LEADERSHIP PLANNING & SUCCESSION TOOLKIT

Lisbon, October 2017

WHAT IS LSP?

- Planning to ensure that **superior Leadership** & **effective Succesion** is provided to Clubs/SIGs, making long lasting Institutions with organizational continuity and not defined by individual traits or preferences.

WHY IT SHOULD CONCERN US?

- LSP identified as one of **3 challanges by HAA Club/SIGs in Annual Report**
- It affects **ALL** (Small & Large Clubs/SIGs)
- Can jeopardize significant work devoted over years by many volunteers
- In essence, it ensures that HAA Leaders serve Institutional as opposed to Personal Goals

WHEN & HOW WAS THE CONCERN APPROACH?

- Last year (Aug 16-June 17)
- By Harvard Alumni Assotiation Board
- Task Force structured around a HAA Committee
  - Lead by 2 HAA Staff –Sara Aske, Senior Associatte Director & Yaillet Fernandez and 2 Board Directors – Rowena Frazer, AB´76 & myself MBA´90
  - Assisted by c.25 HAA Board members comforming the LSP Committee
  - And survey info requested to all Club/SIG Presidents

GOALS

- Elaborate a TOOLKIT with Suggestions & Best Practices to enable leaders:

    1. Help **identify, incorporate & nurture leaders** as to help the Club/SIG become a lasting institution and prevent them from relying on individual's personality traits or preferences.

    2. Develop **organizational alignment with the HAA** Clubs/SIGs structure

    3. Implement **processes that ensure transfer of knowledge** from one president to the next, so that the institutional knowledge and operational information developed over time by Clubs/SIGs is transferred to succeeding Club/SIG officers and we do not end up "reinventing the wheel" every term.

TOOLKIT STRUCTURE IN FOUR SECTIONS

1. **Leadership Development** Suggestions for identifying potential leaders who possess <u>attributes associated with successful leaders</u>; <u>characteristics to avoid</u>; how to <u>recruit and nurture</u> leaders.
2. **Club/SIG Management C**ompilation of current <u>HAA materials</u> with suggestions for how a leader can maximize his/her <u>effectiveness once in office</u>. These resources promote leadership development from organizational, financial, and process standpoints.
3. **Optimizing Transition** Prepare Clubs/SIGs for a <u>smooth leadership transition</u>. Suggestions for alternative election approaches and how to enhance the onboarding process, so that new officers are able to get up to speed quickly and are empowered to approach their roles confidently.
4. **Club/SIG relationship with the HAA** How to best utilize HAA resources so that Clubs/SIGs benefit to the <u>larger HAA community</u>.

1. LEADERSHIP DEVELOPMENT

Identifying Club/SIG Leaders

- **Seek out candidates with integrity, enthusiasm, and time to commit to the Club/SIG.**

Recruiting Candidates

- **Recruit people from within.** Whom understands the operations and dynamics of the Club/SIG and its relationship with the HAA.

Nurturing Leaders

- **Use the Board to nurture candidates.**

- **Nurture several candidates at a time.**

- **Test real commitment beforehand.** Allow leading members to organize events and assume other active leadership roles.

- **Become personally engaged in the process. H**ave a one-on-one conversation with potential candidates to assess their level of commitment.

- **Assume that candidates may change over time.** level of commitment and availability may change over time, an ideal candidate today might not be so tomorrow.

- **Consider creating committees with the goal of nurturing future leaders. S**taff them with potential leaders.

- **Consider recruiting active members from standing committees and Schools and Scholarships interviewers to join the Board.**

Enhancing Team Effectiveness

- **Encourage the leader to cultivate a strong working relationship with the Board.** difficult for a president to succeed without help of Board
  - **Consider double-teaming key roles on the Board.** That way, the Board's business does not depend on one person

Preserving the Integrity of the Board

- **Add a conflict of interest clause to your Bylaws.** Require a current signature of anyone assuming a leadership position in your Club/SIG.

- **Develop a system of checks and balances to combat cronyism.** well-balanced and diverse Board which has the authority to elect incoming Board members.
  - See the HAA Diversity Statement in the [Best Practices Handbook](#) and incorporate it into your Club's/SIG's bylaws.
  - The confirmation process of Board members and the Club/SIG president at the General Annual Meeting or Assembly (see below in Onboarding and Electing procedures) also serves as a check on cronyism.

- **Add a clause to Bylaws for the removal of any officer convicted of crime.** If an Officer is accused or indicted, or credible allegations come forward, the Club/SIG should place that Board member on administrative leave effective immediately, pending the investigation and/or proceedings.

2. CLUB/SIG RESOURCE MANAGEMENT

- **Connect the HAA Director for Clubs & SIGs for best practices and to stay abreast of new development opportunities through the HAA.**

- **Encourage Club/SIG officers to familiarize themselves with the Harvard Clubs and SIGs Officers' Lounge.** Information on HAA leadership conferences, tax & insurance information, sample Bylaws & governing documents, tips for successful events, suggestions to revive Club/SIG

- **HAA Online Management Resources**:
  - HAA Club Officer Handbook**:** A nuts-and-bolts guide for alumni who are leading, reviving or starting a Harvard Club.
  - SIG Manual**:** A set of general guidelines and information for alumni interested in establishing a SIG as well as a resource for currently existing SIGs.
  - HAA Best Practices Handbook: An all-purpose resource guide designed to help Club/SIG leaders manage their organizations, plan and execute events, and address operational and organizational needs.
  - Harvard Club/SIG Sample Bylaws**:** A basic template that can be followed or modified as necessary when a Club/SIG needs to develop, review, or update a set of Bylaws.
  - Harvard SIG Policy**:** A summary of the HAA's guiding principles under which SIGs must operate.
  - Tax Information**:** A summary of pertinent tax information for US-based Clubs/SIGs.

- **Campus-Based Leadership Development Resources**: importance of attending HAA events to strengthening Club/SIG leadership
  - HAA Alumni Leadership Conference (ALC):
  - Regional meetings: Asia-Pacific Club Leaders, Latin American Club Leaders and European Club Leaders.
  - Ask the HAA: Regular conference calls hosted by HAA staff for Club/SIG leaders to learn on effective strategies, Best Practices
  - Alumni Magnet Training Sessions: AlumniMagnet staff periodically holds training sessions to boost Club/SIG officers' web skills.

- **Follow the HAA on Social Media.** Please refer to Section 4 for HAA Social Media Contact Information

3. OPTIMIZING TRANSITION

Building your Board -A healthy Board is key to a healthy Club/SIG!

- **Board**
  - Establish a process of attracting, vetting, nominating, electing, and onboarding.
    - **Add information about the organization's leadership transition process to the Bylaws.**
  - A healthy Board has engaged and qualified members with different strengths.
    - Age, schools, gender, interests, etc.
  - Sound ways of onboarding and selecting qualified members to a Board
    - **Expose alumni to your Club/SIG and vet them**
    - **Structure the Board to best promote the Club/SIG's most important goals and activities**
    - **Encourage Board members to identify new Board member**
    - **Establish a formal recommendation or nomination process for new Board members**
    - **Establish a process of checks and balances within the Board for undesired situations**
    - **Advisable that new Board members are confirmed through the Annual General Meeting**
    - **Limit the length of the term of a Board member**
    - **Establish a culture in the Board that welcomes new members**
    - **Reinforce your Club/SIG legacy by keeping past officers involved.**
    - **Encourage prospective Board members to increase their level of involvement**
    - **Define the roles of Club/SIG leaders**

- **President**
  - Select President from within Board

3. OPTIMIZING TRANSITION (II)

Limiting the Lengths of Board and Officers' Terms

- **President's Term**
  - Consider limiting the length of the president's term
- **Board Member's Term**
  - Ensure that the President and the Board do not change at the same time.
  - Establish a fixed term for Board members.
  - Rotate or renew a few members of the Board every year.
  - Stagger the changing-of-the-guard within the Board.

3. OPTIMIZING TRANSITION (III)

Running an Election

- **Ensure that a well-defined process is in place, stated in your Bylaws, and known to Club/SIG members.**
  - Access vs. Proximity: Electronic voting allows for a greater number of voters from the Alumni Community to participate in the election process. In-person voting at the General Annual Meeting, or equivalent annual event, offers greater opportunity for personal interaction.
- **Communicate all nomination and election announcements and highlight deadlines and eligibility requirements to all voters with advance notice.**
- **Running the Nomination Process**
  - The alumni community should be informed of the requirements to nominate a candidate.
  - State these in your Bylaws and elections announcement.
- **Voting**
  - State voting eligibility requirements clearly.
    - Voting may occur in-person or virtually, according to your Club/SIG's Bylaws.

3. OPTIMIZING TRANSITION (IV)

Ensuring Continuity

- **Develop resources for a successful transition.** Put together a *RunBook* or transition document that contains the knowledge gained over time

- **Items that should be included in a *RunBook*:**
  - Mission and institutional history of the Club/SIG
    - Keys for success
  - Structure/organization of the Club/SIG
  - Board duties
    - Qualifications required to become an officer (Board member/president)
  - Onboarding procedures
  - Election procedures
  - Term periods for Board members and officers
  - Key people currently involved and their contact information
  - Critical information that needs to be transferred (such as bank, financial, insurance, and tax-related information)
    - Key deadlines throughout the year
    - The president and one more member of the Executive Committee should have access to all Club/SIG accounts and passwords at all times.
    - Do not include passwords or other highly sensitive information in the RunBook
  - Key policies, procedures and knowledge
  - Institutional memory (details related to past and future events, the Club's/SIG's successes and lessons learned, relevant anecdotes, key dates, etc
  - Relationship with the HAA
    - HAA services, resources, key contacts
  - Key Documents (e.g., Articles of Incorporation, Bylaws, copy of Annual Report)

- **The *RunBook* should be kept confidential and shared only with officers or Committee Chairs who have a need for this information.**

4. LEVERAGING HAA RESOURCES FOR CLUB/SIG

- A Club/SIG leader is the key member of the immediate community of a Club/SIG. Your leadership role also links you in a unique way to the greater HAA community – a community that extends beyond your immediate geographic or interest area and includes the HAA Director for Clubs & SIGs, other Club/SIG leaders, school-specific alumni offices and leaders, University Centers and Initiatives, and HAA Staff. The more you engage with the greater HAA community, the more rewarding and effective your leadership role will be.

TOOLKIT SUPPOSED TO BE A LIVE DOC

- Toolkit as direct link to Officers Lounge
- In the new President´s Package when appointed
- Annual Report
- Supposed to be a live document
- Link http://officerslounge.clubs.harvard.edu/article.html?aid=382