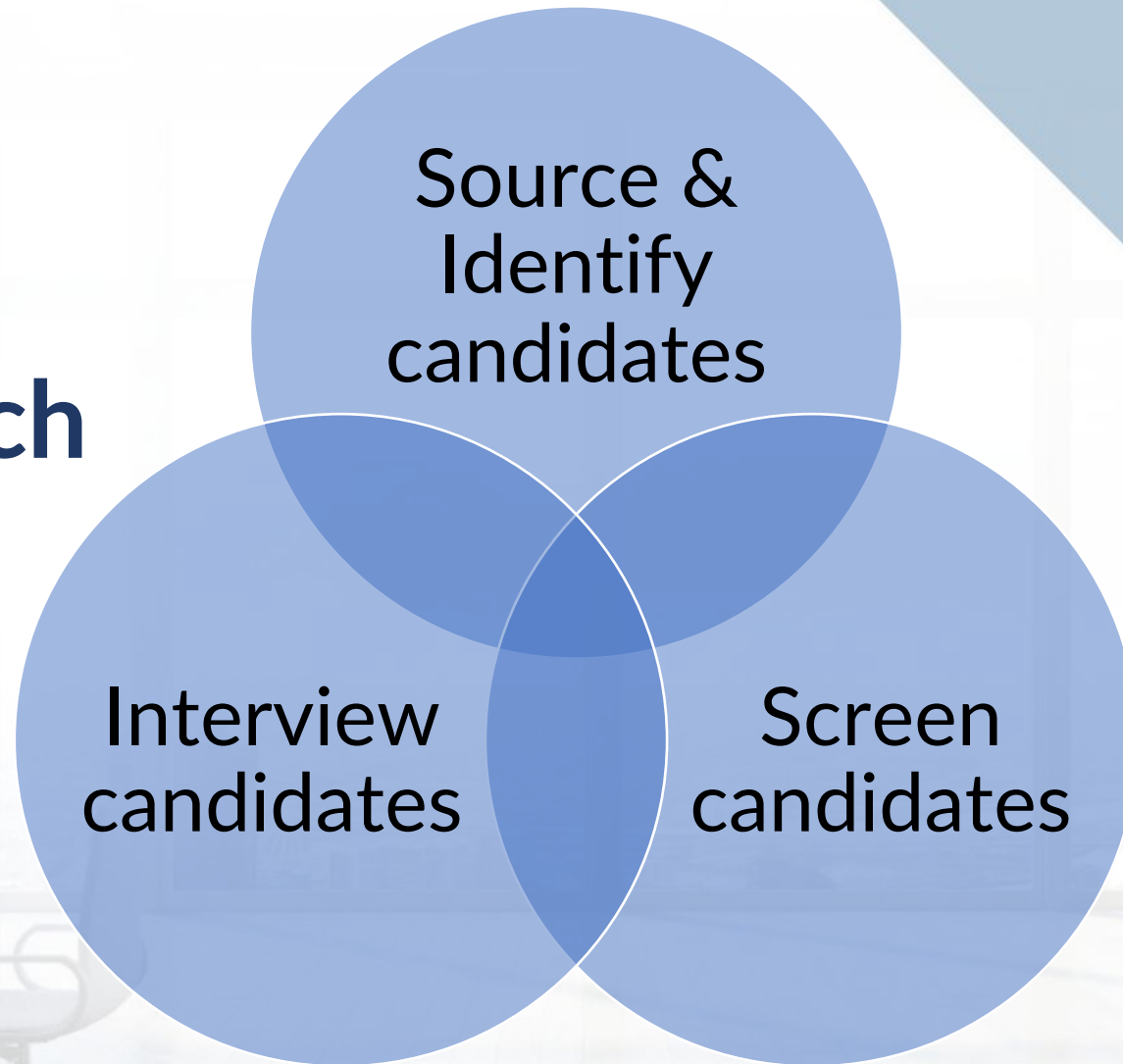
Interview

Case Study

Assess
Leadership
Behaviors

Validate

Develop your vetting approach



Design a Relevant Case Study

Create a scenario that accurately portrays a challenge in your organization

Candidates demonstrate their thought processes, approach to decision-making, and motivation behind each resolution

Outcome – understand candidates' aptitude and related experience

Assess Alignment

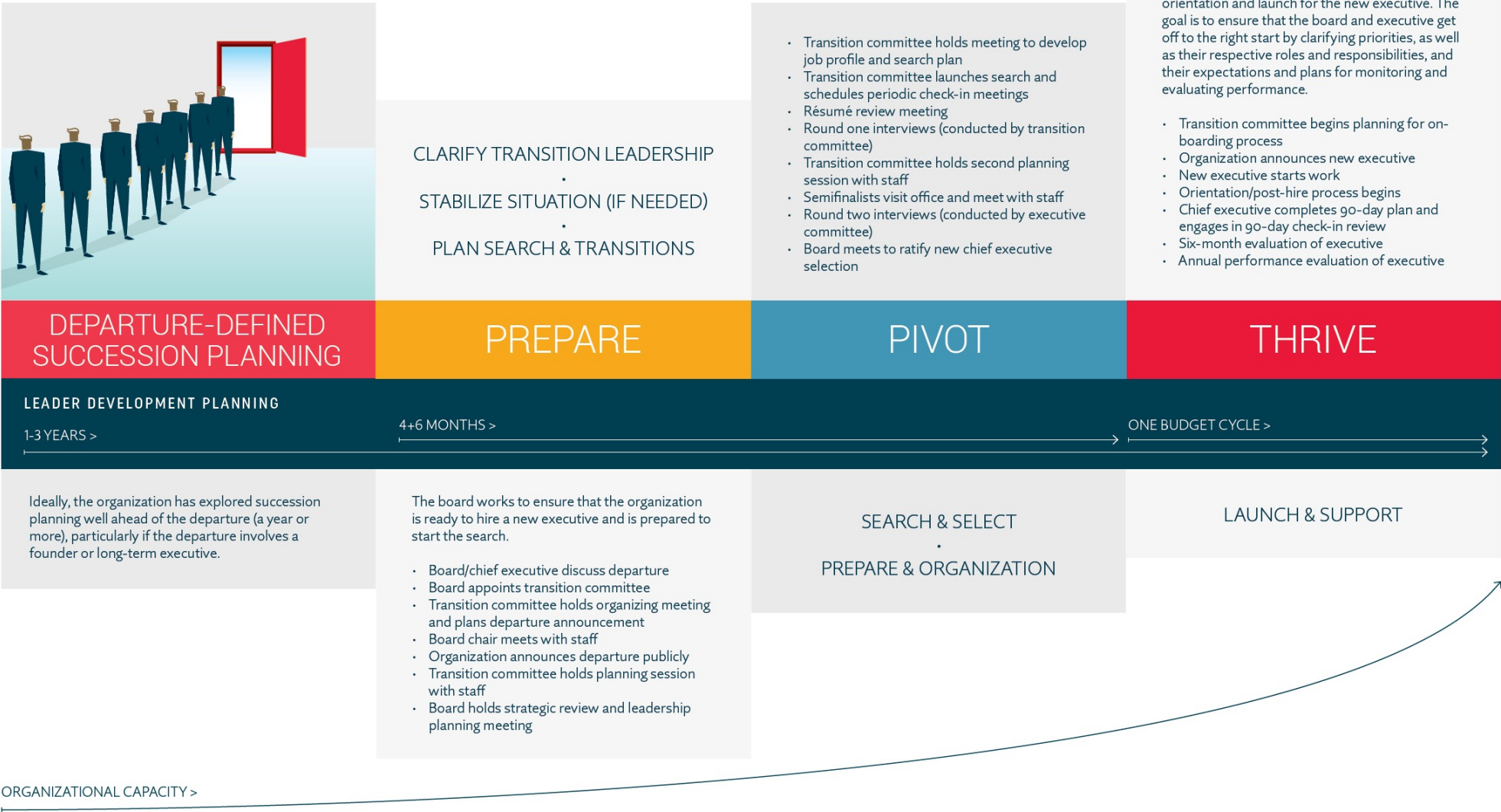
Assess
Leadership
Behaviors

Validate
through
references

Social
Media
Scan

Organic
Research

EXECUTIVE TRANSITION TIMELINE



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