

APPENDIX V-C

Succession Plan

“Leaders spend much time thinking about how to drive the association successfully forward, but they usually spend far too little time thinking about the right time and way to leave. A successful transition can be a seamless, productive, and unifying experience. Most people will be remembered, in work and in life, for just a few words or deeds that made a difference to others. The way leaders choose to say good-bye is likely to be one of the ways they are remembered. If they execute their final leadership responsibility with the same care and attention that they gave to the first, their departure can be an inspiring gift to the enterprise and the people in it” (Mamprin 2002).

Effective Leadership Transition

According to the Center for Association Leadership’s Andre Mamprin, there are five easy steps for succession planning. The five steps of effective succession plans include:

Step 1: Building a Solid Foundation

A successful network must have a vision, clear objectives and purpose and the network must be on track in achieving and accomplishing these things. This establishes a legacy of

strength and resilience. Not only does this legacy retain members and attract new ones, but it also creates a positive image of the network within the industry and within the community.

Step 2: Developing the Leader's Exit Strategy

Developing an exit strategy for leadership involves identifying a desired outcome. The vision of the leadership should be incorporated in the formal network framework. This acts as a guide to the organization, its members, and its future leadership.

Step 3: Minimizing the Network's Risk

Minimizing risk refers to planning for “the unknown” such as the sudden potential of injury, illness, resignation, or other of a leader. By addressing the “what if” scenario, the network will have a plan in place if problem with leadership is to arise. The outcome of not planning for the unknown emphasizes the individual leader and can set the organization for destined failure in the face of change.

Step 4: Strengthening Systems and Processes

By having continued, ongoing improvements of all the organizations leaders, by grooming new members, and by having a well thought out plan in light of change creates a solid organizational structure. Again, the emphasis moves away from individual people and stresses the well-being of the organization as a whole. Mamprin identifies several important points to consider:

- Building the successor's business and leadership skills
- Planning the development and retention of key persons
- Creating an effective association structure
- Developing management systems for peak association performance
- Documenting systems and procedures to create efficiencies and support the effective transfer of knowledge
- Implementing a proper strategic planning process that includes leadership transition
- Hiring and training the best possible staff
- Having accounting and financial controls and a comprehensive marketing plan

Step 5: Transitioning the Leadership

Transitioning the leadership refers to just that. If the organization has completed the previous four steps the transition should be easy. If at all possible, a very useful method for leadership transition involves mentoring the in-

coming leadership by working with the outgoing leadership.

Additional Resources:

- *ESOP Workbook: The Ultimate Instrument in Succession Planning*. By Robert A. Frisch (John Wiley & Sons, 2002).
- *The Corporate Buy-Sell Handbook: An Essential Guide to Business Succession Planning*. By Stephan Leimberg, Joseph Yohlin, and Morey Rosenbloom (Dearborn Trade, 1992).
- *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. By William J. Rothwell (AMACOM, 2000).
- [Entreworld.org](http://www.entreworld.org) - Related Topics: Succession Planning (November 2002 feature)
- [Employment Studies Summaries](#)
- [Cutting Edge Info.com Succession Planning Resources](#)

References:

Mamprin, Andre. 2002. "Next in Line: Five Steps for Successful Succession Planning." Executive Update. <http://www.centeronline.org/knowledge/article.cfm?ID=2242>. Washington, DC: The Center for Association Leadership.

*Information adapted from Mamprin, 2002.

