

# Succession Planning: Planned & Emergency

# Setting the stage



- **Mountain community**
- **Single incumbent E&AD**
- **“Founder”**
- **Lots of trust with stakeholders**
- ***Planned* succession**

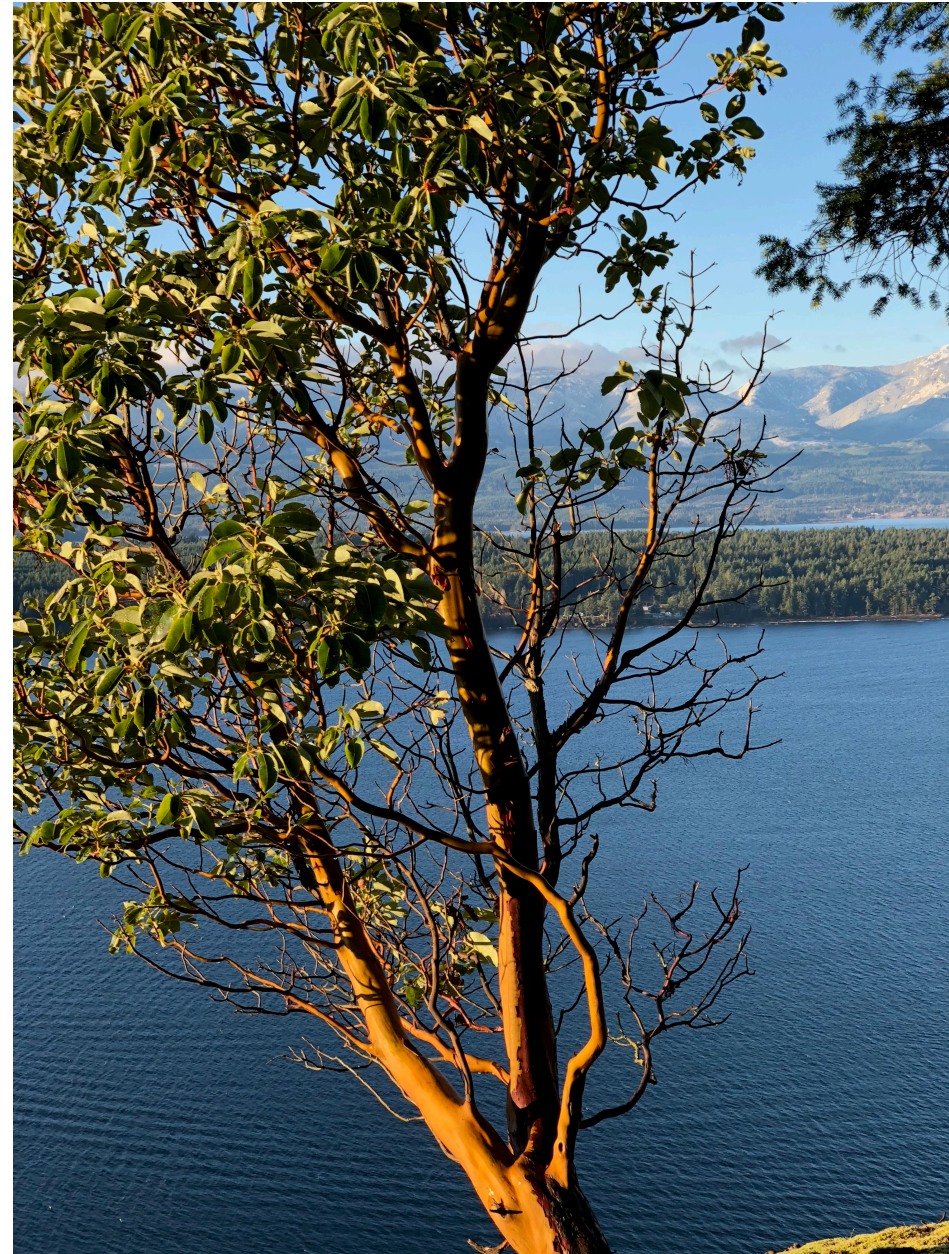
# Credits and Methodology

- **Cultural Human Resources Council**
  - **HR Management Toolkit, Second Edition, 2017**
  - **[www.culturalhrc.ca/hrtools](http://www.culturalhrc.ca/hrtools)**
  - **\$199.99 for instant download; member discount 50%**



# Forms of Succession: *Planned*

- **Classical** (internal; continuity)
- **Internal revitalization** (internal; transformation)
- **Institutional** (external; quick)
- **Strategic vision** (external; launch change)





# Forms of Succession: *Unplanned*

- **Emerging** (not groomed, but acquired skills)
- **Ad hoc tactical alliances** (changes, someone stands out)
- **Strategic selection** (no changes, quick external)
- **Crisis** (major changes, external)



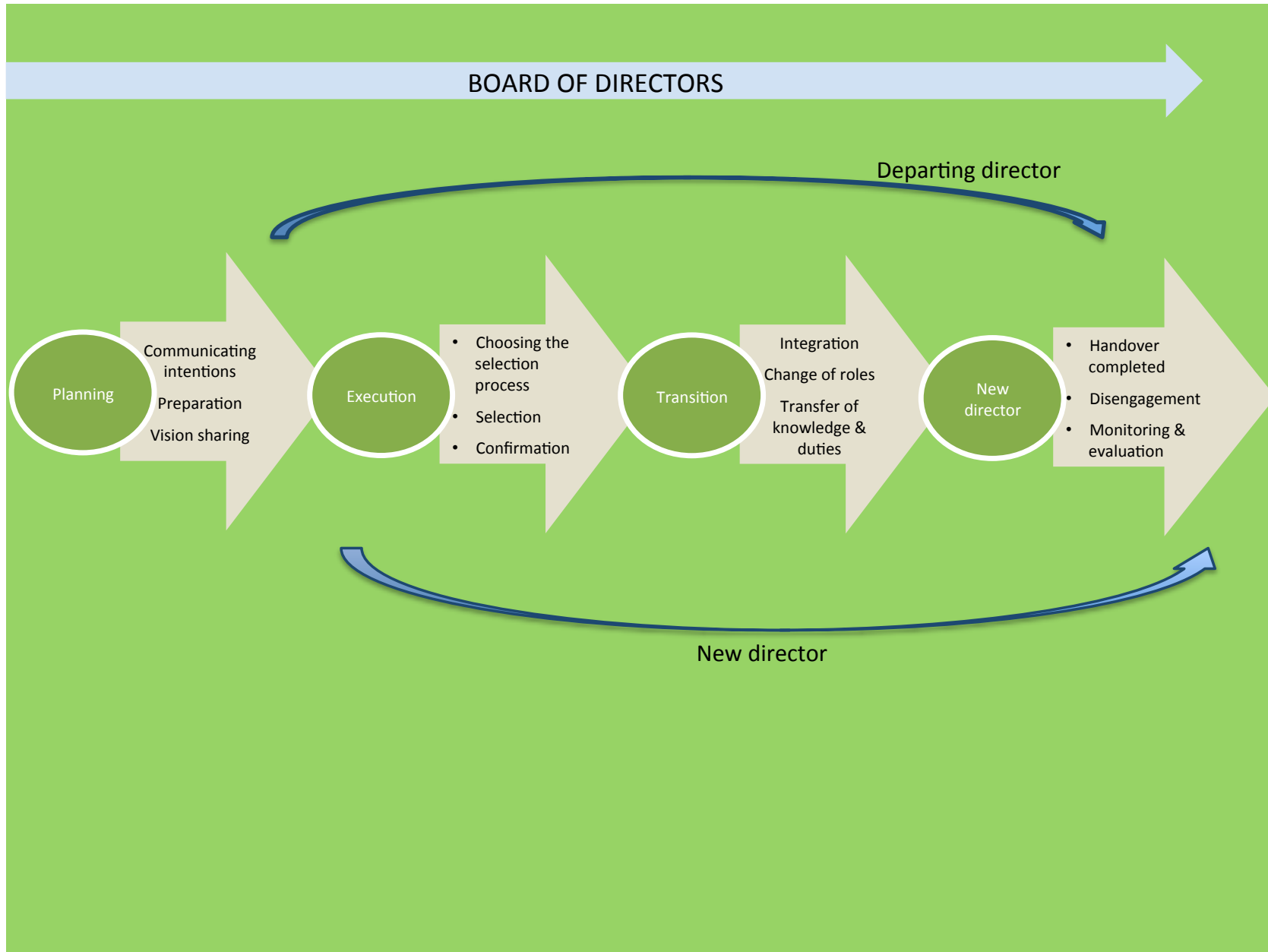
# Replacing the ED / AD / Mktg Dir

- **Develop a vision**
- **Strat plan and budget**
- **Plan a season or a festival**
- **Select artists / productions**
- **Develop an audience**
- **Participate in funding efforts**
- **Negotiate contracts**
- **Communications**
- **Personal skills / traits**



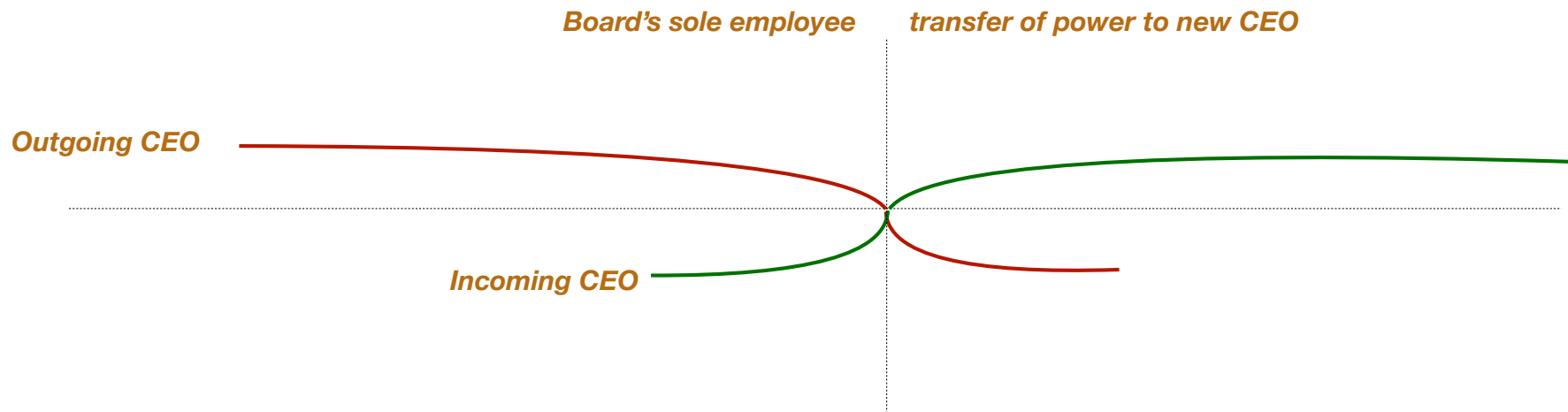


# Phases



# KHC Approach

Institutional Succession with hybrid of Classical





# Phase 1: Planning

- Information not in CEO's head
- Associates can carry out transition
- Vision and strategies
- “*Pivot*” capabilities to make or break the organization
- KHC: Dropbox, Board knows what it wants



# Phase 2: Execution

- **Decide on process**
- **Select Committee**
- **Desired profile**
- **Financial resources**
- **Timelines**
- **Recruit** (search, select, offer)
- **Communications**
- **KHC: committee, pivot, recruit**





# Phase 3: Transition

- Powers and functions
- Single day to several years
- Mentoring and training (esp. gaps)
- Feedback mechanisms
- KHC: reserve, overlap period, staff and stakeholders, transfer, monitoring



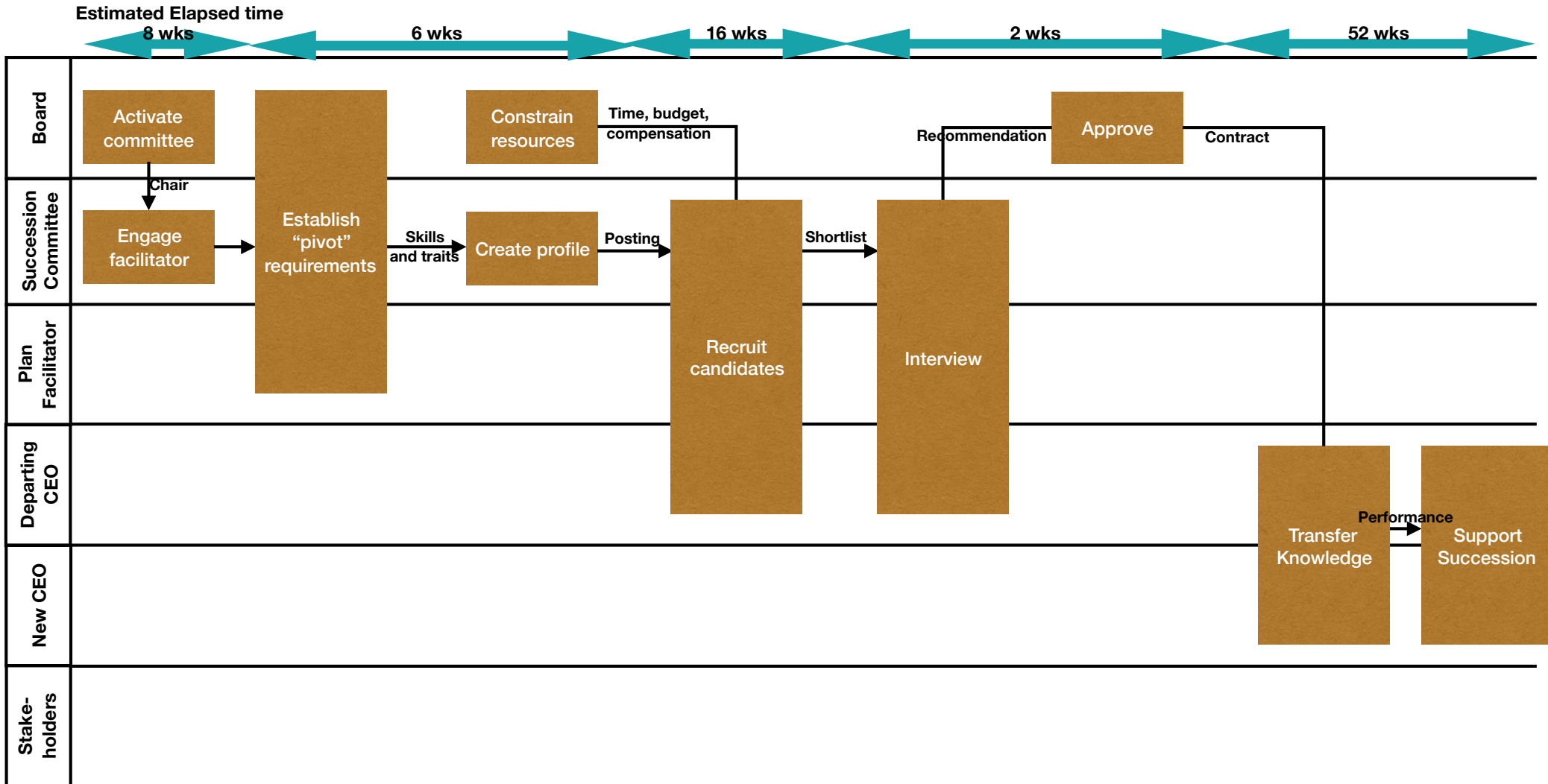
# Phase 4: New Director

- **Departure events**
- **Feedback mechanisms**
- **KHC: announce, mentoring, feedback and monitoring mechanisms**



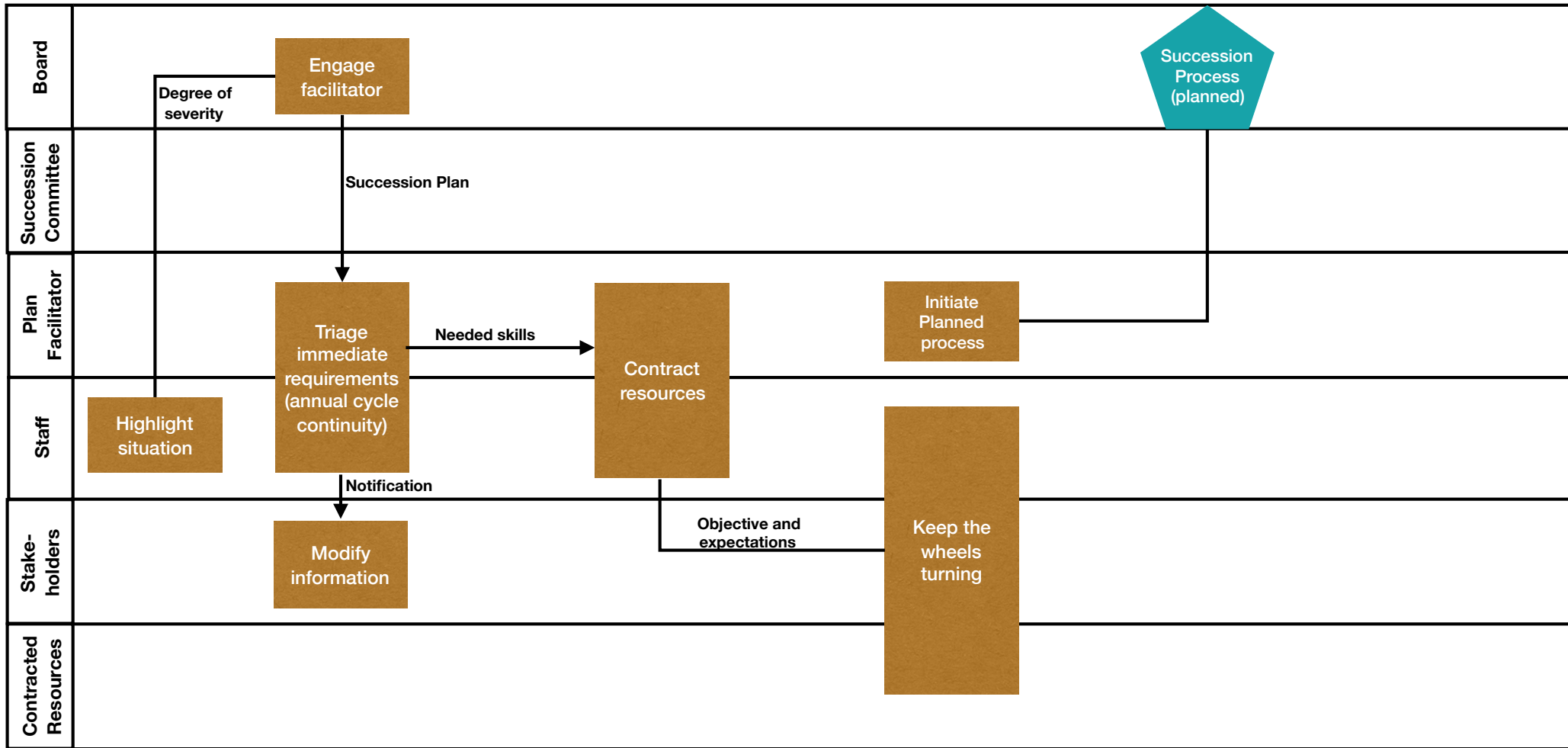


# Succession Process Overview (Planned)



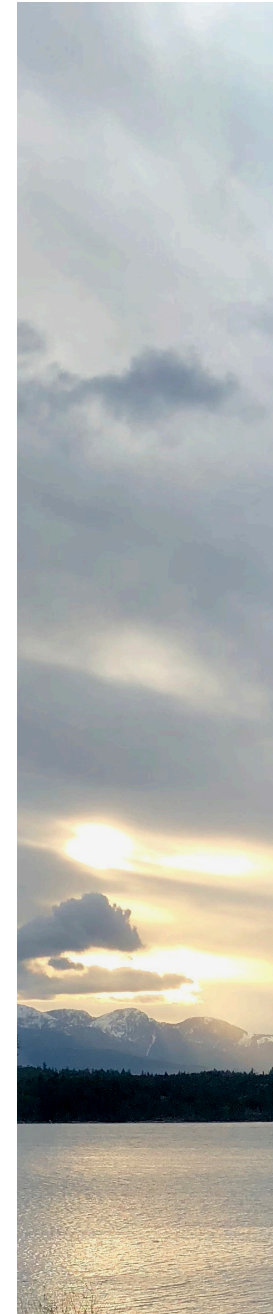


# Succession Process Overview (Unplanned / Emergency)



# KHC Succession Plan Document

- **Overview**
- **Methodology**
- **Planned Succession Process**
- **Emergency Process**
- **Appendix**
  - **KHC Activities and Roles**
  - **Job Description**
  - **Networks of Talent**
  - **Process Flows**





# Time marches on

Create a Succession Plan