

FILLING THE EMPTY SEATS

How to Inspire the Next Generation of Public Leaders

Types of Succession Planning

Emergency Succession

Goal: Continuity
Time: Immediate

Strategic Leadership Development

Goal: Engagement & Retention
Time: Ongoing

Departure-Defined Succession

Goal: Heir-Apparent Move
Time: 2-3 years

Incumbent Leaders

Who: Current Executives
Elected Officials
Current Board Members
Current Department Heads

Focus: Continuity
Needs: Departure Planning
Promotional Processes
A Transition Process

To Do: Mentor
Network Your Staff
Share Leadership
Delegate to Build Competencies

Search: Build Search Criteria
Account for Bias
Promote Diversity
Start With the Young

ADAPTIVE CHALLENGES



Succession Planning Elements

Design Your Departure

- Answer "what comes next"
- Determine identity transition
- Schedule appreciation ritual
- Plan interim space
- Design a departure package

Conduct a Sustainability Audit

- Identify organizational vulnerabilities
- Determine administration operations to address them
- Evaluate your relationship resources & connect staff

Design Your Succession Plan

- Create a timeline
- Identify restructuring needs
- Choose an executive search process

Emerging Leaders

Who: Internal Staff
• Community Board Members
• Community Volunteers
• Youth Programs

Focus: Restructuring
Needs: A Career/Civic

Trajectory
• Depth of Understanding
• Industry Competencies

To Do: Be Teachable

- Network
- Share Leadership
- Participate in organization building

Search: Identify desired roles

- Meet people in these roles
- Create a Competency Plan
- Start now

TECHNICAL CHALLENGES

