

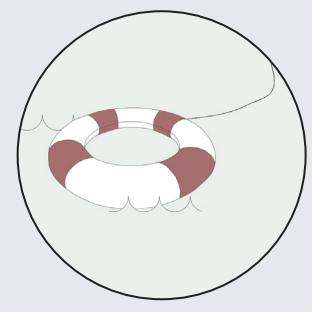
Succession Planning: A Dialogue for Leadership Continuity

The Longwood Graduate Program in Public Horticulture

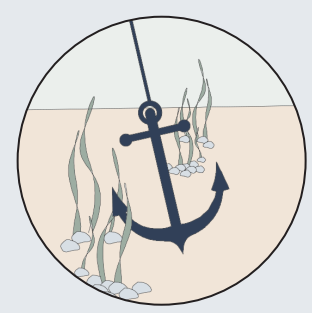
LONGWOOD GARDENS

UNIVERSITY OF DELAWARE

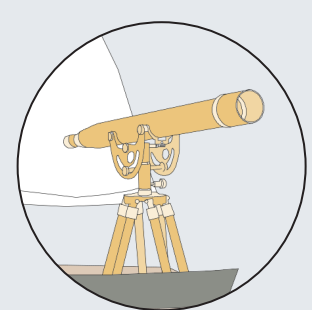
Thesis Advisory Committee:
 - Dr. James Flynn, University of Delaware
 - Dr. Casey Selar, The American Public Gardens Association
 - Dr. Harvey White, University of Delaware
 - Richard King, Kittleman and Associates
 - Dr. Brian Trader, Longwood Graduate Program



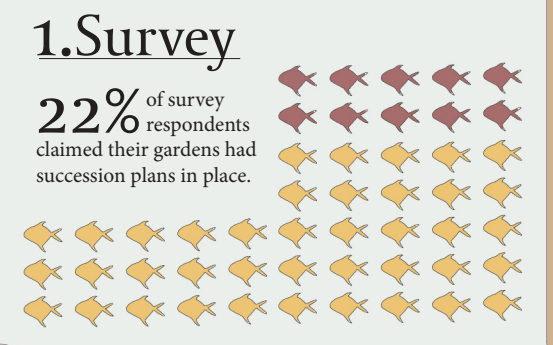
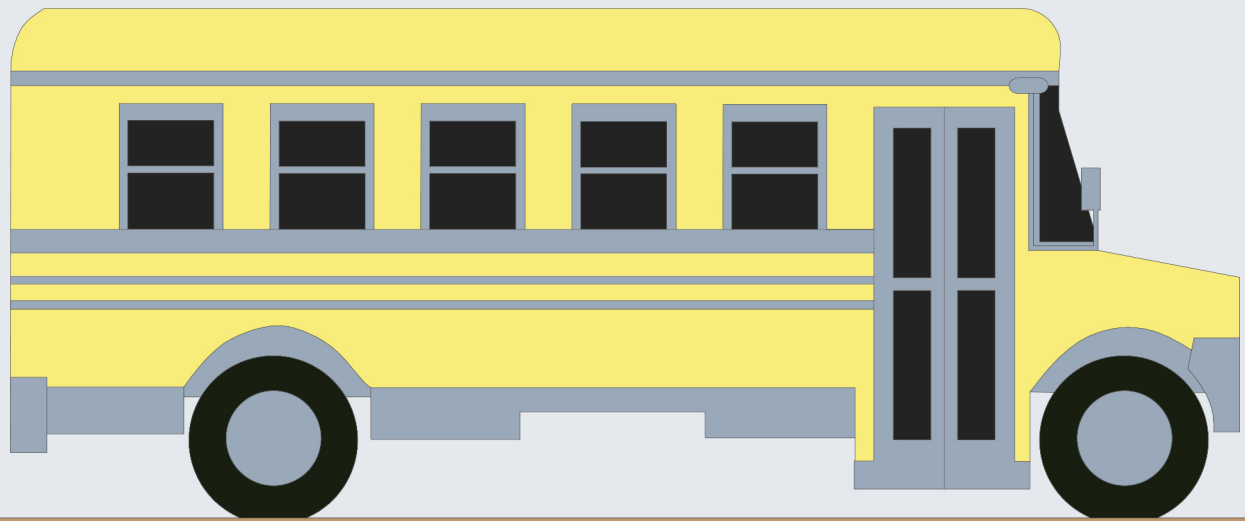
Emergency Succession Planning:
 A plan to address an unanticipated departure of an Executive Director, usually occurring with only a few days or weeks notice.



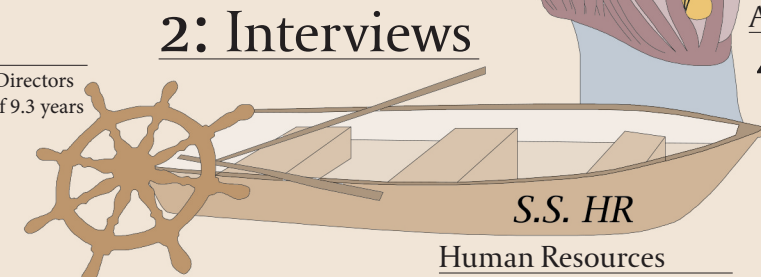
Departure Defined:
 A course of action that Boards and executives employ when an executive begins thinking about leaving an organization.



Strategic Leadership Development:
 An ongoing process that identifies the core competencies, skills and knowledge needed by the organization in the next five years along with a plan to develop those competencies in existing talent or to recruit new talent.



Leadership Tenure
 44% of Executive Directors have tenure of 9.3 years or longer.



Human Resources
 35% have a designated individual responsible for Human Resources.

Affiliated Organizations
 41% were affiliated with a higher institution.

3: Focus Group

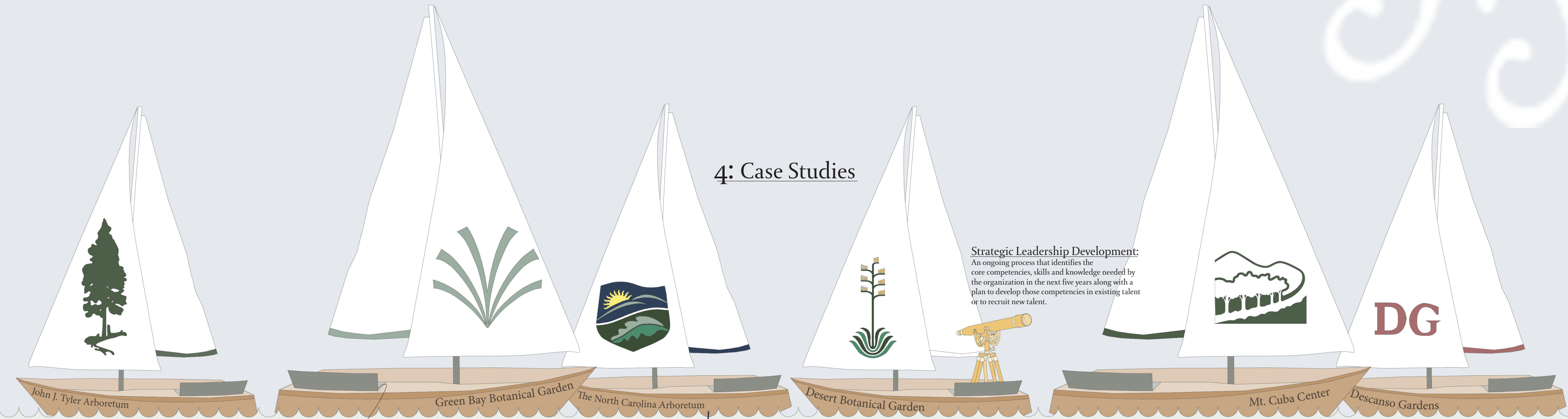
The Need for Communication:
 The better practice is for the Board, in partnership with the Executive Director, to see succession planning as an essential governance responsibility related to its duty to provide for staff leadership.

Long-term Strategy:
 Rather than only focusing on the Executive Director, succession planning encourages a long-term assessment of the organization's future needs and develops leaders at every level of the organization to meet those needs.

A Common Misconception:
 Many think of succession planning like replacement planning, a short-term practice that emphasizes a linear chain of command.

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4: Case Studies



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Pitfalls to Avoid:

- Avoiding the conversation
- Identifying an heir apparent
- Leaving the plan on a shelf

