



NATIONAL COUNCIL *of* **JEWISH WOMEN**

Leadership Succession

Where/How do we find future leaders?

- Ask the Board to be ambassadors by:
 - Finding future leaders through personal contacts
 - Asking them pay attention to community around you
- Engage people you know with their passions about issues you are addressing
- Pay attention to who is showing up to events
- Attract future leaders through the visibility of your section

Building a Nominating Committee

- **Timeline:** Begin in the fall for June positions
- **Role of the Committee:** The Nominating Committee plays a crucial role in the section's future. It is this committee that analyzes the board's needs and plans accordingly. Governance provides the framework for attaining the section's goals.
- **Responsibilities:**
 - Solicit prospects for board vacancies
 - Research candidate backgrounds
 - Start the process of grooming candidates for possible board service

Building a Nominating Committee

- **Selecting the committee members:**
 - The Board Chair (in consultation with exec staff, if there is one) should choose the chair of the nominating committee.
 - The ideal Nominating Committee Chair should be a strong and forward-thinking person.
 - The nominating committee should include leaders with broad vision and wide contacts and can include chairs of other committees.
- **Be prepared when convening the nominating committee** that there a list of the needs, skills, and characteristics for board candidates and that there is a profile chart of present board members and their terms of service.
- **Best practice tip:** Boards should have staggered terms to avoid complete turnover at one time.

Use some the following characteristics when evaluating potential new leadership

- Ability to vision
- Enthusiastic Cheerleader passion—President must demonstrate this!
- Competent
- Not afraid to lead — even if opinion is unpopular (us and PP)
- Integrity
- Role model — will do anything that they ask others to do
- Empowers others
- Doesn't use authority/is a collaborative worker
- Tolerance for ambiguity
- Patience
- Know their own strengths and weaknesses
- Ability to problem solve
- Willing to learn new things

Finding board candidates

- Work with board, staff and other appropriate committees to identify candidates for involvement in the organization and develop cultivation strategies to strengthen relationship with these individuals
- Analyze the job descriptions, expectations and needs. If any are too demanding, divide the responsibilities. Having too much to do may act as a deterrent for potential candidates. If necessary, create a co-officer or assistant officer position.
- The nominating committee assembles a confidential list of candidates

Making the ask

- Who makes the ask is an important consideration
- When you make the ask make sure you are prepared with the following:
 - Clear job descriptions
 - Different levels of involvement available—okay to start someone in a smaller position and enable them to grow
 - Emphasize that people are needed for their skills—people want to be recognized for what they can do
 - Emphasize an opportunity to learn new skills
 - Being part of a community that changes lives

Succession Plans — also a function of the Nominating Committee

- **Best practice:** Develop written succession plans & recruit continually to ensure that the board seats are nearly always full
- **Paying attention to the president rotation is imperative.** The President-elect position should be in place the final term of the current president.
- **Designating the president-elect gives the board clear direction about who will succeed the president.** This arrangement also provides the board president-elect with an opportunity for training and mentoring so they're ready to take over the position when it becomes available.

Model of Co-VPs and Co-Chairs

- Use this succession model of co-VPs or committee co-chairs to provide seamless transition and continuity for the section and specific projects
- Committee chairs and VPs understand it is part of their role to train new leaders
- A co-chair, associate VP or co-VP, commit to working with VP in training mode to learn the position before stepping into the VP role themselves in the future
- This model allows for job sharing, training, and mentorship
- Train enough people for how to do a job in order to ensure consistency and easy transition during leadership changes

Mentorship Tips

- Invest time in being a mentor
- Invite your mentees to come to events with you
- Give feedback on what's going well and skills to develop further
- Be a role-model
- CC' the person you're mentoring on all relevant emails

Identifying a President Elect in Minnesota

Section: Our process

- Formally informal — use a personal 1:1 approach
- Leverage the nominating team, current and past president, and staff to identify candidates
- Consider the current state of the section as well as where it's poised to go to ensure a complementary fit

You have a president elect (or elect-elect) – now what?

- **Oh, the places they'll go**
 - Invest in training, both to NCJW events and otherwise
 - Make introductions at National
 - Give them an open invitation to all committee meetings
 - Comp tickets when you can
 - If you have a Pres.-Elect and Pres. Elect-Elect, consider sending them to a training together so they can start to find their complementary skillsets
- **Share information — sharing is caring**
 - Invite to key meetings
 - Provide financial transparency
 - Give them access to bylaws and governing docs
 - Develop Past President camaraderie

Effective Leadership Development

- **Cultivate a deep bench of leaders**
 - Let individuals know you see them as leaders. Don't keep it to yourself!
 - Ask their feedback on being a leader in the organization
 - Learn what motivates them
 - What skills do they have and want to leverage? What skills do they want to develop/grow?
- **Be flexible and supportive** when leaders want to try different things.
- **Find new ways to engage leaders** — consider having honorary board positions
- **Keep it rolling** — use staggered board terms so you never have a huge gap to fill