

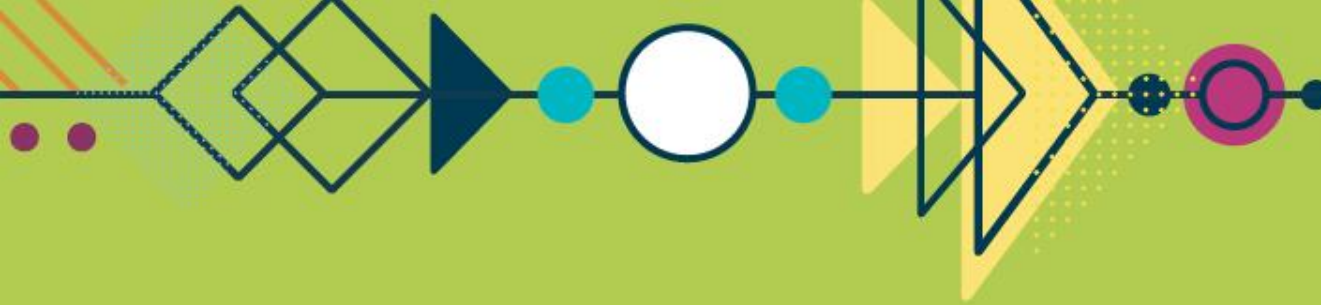


# MEALS ON WHEELS

## ANNUAL CONFERENCE AND EXPO

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# Roadmap to Successful Leadership Succession



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and

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# Specifically, a Leadership Succession Plan...

- Anticipates transitions – planned, unplanned, and emergency
- Helps manage leadership transitions to minimize disruption to the organization



# Today's Roadmap

- Elements of Your Plan
- Crafting Your Plan
- Getting Started





# Elements of Your Plan

- Roles
- Situations
- Duties & Resources

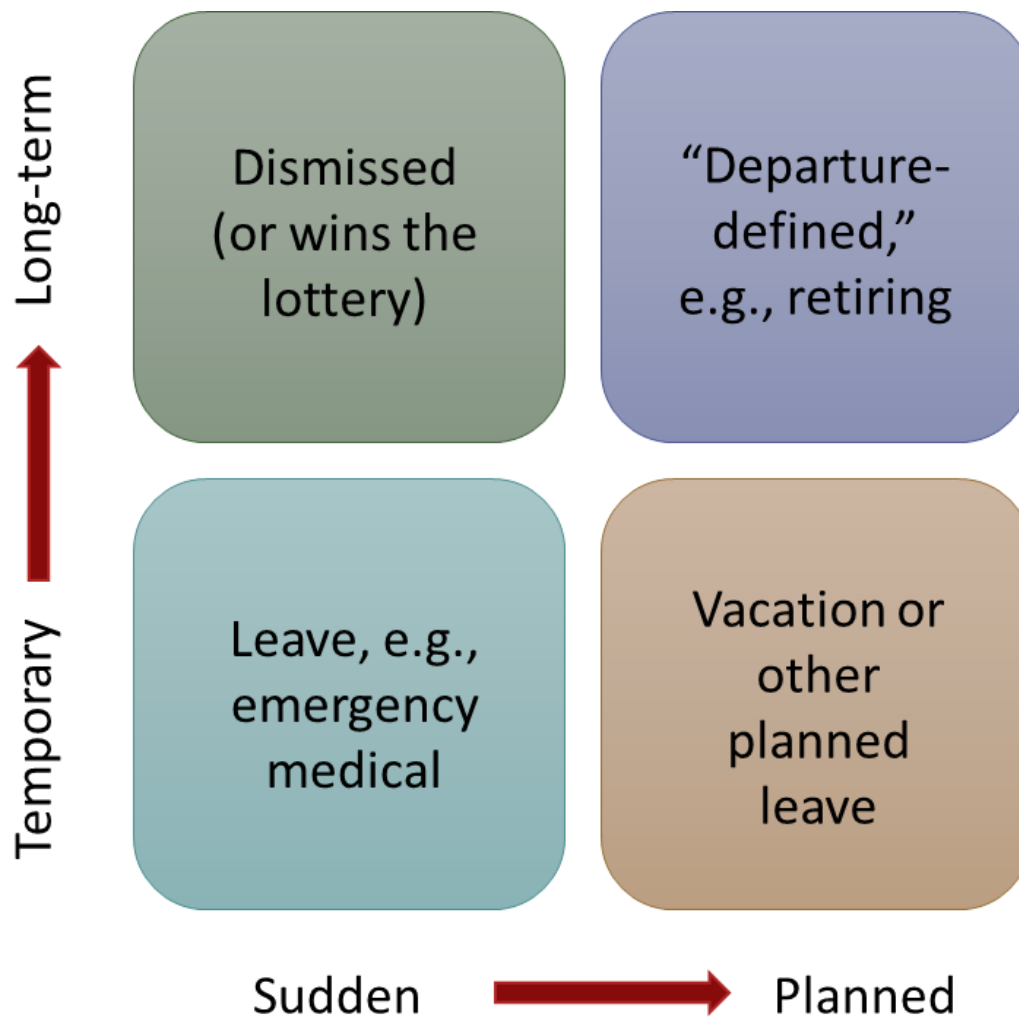


# Elements of Your Plan: **Roles**

- Executive Director or CEO
- Board Members (Directors or Trustees)
- Board Leadership (Officers)



# Elements of Your Plan: **Situations**





# Elements of Your Plan: Duties & Resources

- Recurring Duties: Daily, Monthly, Annually
- Where to Find Resources
  - Passwords and keys
  - Client, volunteer, and staff records





# Crafting Your Plan

- The Big Picture
- Getting Down to Brass Tacks



# Crafting Your Plan: The Big Picture

- Written
- Expresses commitment to continuity & stability
- Sets forth a process or assigns responsibility



# Crafting Your Plan: **Brass Tacks**



1. Template/Structure
2. RASCI
3. Tailor & fill in gaps
4. Distribute/Post/File

# Template/Structure

## I. Executive Director

- A. Job Description
- B. Planned/Temporary Leave
- C. Sudden/Temporary Leave
- D. Permanent Departure
- E. Locations of Organization's Records
- F. Recurring Duties

## II. Board Members

- A. Job Description
- B. Recruitment & Selection
- C. Orientation & Onboarding
- D. Off-Boarding

## III. Officers

# Crafting Your Plan: **Brass Tacks**



1. Template/Structure
- 2. RASCI**
3. Tailor & fill in gaps
4. Distribute/Post/File



Succession Planning					
<i>for...</i>	R	A	S	C	I
ED					
Board Members					
Officers					
	Responsible	Accountable to	Supported by	Consult with	Inform

# RASCI Example 1: Small Staff

Succession Planning					
<i>for...</i>	R	A	S	C	I
ED	ED	board	0	exED	cook, board
Board Members	ED	board	0	board	board
Officers	ED	board	0	officers	board
	Responsible	Accountable to	Supported by	Consult with	Inform

# RASCI Example 1: Small Staff

Succession Planning										
<i>for...</i>	1-Sep	1-Oct	1-Nov	1-Dec	1-Jan	1-Feb	1-Mar	1-Apr	1-May	1-Jun
ED	Write		Share							
Board Members				Write	Confer	Revise	Share Final			
Officers							Write	Confer	Revise	Share Final

# RASCI Example 2: Large Staff

Succession Planning					
<i>for...</i>	R	A	S	C	I
ED	ED	board	admin	exED	staff, board
Board Members	chair	board	ED	board	board, funder
Officers	chair	board	ED	officers	board
	Responsible	Accountable to	Supported by	Consult with	Inform



# RASCI Example 2: Large Staff

Succession Planning										
<i>for...</i>	1-Sep	1-Oct	1-Nov	1-Dec	1-Jan	1-Feb	1-Mar	1-Apr	1-May	1-Jun
ED	Write		Share							
Board Members		Write	Confer	Revise	Share Final					
Officers	Write	Confer	Revise	Share Final						

# Crafting Your Plan: Brass Tacks



1. Template/Structure
2. RASCI
3. Tailor & fill in gaps
  - Governance docs
  - Bylaws
  - Mission & vision
4. Distribute/Post/File





# Getting Started

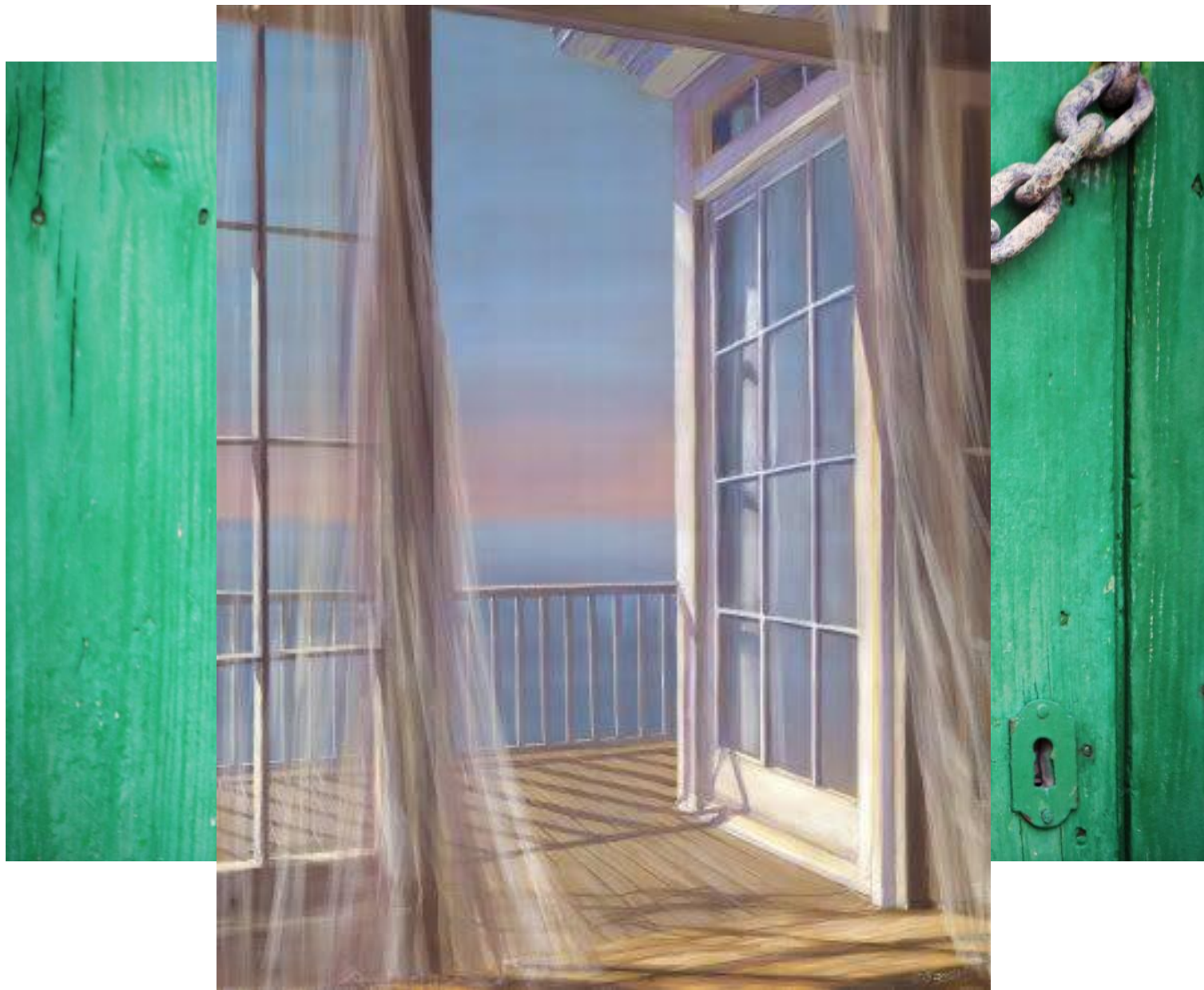
- Fears & Obstacles
- Creating Change





# Getting Started: Fears & Obstacles

- I don't know where to start [OR] I don't know what one even looks like.
- We don't have time; we have more pressing priorities.
- We don't need one; we're too small.
- We can't predict the future; we'll deal with it if something happens.
- We already agree on what to do; why take the time to write it up?
- The board/leadership isn't willing to think about it.
- Our board is so geographically dispersed! It's hard to have the conversations.





# Getting Started: **Motivation**

- Meaning
- Creation
- Challenges
- Ownership
- Identity



# Getting Started: **Change**

- ◆ People love to learn, and they are curious, innovative and adaptable.
- ◆ People resist change.

Huh?



# Getting Started: **Change**

## Push v. Motivation

*“Creating an open will to change.”*



# Getting Started: **Moving Forward**

Trust

Urgency

Inspiration

Small Increments





# Getting Started: Strategies

- Prepare
- Look outside your box
- Listen well
- Be willing to amend your idea
- Remember the board is individuals
- Find an ally
- One-on-one conversations
- Full group discussions



**Don't  
be  
caught  
by  
surprise!**





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