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Navigating the successful transition - and retention - of the organization's top executive is one of the most critical functions of a board. Focusing on "recruiting" only opens up unnecessary, costly, and detrimental risk. Olive Grove Collective opens a board's perspective to the full picture, and more importantly, to how to navigate the entire scope of the transition successfully.

Emily Sterling, Founder and CEO, Olive Grove Collective

Resilient Governance: Transition and Change Management Service

Don't let your blind spots around transition jeopardize your mission.

When most board members think about how to handle the departure of the founder, CEO or executive director, they automatically think, "We need to hire a recruiter." And for many, this can be a very valuable contribution to solving the conundrum – and yet, it is only one piece. The greatest risks to recruiting and retaining a new CEO almost never reside in the recruiting process itself – the risks lie undetected in the many blind spots board members have about looking at the entire ecosystem that is affected by a CEO change. The good news is, nearly all of these risks are preventable when a board knows what to look for and how to proactively address them.

Emily Sterling and Olive Grove Collective open a board's perspectives to the full picture, and more importantly, to how to navigate the entire scope of the transition successfully. Investing in preventing problems at this critical inflection point is critical to mitigating much costlier implications later, at a fraction of the cost to the organization.

Olive Grove Collective turns complexity into digestible conversations and clear action steps.

We help insulate your board and organization from risk by bringing expertise into important areas such as:

- ❖ Long term and emergency succession planning
- ❖ Readiness factors when entering into a transition
- ❖ Common risks and pitfalls during a transition
- ❖ Opportunities and conversations that may be uniquely triggered by a CEO transition (e.g. mission shift, restructuring, merger, or strategic alliance)
- ❖ Defining new leader success
- ❖ Compensation, the market, and what is fair and reasonable
- ❖ Staff's role in the search and its possible effects
- ❖ Board's partnership with the CEO and implications for the board and governance
- ❖ Interim leaders and internal candidates
- ❖ Successful recruiting, vetting, and selection steps
- ❖ Effective orientation and onboarding
- ❖ Board chair / new CEO co-coaching
- ❖ Community / funder / stakeholder perceptions and engagement
- ❖ Recruiter fit and tailoring approach to needs

“Wicked smart strategists who inspire confidence in situations of uncertainty.”

Foundation Senior Leader, 2018

Search firms can be very good at recruiting. Virtually none of them, however, are specifically trained or have deep expertise in the other critical skills needed to bring the entire complexity of the transition to a successful conclusion.

A failed search, or a short-term placement that does not work, can be extremely detrimental – resulting in loss of trust and credibility, reduced fundraising, demoralized culture, staff departures, board burnout, eroded mission delivery, and depleted reserves. By only looking at this narrow slice of the issue, board members unnecessarily open the organization to these risks – and also potentially erode their own credibility and legacy. And, all of these risks are exponentially greater when the transition is of the organization’s founder or long-term (10+ years) leader.

Emily Sterling has over 25 years of experience, as well as extensive training in change management, organizational dynamics, group process, governance, and executive and founder transitions

If your board decides to engage a recruiter, we can help:

- ❖ Define the full scope of work
- ❖ Identify the most important attributes in a recruiter to support the organization
- ❖ Serve as the board’s liaison to help manage the recruiter’s work

Organizations can request a custom engagement on an hourly basis.

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To have somebody who has that deep history and knowledge of trends and current thinking in the industry - that is very helpful.

Foundation Senior Leader, 2018

Are you ready to step into this broader view of effectively stewarding the leader transition for your organization?

Email us at info@theolivegrove.com

*** Please note for Advisor in Residence services:**

The eight consultancy hours must be used in the current month (no carry-overs). Additional hours may be added with advance approval in writing. Additional hour fees: Emily Sterling - \$550 per hour; client support and administration - \$200 per hour. Contract renewal must be approved and signed one month before current contract term expires. Fees and hourly rates are reviewed annually and are subject to change.