

**SPORT GOVERNANCE WEBINAR SERIES**  
**LA GOUVERNANCE DU SPORT SÉRIE DE WEBINAIRES**

# **SUCCESSION PLANNING**

HOSTED BY/ PRÉSENTÉ PAR

**SIRC**  
Sport Research  
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# Succession Planning

What you need to know

# Some succession planning issues

Are you facing some of these challenges?

- Executive Director/CEO is retiring next year
- Next Board chair is not selected until the day before the AGM
- E.D./CEO has stroke – incapacitated
- Organizational seamless transition needed

# Poll



# Overview

1. Why do succession planning?
2. How to do succession planning – CEO/Executive Director
3. How to succession plan for other important staff
4. How to plan for Board succession - Chair; other critical roles

# Definitions

## Three types of succession

- Definition
- Athlete/team succession
- CEO and staff succession
- Board and key volunteer succession
- Webinar focuses on staff and Board; same principles

# Poll

# Purpose

- Ensure long term stability and success of your organization
- Succession for both staff and Boards
- Plan for retirements
- Prepare for sudden departures - emergencies

# Key positions

- Identify your key positions (staff):
  - NSOs
  - Clubs
  - P/TSOs
- Board Chair
- Finance Committee Chair



# Executive Director/CEO

- Board's responsibility to find successor
- Internal candidates do better over time
- Board role in developing internal successors
- Monitoring external talent – conferences

# How to plan for CEO succession

1. Search Committee
2. Plan with timelines
3. Develop leadership profile
4. Agreement from Board on process
5. Executive search firm – yes or no?
6. Implement your plan
7. Things to avoid

# 1. Search committee

- Appointed by the Board
- Governance or Nominations Committee
- Board members
- Skills:
  - Human resources
  - Management
  - Legal
  - Support

## 2. A. Planning

- Workplan
- Develop leadership profile
- Develop the job description
- Compensation package

# Poll



## 2. B. Planning

- Timelines for:
  - Advertising – scope
    - International – Labour Market Opinion - lawyer
  - Interviews – Skype or not
  - Decision-making – Board interviews

## 3. Leadership Profile

- What your CEO needs to do when s/he starts
- Challenges you face
- Critical success factors: What must your new CEO be really good at? (What can they do?)
- Behaviour – qualities and characteristics needed (what are they like?)

## 4. Board agreement

- Board buy-in
- Commitment and engagement
- Communication touch-points



## 5. Should you hire a search firm?

### Pros:

- Broader pool of external candidates
- Saves some time – screening, etc.
- Objective, thorough

### Cons:

- Familiarity with the organization
- Familiarity with sport sector
- Cost
- Internal candidates



# 6A. Implement

- Advertising
- Screening criteria
- Questions for interviews





# Poll

## 6B. Implement

- Interviews; questions
  - Same for all, scoring
  - Behavioural, related to job description
  - Same interviewers
- References
- Second interviews – Board
- Meeting the staff
- Negotiate the offer – lawyer, letter

## 7. Avoid this

### Minimize chances of picking the wrong person

- Not thinking through what your organization needs in a CEO/ Executive Director
- Relying on the Executive search firm too much – the firm doesn't hold your values and you can't delegate these. Choice of CEO is a values decision
- Rushing
- Believing (uncritically) what the previous Executive Director/ CEO says about successors internally



# QUESTIONS?





# Unplanned CEO replacement

- Executive Director incapacitated
- Critical information and activities documented
- Annual business plan related to strategic plan
- Consider temporary replacement—Interim CEO
  - Internal candidate
  - Board member(s)
  - External secondment
  - Temporary CEOs for hire



# Interim CEO's role

- Day-to-day leadership
- Constant communication to board and staff
- Projects e.g., fundraising, hosting, AGM
- Financial and management
- Maintain stakeholder relationships
- Assessment opportunity
- Skills: technical, people, Board relations

# Steps in succession planning - staff

1. Identify positions
2. Competencies – identify & define
3. Communicate
4. Identify candidates for the positions
5. Develop talent
6. Implement

# 1. Identify positions

- Meeting of leadership team (staff & volunteer)
- Human resources expertise
- Identify competencies for your organization
- Who has them?
- Time to rethink reporting relationships and work loads

## 2. Competencies: examples

- Technical expertise - know your sport
- Adaptability
- Member relationships
- Communication
- Results orientation
- Strategic thinking
- Accountability

## 2. Communication competency: defined

- Demonstrates effective verbal and written skills
- Asks perceptive questions
- Respects others' points of view
- Confirms to ensure mutual understanding
- Accepts and delivers feedback in a constructive manner



# Ex.: Behaviours that define the competency

**5 = Meets definition of competency**

3 = shows some skill in the competency

**1=lacks the competency**

## COMMUNICATION

Demonstrates effective verbal and written skills. Utilizes various styles (visuals, pictures, graphs, charts, narrative, etc). to get ideas across.

Confirms what is said to ensure mutual understanding.

Is able to present and communicate information publically for both large and small audiences.

Asks perceptive questions.

Respects others' points of view.

Accepts and delivers feedback in a constructive manner.

Watches and responds for nonverbal cues.

Can clearly articulate a message.

Adapts to audiences.

Uses active listening to better understand all perspectives.

**Rating  
Scale**

**1 - 5**

0

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**AVERAGE**

**0.00**

## 3. Communicate

- Be open about succession planning & career development
- Discuss with staff what are their plans
  - What makes them proud
  - Motivates them?
  - Short and long term goals?
  - Initiatives they would like to be part of?
- Not performance management
- Template

## 4. Analyse gaps

- Document staff's current competencies
- Analyse gaps
- Institute a training plan to fill the gaps
- Identify:
  - (1) ready to step up now
  - (2) ready in 1 – 3 years
  - (3) happy where they are
- Work with them

## 5. Preparing for staff training

- Document your existing procedures – steps to be followed to complete key tasks
- From major to minor:
  - Bidding to host your national championships
  - Selection of team for Olympic and Paralympic Games; national championships; Canada Games
  - Bank deposits
- Look to the future and identify skills needed to accomplish your vision

# Poll



## 6. Staff training

- Training designed based on core competencies
- Identify potential successors, talk about it
- Offer training, more responsibility, projects
- Feedback, encouragement
- Manage expectations – list of criteria

# 7. Implement

- Develop the plan, develop your talent, revisit your plan
- Annually review plan
- Adjust if needed when potential candidate leaves, but add them to external list

# QUESTIONS?





# Board succession

- Turn-over generates new energy, avoids burnout
- Avoids club-like atmosphere
- Include in strategic plan
- By-laws – terms of office – new *Acts*
- Know your skill sets – job descriptions
- Assign responsibility – year-round recruitment

# Know your Board

- Plan your Succession Pathway
- Length of service of average Board member
- Key committees you want your Chair to have led before becoming Chair
- Commitment level
- Core competencies needed for each position



# Preparing for Board succession planning

- Roles and responsibilities documented
- Get committees!
- Skills, talents assessed against future needs
- Up-to-date information on website
- Multi-year recruitment /succession plan
- Board evaluation (see Webinar- June 2012)

# Training your Board

- Board orientation (see J. Duncan's webinar)
- Training Institute for potential leaders – governance basics, financial statements, elements/roles in your sport, government relations, NSO-PTSO relations, hosting

# Key points to take away

- Succession planning summarized:
  1. Identify skills needed
  2. Assess staff & volunteer skills
  3. Gap analysis
  4. Recruit or train to fill the gaps.
- Long-term stability and success
- Good luck!

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# SUCCESSION PLANNING





# Ressources:

## **Staff competencies worksheet**

[http://www.sirc.ca/Governance/Webinars/succession\\_planning.cfm](http://www.sirc.ca/Governance/Webinars/succession_planning.cfm)

## **Guide to career Development discussions**

[http://www.sirc.ca/Governance/Webinars/succession\\_planning.cfm](http://www.sirc.ca/Governance/Webinars/succession_planning.cfm)

## **Behavioural question examples**

[http://www.sirc.ca/Governance/Webinars/succession\\_planning.cfm](http://www.sirc.ca/Governance/Webinars/succession_planning.cfm)

## **Career Opportunities**

<http://www.sirc.ca/careers/>

## **SIRC webinars**

<http://www.sirc.ca/governance/>

# THANK YOU



**November 19**

**Why can't we all just get along?**

**December 17**

**Building a Communication Plan**

**January 14**

**Canadian Olympic Team Marketing Vision**

**March 25**

**Leadership in the Eye of the Storm**

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