NMBL
STRATEGIES

MC Mass Cultural Council

Best Practices of Leadership Transition During COVID-19

ABOUT US

NMBL
STRATEGIES

Eric Moraczewski – CEO

- Led largest PPP in NPS history (Renovation of the Gateway Arch)
- Spoken to NAFTA, World Urban Parks and many others on impacts of museums and green space

Dion Brown – Managing Director

- 15+ years of nonprofit leadership (12 in C-Suite)
- Led several major construction/renovation projects for nonprofits

NMBL
STRATEGIES

NMBL STRATEGIES

30+ YEARS working for and consulting for nonprofits, small businesses and public-private partnerships

Leadership roles in museum design and construction work projects of well over **$1 BILLION**

GLOBAL EXPERIENCE Museum work on four continents and in 20+ countries

$100 MILLION raised for capital campaigns, membership programs and sponsorships

1.5 BILLION media impressions covering our projects

Developed millions of dollars of earned income opportunities

6.5 MILLION MUSEUM VISITORS Brought in crowds of more than 6.5 million visitors while in leadership roles at museums

PUBLIC SPEAKING Spoken at conferences in five countries with NAFTA, World Urban Parks, American Alliance of Museums, Association of African American Museums and the Association for Corporate Growth

20+ AWARDS received for work on museums, nonprofits, public-private partnerships and small businesses

NMBL STRATEGIES

KEY TAKEAWAYS

What's changed due to COVID in leadership transition

Hear from Executive Recruiters how they are adapting their search strategy due to COVID

Advantages of Interim Leadership

Improved Succession Planning Practices

NMBL
STRATEGIES

PLANNING AHEAD

Older Execs prolonged retirement and could/may see a large exodus in the coming year.

Seeing more and more ED's/CEO's giving 9-12 months notice leaving in an attempt for stability during pandemic.

How are you handling transition out when not in person, materials, knowledge transfer, etc.

Workforce, including leadership, wants and essentially expects a hybrid model.

Be prepared to address culture questions in a different way.

NMBL
STRATEGIES

Difference between internal vs external (Recruiter) search

Will we promote from within for an interim role or will we hire an interim leader from outside

If you have a succession plan is the next in line ready to take that step?

Concern over current staff leaving (either following former leader or feeling they've been passed over)

Do you have access and knowledge to all accounts?

NMBL STRATEGIES

Both Options Require

Internal Management

External Management

Open dialogue with current ED

Board assessment/survey of optimal characteristics for ED

Can be done through a strategic plan or independent

Many of the Executive Search firms offer succession planning services

NMBL
STRATEGIES

Candidates	Continuity	Care	Communication
• Do you have an internal candidate who will be considered, or believes they should be considered, for the open position?	• How do you ensure continuity of services while in transition of leadership?	• While in transition you can't afford to have your staff feel like they are not cared for.	• Solving these issues relies upon constant communication with your team during this process. You must ensure there are open lines both ways.

NMBL
STRATEGIES

Donors
Don't let your donors, especially major donors, find out information on the street. Keep an open line of communication with them.

Volunteers
Volunteers can lose faith in an organization if they feel like there is no leadership, ensure your internal team has clear direction to lead volunteers.

Visitors/Served
Don't let a leadership transition break your mission. Figure out a way to ensure your mission continues on uninterrupted.
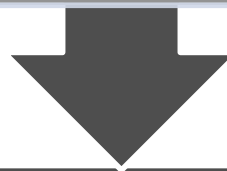
NMBL
STRATEGIES

Communication

Interruption to communication leads to a break in the organization.
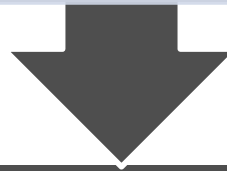
Internal Constituents

If your internal constituents feel a break in communication and lack of understanding what is going on this will snowball.

External Constituents

It's hard for many organizations to understand, but perception is reality. If donors perceive instability, they may move their donations elsewhere, if volunteers don't know what is going on they will share their time elsewhere, and if visitors aren't sure what is going on they will visit somewhere else. Clear communication from the top down of an organization, even as a transition is happening is critical.

NMBL
STRATEGIES

Sarah Krueger
Founder of Occhio Search

THE SEARCH
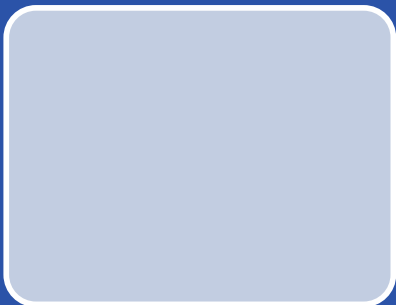
The Search | What's Changed

No (limited) in person interviews

In prior years getting lots of interest in positions, but little to no qualified candidates for leadership roles unless willing to poach. Now getting a lot of candidates, but also several well qualified candidates.

Organizations considering interim leadership opportunities until end of COVID

- Allows the organization to take a deep breath and establish their permanent target guidelines
- Especially valuable for big changes or groups without succession plan

NMBL
STRATEGIES

The Search | What's Changed In New Employee Expectations

Flexibility

- A survey by McKinsey & Co found 52% of workers would prefer a hybrid setup in a post-Covid-19 world. Up from 30% prior to Covid-19.
- Perhaps even more striking for employers is that 30% of employees said they are likely to switch jobs if forced to return to a fully on-site setup.

Connectivity to the Culture

- Contradictory to the work from home mantra, the Achievers Workforce Institute survey found 46% of employees feel less connected to their companies than before the pandemic and 42% said company culture had diminished.

The Trust Factor

- 44% of respondents in the Achievers Workforce Institute survey said they logged into work earlier and/or stayed online later because of worries their manager doubted their productivity while working remotely.
- This raises the risk of burnout.
- Alternatively, a hybrid environment can raise the risk of resentment between in office groups and work from home groups.

NMBL
STRATEGIES

Who from the organization takes the lead in the search

How you're approaching the search

- Internal/External
- Where to share the job opening?
- Are there key targets (Do they need to be interviewed even if not going to get the position)
  - Internal
  - Former Employees

How does the staff participate in the interview process

NMBL
STRATEGIES

Linkedin – Most Expensive/Best paid site for senior positions

Idealist – Focused on nonprofits, gets more postings than quality response

Indeed

Partner Groups (MCC)

Internal Channels – Social Media, Newsletters, etc.

NMBL
STRATEGIES
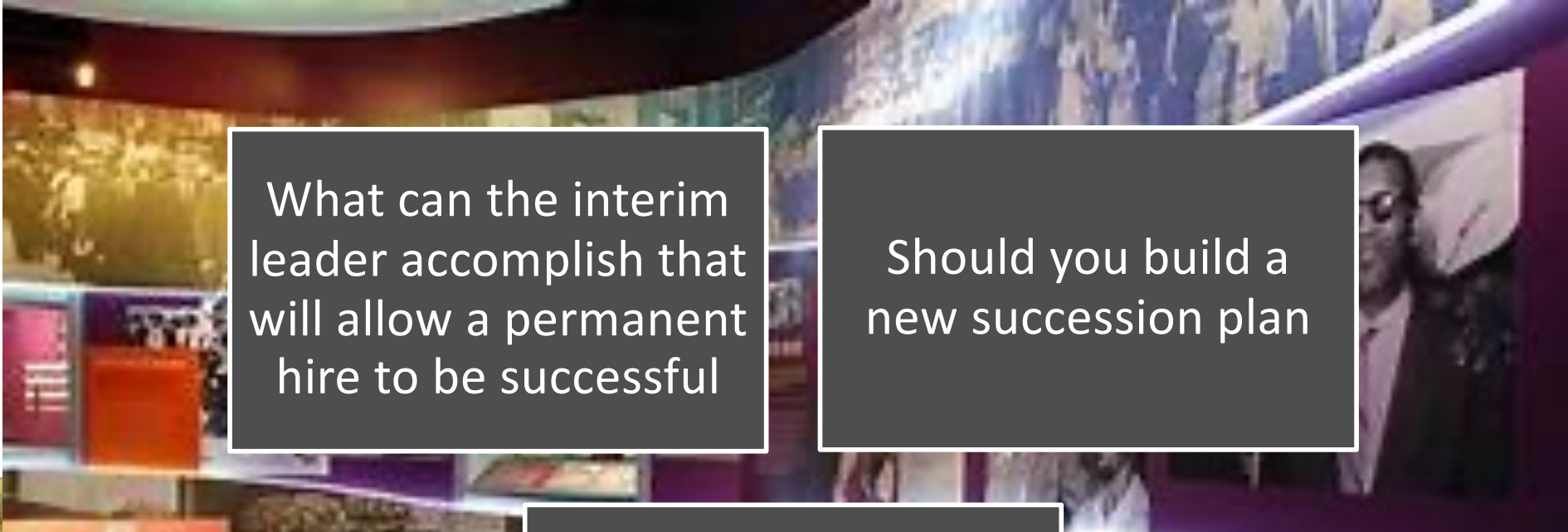
James Abruzzo – Managing Director of Nonprofits for DHR International

ONBOARDING

No in person onboarding, lack of personal interaction with other staff members creates a scenario where people feel separated/not part of the team

Smaller Organizations are seeing an increased learning curve as individuals have to find things on their own with less guidance available

No in person meetings with major donors and board members - now through zoom/video conferencing

All of this leads to a slowed down onboarding process and prevents new ED/leadership from hitting the ground running
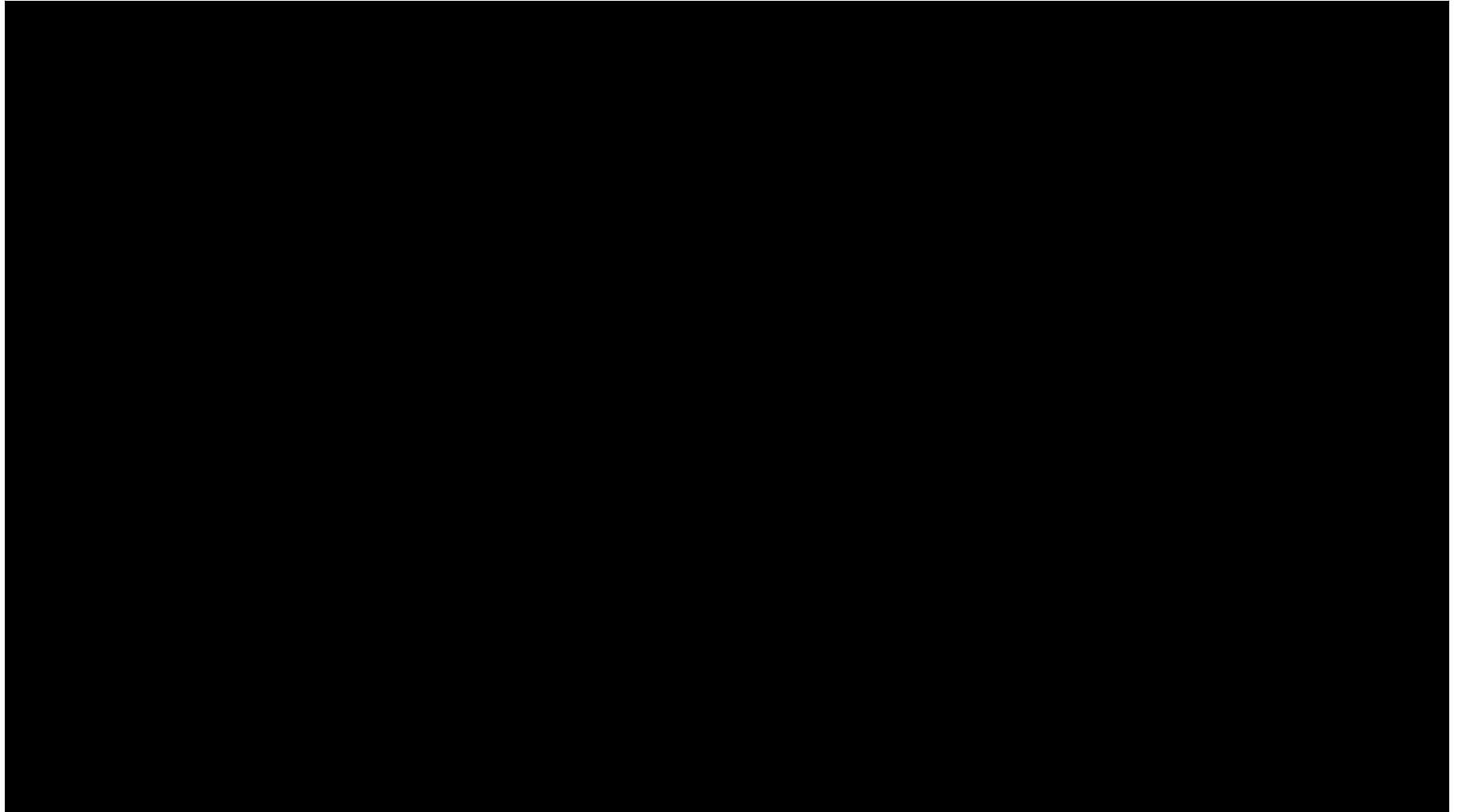
NMBL
STRATEGIES

What can the interim leader accomplish that will allow a permanent hire to be successful

Should you build a new succession plan

Does the staffing fit to support the new ED

Jackie Dace – Executive Director of St. Louis Artworks

COVID EFFECT

901,206 Registered Nonprofits

92% have a budget less than $1 million

Nonprofits are primarily community-based/local focus

50% of Nonprofits have 3 months of Cash on Hand

10% have 1 month

Lost sales, events and fundraisers

NMBL STRATEGIES

Hide

- We're seeing many nonprofits take the approach of minimize costs everywhere possible.
- AAM's most recent reports state that as many as 1 in 3 museums will close in the next year. Those that are not adapting and finding new revenue streams and program awareness will fall into this group.

Nimble

- Some nonprofits are actively seeking new opportunities to build their brand.
- Our client, Thanksgiving Square, started "Serving Up Gratitude" in April raising $250,000 (the most they had raised in decades for a single event) that purchased meals from small, local restaurants and fed nurses, doctors and other first responders.

NMBL
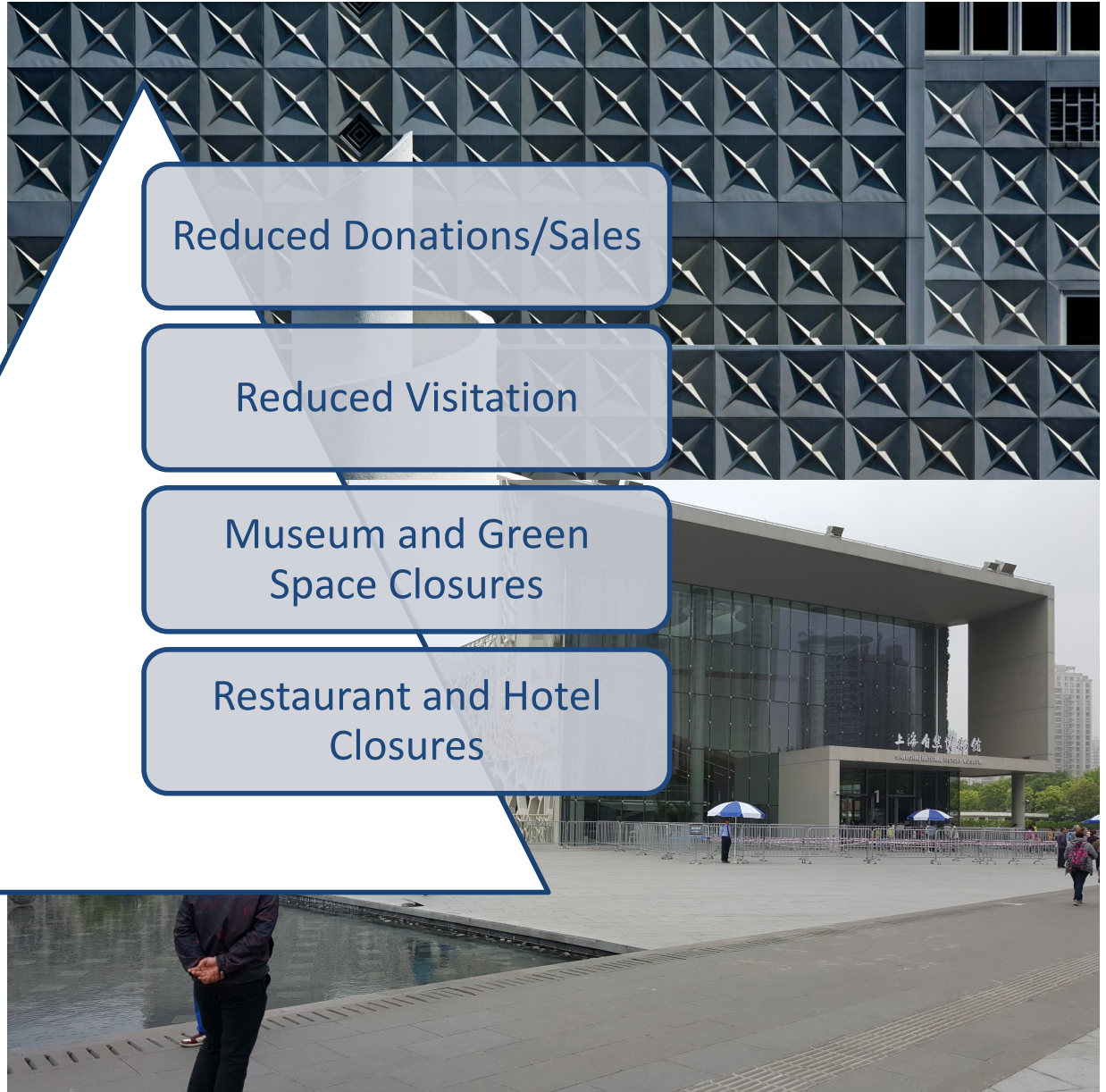
Reduced Donations/Sales

Reduced Visitation

Museum and Green Space Closures

Restaurant and Hotel Closures

QUESTIONS

NMBL
STRATEGIES