

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



by Nonprofit HR



Agenda

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

Your Presenters



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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 reexamining 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

Source & Identify candidates

Interview candidates

Screen candidates



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



CLARIFY TRANSITION LEADERSHIP

STABILIZE SITUATION (IF NEEDED)

PLAN SEARCH & TRANSITIONS

PREPARE

- Transition committee holds meeting to develop job profile and search plan
- Transition committee launches search and schedules periodic check-in meetings
- · Résumé review meeting
- Round one interviews (conducted by transition committee)
- Transition committee holds second planning session with staff
- · Semifinalists visit office and meet with staff
- Round two interviews (conducted by executive committee)
- Board meets to ratify new chief executive selection

The board designs and implements an effective orientation and launch for the new executive. The goal is to ensure that the board and executive get off to the right start by clarifying priorities, as well as their respective roles and responsibilities, and their expectations and plans for monitoring and evaluating performance.

- Transition committee begins planning for onboarding process
- · Organization announces new executive
- · New executive starts work
- · Orientation/post-hire process begins
- Chief executive completes 90-day plan and engages in 90-day check-in review
- · Six-month evaluation of executive
- · Annual performance evaluation of executive

DEPARTURE-DEFINED SUCCESSION PLANNING

LEADER DEVELOPMENT PLANNING

1-3 YEARS >

4+6 MONTHS >

PIVOT

THRIVE

ONE BUDGET CYCLE >

Ideally, the organization has explored succession planning well ahead of the departure (a year or more), particularly if the departure involves a founder or long-term executive.

The board works to ensure that the organization is ready to hire a new executive and is prepared to start the search.

- · Board/chief executive discuss departure
- · Board appoints transition committee
- Transition committee holds organizing meeting and plans departure announcement
- · Board chair meets with staff
- · Organization announces departure publicly
- Transition committee holds planning session with staff
- Board holds strategic review and leadership planning meeting

SEARCH & SELECT

PREPARE & ORGANIZATION

LAUNCH & SUPPORT

ORGANIZATIONAL CAPACITY >





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