



Board Succession

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LEAD

CENTRE FOR
NOT FOR PROFIT LEADERSHIP

Succession planning:
**Avoiding the
AGM Scramble**



*Succession
Planning:*
**Getting the right
people on the
bus**



- It's not about “filling seats”.
- Not a one-time exercise – you are building a long-term relationship.
- Connected to your strategic goals



**We need a legal/HR/accounts/ marketing
person on our Board!**

**I WANT
IT
NOW!**



What about . . .

- Understanding of your community and its needs?
- Passion for your cause?
- Willingness to commit
- Being a respectful team member
- Listening well & being thoughtful in considering issues
- A sense of responsibility
- The vision to think beyond today

Being a board member is a crucial leadership role!

Responsible for:

- Financial and cultural well-being
- Promoting mission and organisation
- Acting as key spokespersons
- Small volunteer-led organizations - managing the day-to-day operations as well.



Strategic leadership

The ability to influence others to voluntarily make decisions that enhance the prospects for the organisation's long-term success while maintaining long-term financial stability.

Studies show strategic leaders have several common personality traits:

- challenge the prevailing view without provoking concern
- act on the big and small pictures at the same time
- change course if their chosen path turns out to be incorrect
- lead with inquiry as well as advocacy
- engage as well as command
- operating from a deeply held humility and respect for others

People have basic qualities that
can make a board exceptional
– or dysfunctional.

Hildy Gottleib – Creating the
Future





- Skills
- Connection
- Acumen
- Values
- Energy
- Diversity

1. Check your rules
2. Have your house In order
3. Build a matrix
4. Build from within
5. Recruit from outside



Create a Matrix

Governance skills

Interpersonal skills

Diversity

Experience

Sector specific



		to organisation	Member 1
Governance skills ((Board should comprise balance of skills)			Assign
Risk & Compliance	Identify key risks to the organisation related to each key area of operations. Ability to monitor risk and compliance and knowledge of legal and regulatory requirements.	Medium	1
Financial & Audit	Experience in accounting and finance to analyse statements, assess financial viability, contribute to financial planning, oversee budgets, oversee funding arrangements.		
Strategy	Ability to identify and critically assess strategic opportunities and threats to the organization. Develop strategies in context to our policies and business objectives.		
Policy Development	Ability to identify key issues for the organisation and develop appropriate policy parameters within which the organisation should operate.		
Technology	Knowledge of IT Governance including privacy, data management and security.		
Executive Management	Experience in evaluating performance of senior management, and oversee strategic human capital planning. Experience in workplace relations and organisational change management programmes.		

		Importance to organisation	Board Member 1	Board Member 2
Interpersonal Skills (all board members should have these skills)		Assign ratings for		
Leadership	Make decisions and take necessary actions in the best interest of the organisation, and represent the organisation favorably. Analyse issues and contribute at board level to solutions.			
Ethics and Integrity	Understand role as board member and continue to self educate on legal responsibility, ability to maintain board confidentiality, declare any conflicts.			
Contribution	Ability to constructively contribute to board discussions and communicate effectively with management and other board members.			
Consensus	Possess excellent communication skills, with the ability to seek win-win solutions			
Crisis Management	Ability to constructively manage crisis, provide leadership around solutions and contribute to communications strategy with stakeholders.			

		to organisation	men 1
Diversity & Other Aspects to Assess		Assign ratings for each	
Gender Diversity	Equal gender representation should be a priority as diversity leads to better board outcomes.		
Age Diversity	Age diversity should be considered to bring different perspectives to board discussions.		
Cultural Diversity	Cultural diversity should be considered to bring different perspectives to board discussions.		
Previous Board Experience	The board's members should have extensive governance experience and have completed formal training in governance and risk.		

		Importance to organisation	Board Member 1	Board Member 2
Sector Specific Skills		Assign ratings for		
To be completed depending on your specific sector				



Before the Chair has had enough . . .

- *Define the role*
- *Build a Development Process*
- *Define a Process of Succession*