



Leadership x2

Effective Strategies for Capacity
Building and Succession Planning

Presented by
Joe Frodsham





Would **YOUR** organization **thrive**—or
pause—if you stepped away tomorrow?



COMPAQ

Introduction



Joe Frodsham
President

Impactful Talent Solutions

WWW.CAREERMP.COM

CMP AT A **GLANCE**



CMP is a global talent and transition firm providing innovative talent solutions since 1999.

Talent Acquisition

We take the guesswork out of hiring

Through high-definition recruiting and predictive and efficient assessment.

Talent Development

We build capability and performance

Through deep assessment, coaching and consulting expertise.

Career Transition

We change careers and lives

Through high value outplacement and career transition solutions.



CMP is a minority & woman-owned firm



A Sample of Who We Serve

Trusted by industry leaders, we partner with globally recognized brands



Boar's Head



Our Commitment to Inclusion

We Empower Through Advocacy, Insights & Innovation



Diverse Lens . Unique Results



Diverse Leaders – American Narratives
Podcast is dedicated to building a more inclusive, equitable and diverse society through story telling.

www.AmericanNarratives.com



Deeper Insights – Recognized leader
on assessment and development of minority talent.

www.LatinoCareerAssessment.com

As seen in

Forbes

Thought Leadership – Published authority
on coaching and developing for Diversity,
Equality & Inclusion

Recent Articles

- Layoffs Adversely Impact Minorities and Minority Communities
- Transformational Coaching: 6 Ways to Facilitate Difficult Change
- Addressing The Latino Career Chasm Through Allyship And Development
- Coaching for Sustained Change: Leading Diversity, Equity and Inclusion
- Narrowing the Latino Career Chasm With Culturally Relevant Coaching
- Helping Clients Realize Sustainable Change Through Targeted Coaching



Topics

Strategies for Capacity Building and Succession Planning

State of Nonprofit Succession

Results of CMP 2026 C-Suite Nonprofit
National Pulse Check

Complimentary Leadership

Beyond the “Hero Leader” to the synergy,
necessity, and power of 2

Identify & Develop Potential

- Identify potential – 4C Leader Success Profile
- Leading forward – market-driven leadership competencies

Enterprise Tools

- Succession Pools
- Performance and potential – 6/9 Box

Developing Leaders

- Development planning – 70/20/10
- Experiential learning – characteristics of crucible positions

Making it Work

- Application Workbook
- Q&A



State of Leadership & Succession

Nonprofit Leaders
2026 Preliminary Results



Demand Remains High. Leadership Capacity Must Expand With It.



64%

of nonprofit leaders report
increased demand for services

2025: 64.1% | 2026 prelim.: 64.3%



57%

say burnout and staff morale
are affecting service delivery

2026 preliminary



The challenge isn't only volume of need. It's whether
leadership responsibility is concentrated in too few people.

Succession Confidence Is Rising—But Systems Still Lag.



Potential successor
ready within 2 years

47.7% → **61.5%**
2025 2026 prelim.



No successor ready
within 2 years

39.2% ↓ **23.1%**
2025 2026 prelim.



No formal leadership-
pipeline program

50.4% → **53.8%**
2025 2026 prelim.

Remains above half.



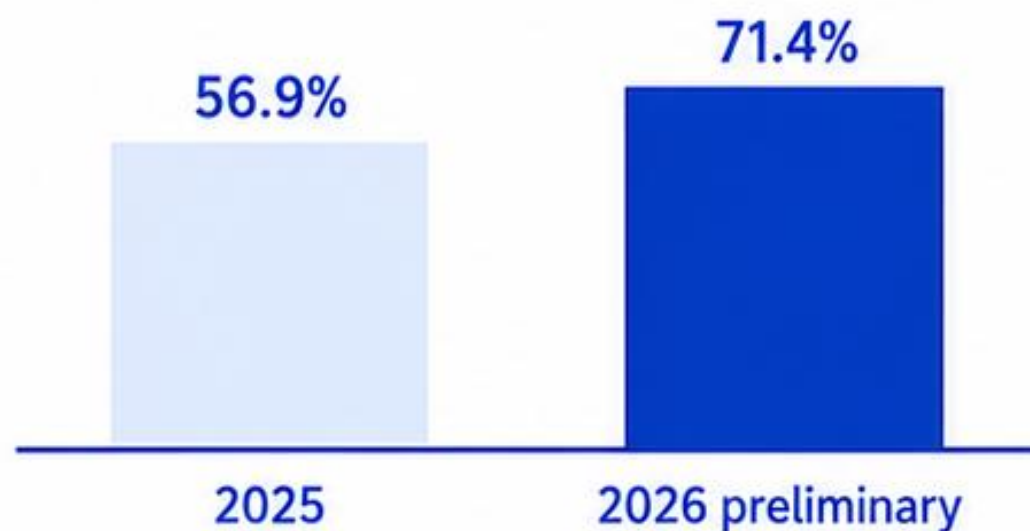
Potential successors may exist—but many organizations still lack a formal system to prepare them.

The Talent Agenda Is Shifting From Hiring to Development.



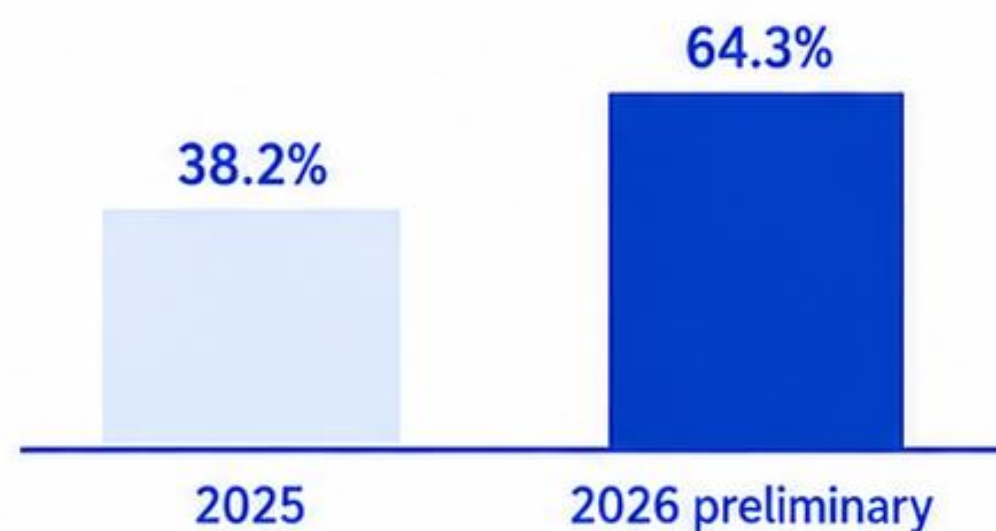
Employee
Development

56.9% → 71.4%



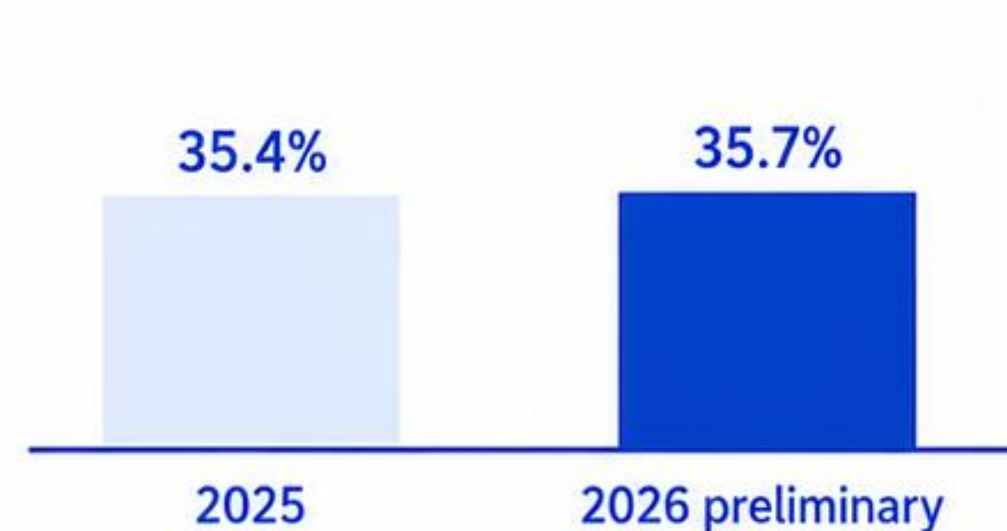
Engagement &
Performance

38.2% → 64.3%



Talent
Attraction

35.4% → 35.7%



Nonprofits are prioritizing development, engagement, and retention—not just recruitment.

A framework for stronger governance, leadership depth, and succession readiness

Leadership by Two Turns Capacity Into Continuity.



CEO + Board Chair

Governance alignment

CEO + Deputy / COO

Execution and development

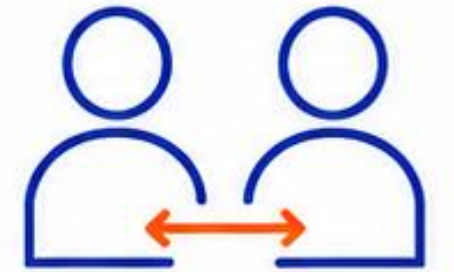


CEO + Emerging Successor

Planned transfer of relationships and knowledge

Co-Executive Model

Complementary expertise and shared accountability



Shared leadership is a capacity-building strategy before it becomes a succession strategy.



Building a Sustainable Talent System

BLUEPRINT

1. Ensure you have complimentary leadership
2. Define leadership competencies for the Agency
3. Integrate 4C Model into selection and development processes
4. Implement focused development – Experiential
5. Focus on implementing the 12 nonprofit key practices

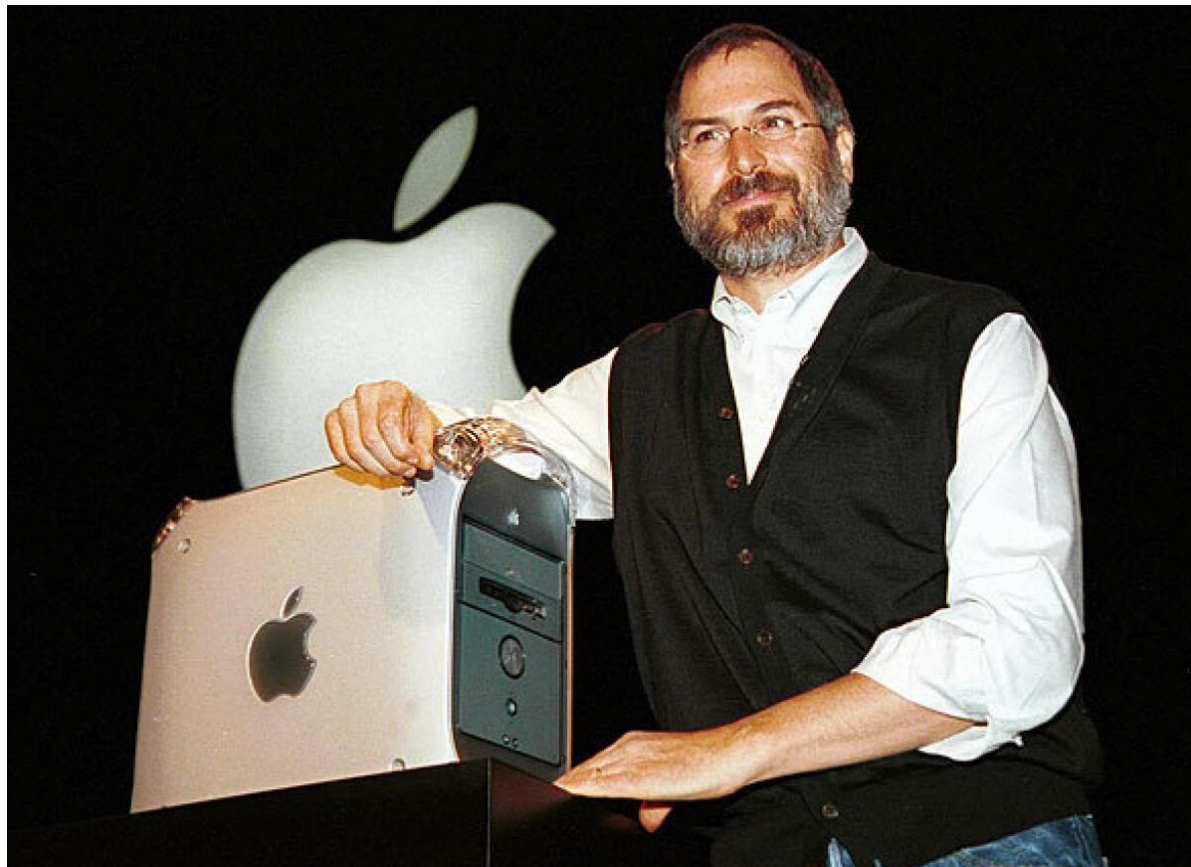


Succession Planning & Leadership Development

Complimentary Leadership

1 Great Leader Model

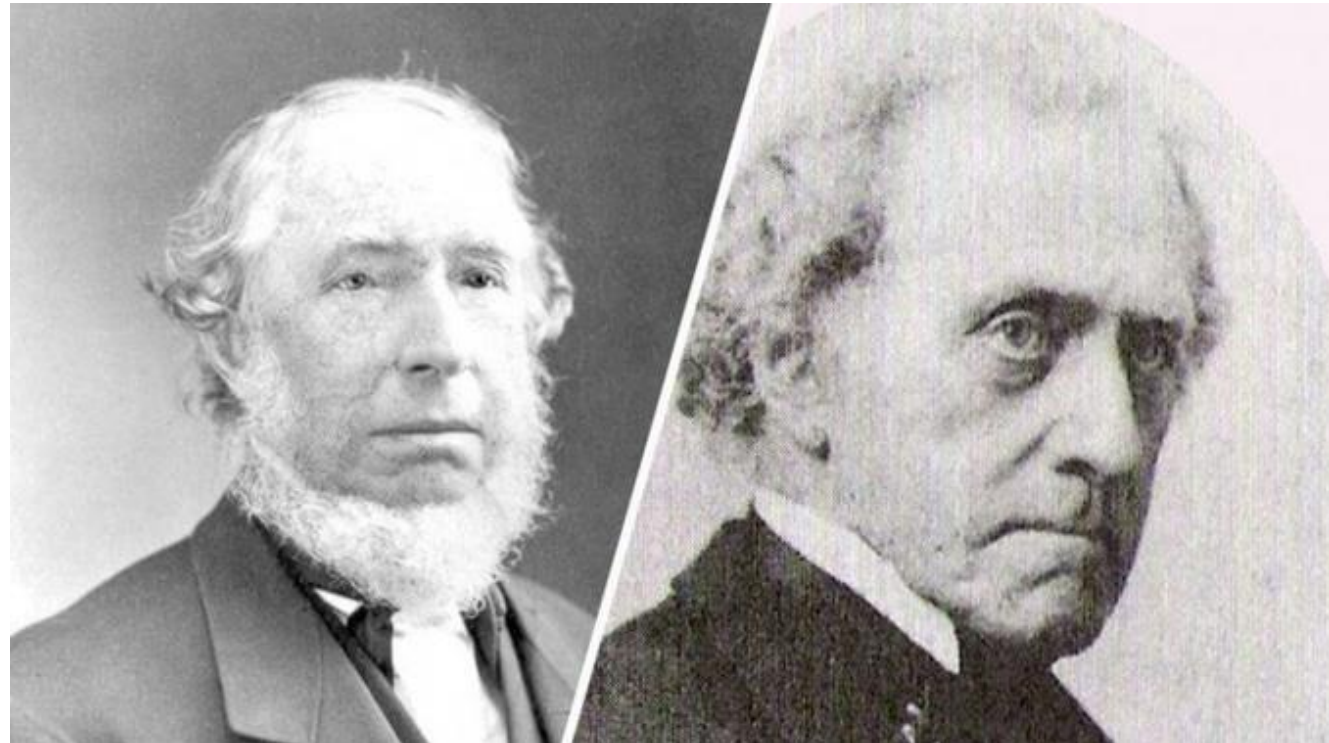
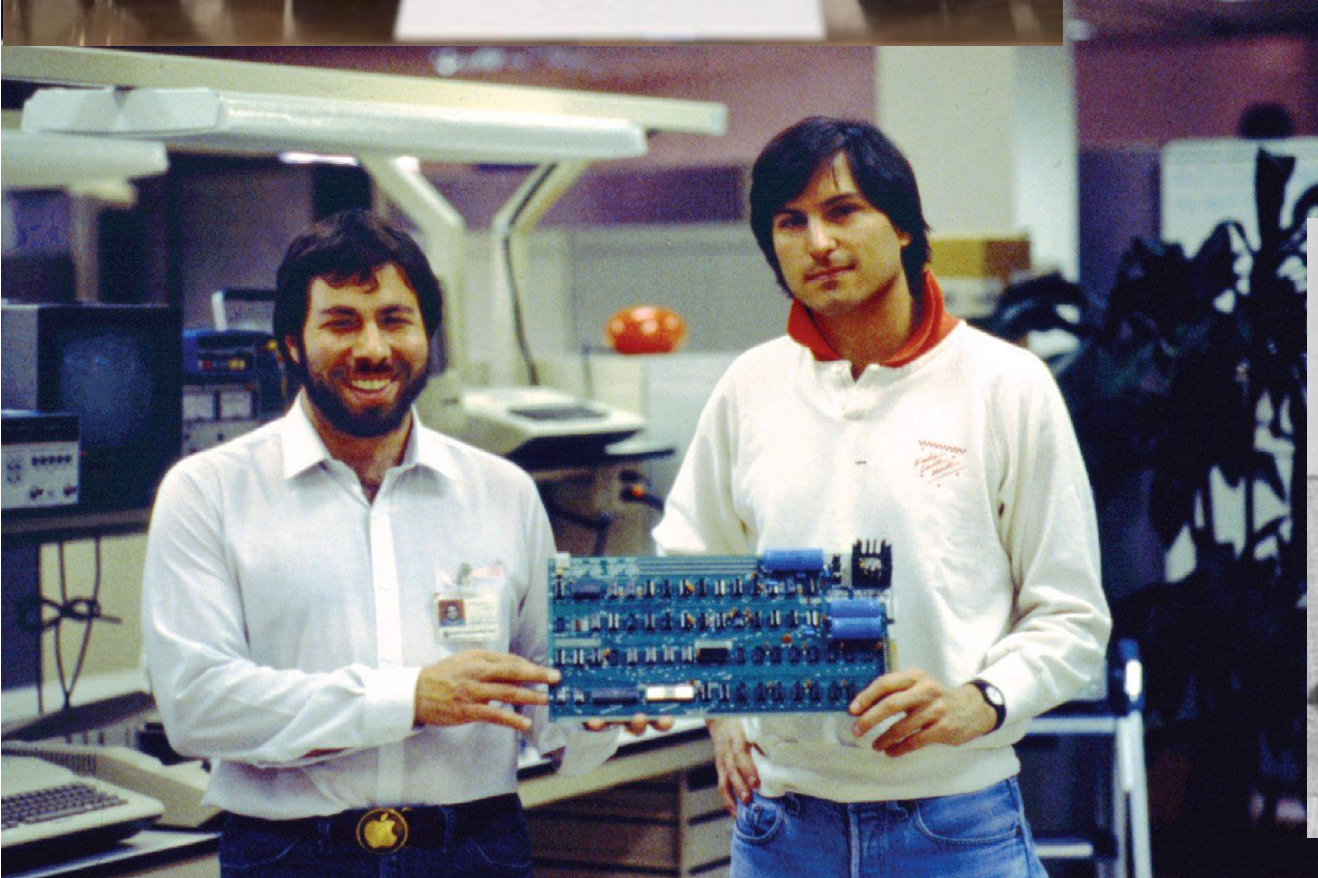
Most leadership development and succession management is focused on identifying the one capable leader.

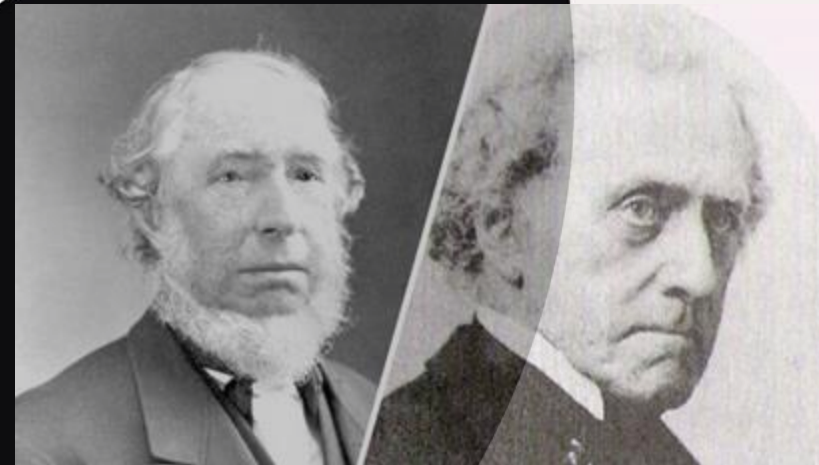


Yin and Yang



- › Two complementary and opposing forces which make up all aspects of life.
- › These forces are in constant flux and balance each other.





Two halves make a leadership whole . . .

- › Different skills and perspectives – but aligned.
- › Realize synergy through difference, connection, trust and transparency.

Strategy - Operations

Innovation - Process

Task - People

Data - Experience

Head - Heart

Linear - Wholistic



Bernie Taupin & Elton John



Gerry Goffin & Carole King



John McCartney & John Lennon

Creating by 2's



Maryanne Piña
CEO



Joe Frodsham
President



Strategy/Operations
People
Experience
Heart
Linear



ISFJ

- Education Leadership
- Spanish speaking border town
- Methodical and operations focused



ENTP

- Organization leadership – different industries
- Canadian – English/French
- Impetuous, impatient, “next” focused

Innovation
Task
Data
Head
Wholistic

Together = 5x Growth, national Latino Career Advancement Launch, new markets . . .



Key Learning

Greater difference creates more opportunity for abrasion, however . . .
on the other side is complementary leadership and true synergy



Success Elements

Aligned vision and values

Co-leaders must have a shared vision and be committed to the same core values to guide their decisions.

Complementary roles

Dynamic areas of responsibility for each leader is crucial for synergy and alignment across the organization.

Regular communication

Consistent and candid meetings for the co-leaders are essential for discussing issues and maintaining alignment.

Mutual trust and respect

A high degree of trust, open communication, and respect for each other's contributions is paramount for the partnership to thrive.



Benefits

- ✓ Increased innovation/creativity
- ✓ Reduced burnout & shared load
- ✓ Broader diversity in leadership
- ✓ Better decision-making
- ✓ Built-in succession & continuity
- ✓ Mitigation of leader isolation



“Man stands in his own shadow and wonders why it’s dark”

Zen saying

What do you need to round yourself out?



Sign your name

Sign your name with your other hand



Know Yourself

What is your default?

LEADERSHIP X2 ASSESSMENT			
Strategy	_____	_____	Operations
Innovation	_____	_____	Process
Task	_____	_____	People
Data	_____	_____	Experience
Head	_____	_____	Heart
Linear	_____	_____	Wholistic
_____	_____	_____	_____
_____	_____	_____	_____



Example

What is your default?

LEADERSHIP X2 ASSESSMENT			
Strategy	✓		Operations
Innovation	✓		Process
Task			✓ People
Data		✓	Experience
Head			✓ Heart
Linear			✓ Wholistic
<u>Business</u>			✓ <u>Mission</u>



Assess Yourself

What is your default?

LEADERSHIP X2 ASSESSMENT			
Strategy	_____	_____	Operations
Innovation	_____	_____	Process
Task	_____	_____	People
Data	_____	_____	Experience
Head	_____	_____	Heart
Linear	_____	_____	Wholistic
_____	_____	_____	_____
_____	_____	_____	_____



Example

What is your default?

LEADERSHIP X2 ASSESSMENT			
Strategy	✓		Operations
Innovation	✓		Process
Task			✓ People
Data		✓	Experience
Head			✓ Heart
Linear			✓ Wholistic
<u>Business</u>			✓ <u>Mission</u>
<u> </u>			<u> </u>

CEO/ED Default

An innovative strategic leader with a strong people and mission orientation. Weighs data with experience and considers a larger number of variables in making decisions.

CEO/ED Compliment

A task-oriented objective leader with a strong process and financial orientation. Is objective and approaches work in a methodical, organized, and decisive manner.



Homework – define your default and needed compliment

LEADERSHIP X2 ASSESSMENT		
Strategy	✓	Operations
Innovation	✓	Process
Task	✓	People
Data	✓	Experience
Head	✓	Heart
Linear	✓	Wholistic
<u>Business</u>	✓	<u>Mission</u>
<u> </u>	✓	<u> </u>

CEO/ED Default

CEO/ED Compliment



Succession Planning & Leadership Development

Key Practices to Identify Future Leaders

Executive selection and onboarding — by the numbers



40%–50%

of new executives fail or significantly underperform within their first 18 months.

These failures are rarely due to a lack of technical skills.



18-Month Threshold

Major studies report failure rates of 38%–50% within the first 18 months.



Primary Drivers

89% of failures are linked to attitudinal and cultural factors; only 11% are tied to technical capability.



Internal vs. External Hires

Internally promoted leaders have about 25% higher success rates, though they still face significant hurdles.



Sources: Heidrick & Struggles, Center for Creative Leadership, Leadership IQ, DDI.

Faulty Methods for Predicting Fit & Potential

- › People who interview well.
- › People who have a profile similar to current leaders – look, demeanor, style.
- › People who are liked.
- › People who attended the “right” college.
- › People who worked at branded organizations.



Surface-level assessments are convenient and give the illusion of rigor, however, they're loaded with bias and lack predictive insight.

Predicting Potential & Fit:

- › Assessing Capacity
- › Assessing Key Character Attributes
- › Understanding Possible Derailers, or Gaps
- › Measuring trajectory & readiness for larger roles

A large iceberg floating in a deep blue ocean under a clear blue sky. The tip of the iceberg is visible above the water line, while the vast majority of the iceberg's mass is submerged below the surface, illustrating the concept of hidden potential.

Getting to prediction requires getting below the surface



Purpose: Provide a framework for developing your future leaders

Defining Capabilities

- Identify potential – 4C Leader Success Profile
- Leading forward – market-driven leadership competencies



Defining Capabilities

Identify Leadership Potential

Software

Capabilities that can be developed – the area of focus to maximize performance and potential.

Hardware

Attributes and predispositions that are largely ingrained. It is our personal “wiring” and is difficult to change.

Defining Capabilities

4C LEADERSHIP PROFILE

SOFTWARE



COMMUNICATION

ENGAGES ALL
CONSTITUENTS



COMPETENCY

APPLIES STRATEGIC
& FUNCTIONAL
SKILLS

HARDWARE



CHARACTER

TRUSTWORTHY
& MATURE



CAPACITY

APPLIES THOUGHT
LEADERSHIP

Predicting Fit and Potential

A Universal Model



4C Leadership Profile Indicators

Software

Communication

Engages All Key Constituents

- ☐ Proactively builds relationships with all key constituents
- ☐ Energizes and inspires greater effort
- ☐ Articulates messages clearly and concisely
- ☐ Actively listens and responds effectively
- ☐ Appropriately conveys compassion and sensitivity
- ☐ Is an effective ambassador for the company
- ☐ Is accessible
- ☐ Is credible

Competency

Applies Strategic and Function Skills

Your organization's Leadership Competencies

Hardware

Character

Is Trustworthy and Mature

- ☐ Takes personal accountability – owns failures and shares successes
- ☐ Overcomes obstacles and persists to get the job done.
- ☐ Has integrity – lives the values they espouse
- ☐ Leads and operates in a fair and supportive manner
- ☐ Coachability - responds well to feedback
- ☐ Puts the needs of the organization above their own
- ☐ Is a stable influence

Capacity

Applies Thought Leadership

- ☐ Manages the core issues amongst multiple data and inputs
- ☐ Provides greater insight to group discussions.
- ☐ Inductive reasoning - views situations from various perspectives.
- ☐ Is self aware, knows their strengths and development needs
- ☐ Effectively manages complex problems and opportunities
- ☐ Is adaptable – open to learning and doing things differently
- ☐ Their decisions and actions convey good judgment

4C Leadership Profile Indicators

Software

Hardware

Communication <i>Engages All Key Constituents</i> ❑ Proactively builds relationships with all key constituents ❑ Energizes and inspires greater effort ❑ Articulates messages clearly and concisely ❑ Actively listens and responds effectively ❑ Appropriately conveys compassion and sensitivity ❑ Is an effective ambassador for the company ❑ Is accessible ❑ Is credible	Competency <i>Applies Strategic and Function Skills</i> Your organization's Leadership Competencies
Character <i>Is Trustworthy and Mature</i> ❑ Takes personal accountability – owns failures and shares successes ❑ Overcomes obstacles and persists to get the job done. ❑ Has integrity – lives the values they espouse ❑ Leads and operates in a fair and supportive manner ❑ Coachability - responds well to feedback ❑ Puts the needs of the organization above their own ❑ Is a stable influence	Capacity <i>Applies Thought Leadership</i> ❑ Manages the core issues amongst multiple data and inputs ❑ Provides greater insight to group discussions. ❑ Inductive reasoning - views situations from various perspectives. ❑ Is self aware, knows their strengths and development needs ❑ Effectively manages complex problems and opportunities ❑ Is adaptable – open to learning and doing things differently ❑ Their decisions and actions convey good judgment

Order Matters

2

1

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The 4C's of Identifying & Developing Your Future Leaders



Free Resource

Defining Capabilities

Software

Communication

Engages All Key Constituents

- ☐ Proactively builds relationships with all key constituents
- ☐ Energizes and inspires greater effort
- ☐ Articulates messages clearly and concisely
- ☐ Actively listens and responds effectively
- ☐ Appropriately conveys compassion and sensitivity
- ☐ Is an effective ambassador for the company
- ☐ Is accessible
- ☐ Is credible

Competence

Applies Strategic and Leadership Skills

Define the key competencies needed to lead your organization forward.

Hardware

Character

Is Trustworthy and Mature

- ☐ Takes personal accountability – owns failures and shares successes
- ☐ Overcomes obstacles and persists to get the job done.
- ☐ Delivers on commitments
- ☐ Has integrity – lives the values they espouse
- ☐ Leads in a fair and supportive manner
- ☐ Recognizes and effectively deals with poor performance
- ☐ Encourages and responds well to feedback
- ☐ Puts the needs of the Company above their own
- ☐ Is a stable influence

Capacity

Applies Thought Leadership

- ☐ Identifies and manages the few core issues amongst multiple data and inputs
- ☐ Provides greater insight and thought leadership to a group
- ☐ Views situations from various perspectives resulting in more effective solutions
- ☐ Sees patterns and opportunities
- ☐ Is self aware, knows their strengths and development needs
- ☐ Effectively manages complex problems and opportunities
- ☐ Is adaptable – open to learning and doing things differently
- ☐ Their decisions and actions convey good judgment

Competencies are the Hub of an Aligned Talent System



Competencies comprise the hub of strategically aligned talent management.

The Talent Wheel

Core Competencies – identify the foundational capabilities needed by leaders, managers and team members to execute the strategy.

Recruiting Management – validated assessment to improve prediction in hiring and insights for effective onboarding.

Succession Management – implement process and tools for early identification & development of high potential talent.



Performance & Goal Management – performance management process and management skills to reinforce key competencies, feedback and individual development.

Learning & Development establish a curriculum to develop competencies and functional skills.

Defining Competencies



COMPETENCE

Does this person have the functional and leadership skills to achieve results?

Developing an Agency Competency Profile

What competencies differentiate leadership performance in your organization?





There are a lot of competencies.

Which 5-8 competencies are most critical for your leaders?

Action orientation

Adaptability

Attention to detail

Building stakeholder relationships

Digital leadership

Emotional intelligence

Cross-cultural awareness

Process/systems orientation

Oral communication

Continuous improvement

Creativity

Critical thinking

Cultural competence

Customer centricity

Navigating complexity

Decisiveness

Delegation

Driving change

Empathy

Empowering others

Ethical judgment and integrity

Driving feedback & accountability

Influence

Innovation

Collaborative leadership

Negotiation

Decisive leadership

Operational excellence

Detail orientation

Mission-driven

Persuasiveness

Planning and prioritizing

Continuity

Deep analysis

Problem-solving

Project and goal focus

People Management

Reliability

Stakeholder engagement

Market presence

Resilience

Results orientation

Risk management

Emotional stability

People-management

Strategic thinking

Developing teams

Executive presence

Virtual collaboration

Continuous learning



Leadership competencies drive focused selection and development

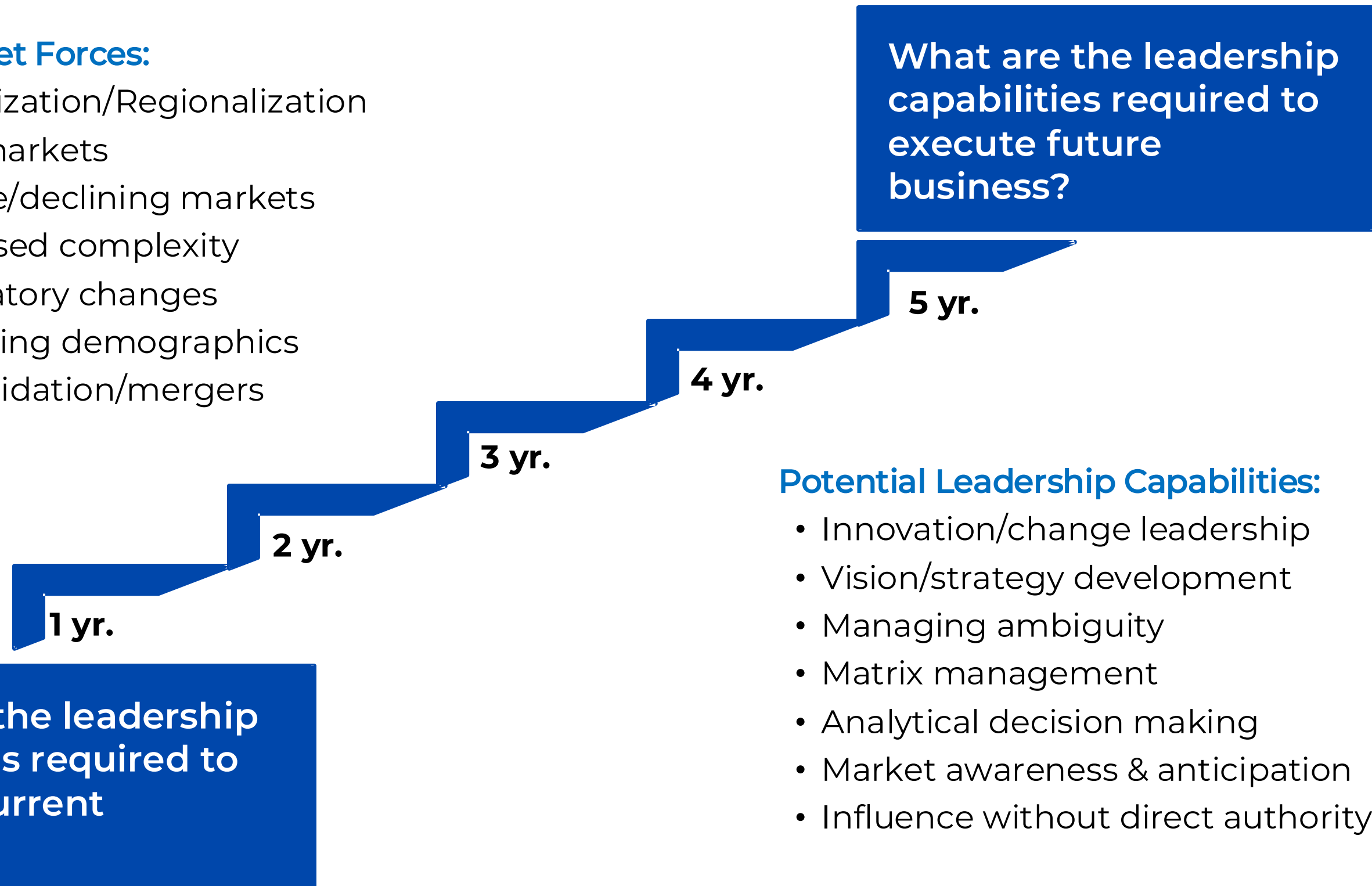
Competency	Actions to start taking today	Helpful resource
01  Social intelligence (SI)	✓ Practice active listening in your interactions to better understand others' perspectives. ✓ Engage in diverse social situations to broaden your understanding of different social cues and dynamics.	Book "Social Intelligence: The New Science of Success" by Karl Albrecht
02  Problem-solving	✓ Tackle daily challenges with a structured problem-solving framework like the "5 Whys" technique. ✓ Regularly brainstorm solutions for hypothetical problems to enhance your creative thinking.	Article 9 Problem-Solving Strategies for Managers by BigPicture
03  Change management	✓ Volunteer for projects that require adapting to change, to gain firsthand experience. ✓ Learn about change management models (e.g., Kotter's 8-Step Change Model) and apply them to small projects.	Article HR & Change Management: Beyond the Kotter Model by David Creelman for AIHR
04  Innovation	✓ Dedicate time each week to explore new ideas or technologies related to your field. ✓ Encourage and participate in brainstorming sessions without judgment.	Podcast How the Best Leaders Drive Innovation by HBR On Leadership
05  Interpersonal skills	✓ Practice clear and concise communication in both written and verbal forms. ✓ Seek feedback on your communication style and work on the areas for improvement.	Article 5 Ways To Improve Your Communication Skills As A Leader by Forbes
06  Emotional intelligence (EI)	✓ Reflect on your emotional reactions to different situations and identify patterns. ✓ Practice empathy by trying to see situations from others' perspectives.	Book Emotional Intelligence 2.0 by Travis Bradberry & Jean Greaves
07  Coaching ability & trustworthiness	✓ Offer constructive feedback to peers in a supportive manner. ✓ Be consistent in your actions and follow through on your promises.	Article The Leader as Coach by Harvard Business Review
08  (Learning) Agility	✓ Challenge yourself with new tasks outside your comfort zone. ✓ Reflect on your learning experiences, focusing on what worked and what didn't.	Article Learning Agility: What HR Professionals Need to Know by AIHR
09  Managing yourself	✓ Set clear, achievable goals for yourself and monitor your progress. ✓ Develop a time management system that works for you, like the Pomodoro Technique.	Article 18 Effective Time Management Strategies and Techniques by Upwork
10  Courage	✓ Take small risks daily to build your confidence in facing fears. ✓ Speak up about your ideas and opinions, even when	Podcast Dare to Lead by Brené Brown

Defining Capabilities

Leading Forward – Market Driven Leadership Competencies

Key Market Forces:

- Globalization/Regionalization
- New markets
- Mature/declining markets
- Increased complexity
- Regulatory changes
- Changing demographics
- Consolidation/mergers





Homework

What are your Agencies 5-8 key leadership competencies?

Ethical judgment and integrity
Driving feedback & accountability
Influence
Innovation
Collaborative leadership
Negotiation
Decisive leadership
Operational excellence
Detail orientation
Mission-driven

Action orientation
Adaptability
Attention to detail
Building stakeholder relationships
Digital leadership
Emotional intelligence
Cross-cultural awareness
Process/systems orientation
Oral communication
Continuous improvement

Persuasiveness
Planning and prioritizing
Continuity
Deep analysis
Problem-solving
Project and goal focus
People Management
Reliability
Stakeholder engagement
Market presence

Creativity
Critical thinking
Cultural competence
Customer centricity
Navigating complexity
Decisiveness
Delegation
Driving change
Empathy
Empowering others

Resilience
Results orientation
Risk management
Emotional stability
People-management
Strategic thinking
Developing teams
Executive presence
Virtual collaboration
Continuous learning



Exercise

Agency Critical Competencies

- > Skim the list of competencies
- > Circle the competencies that will be critical for your agency leaders over the next 3-5 years

Homework: Review and finalize your Agency's critical 5-8 leadership competencies.

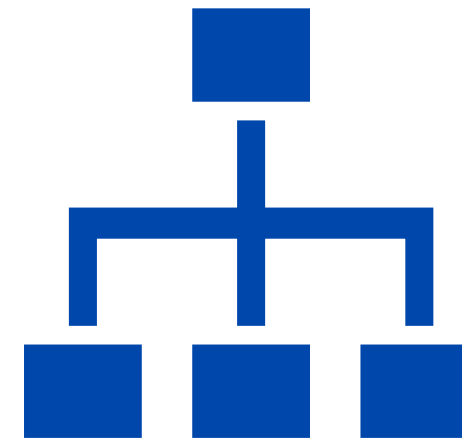


Succession Planning & Leadership Development

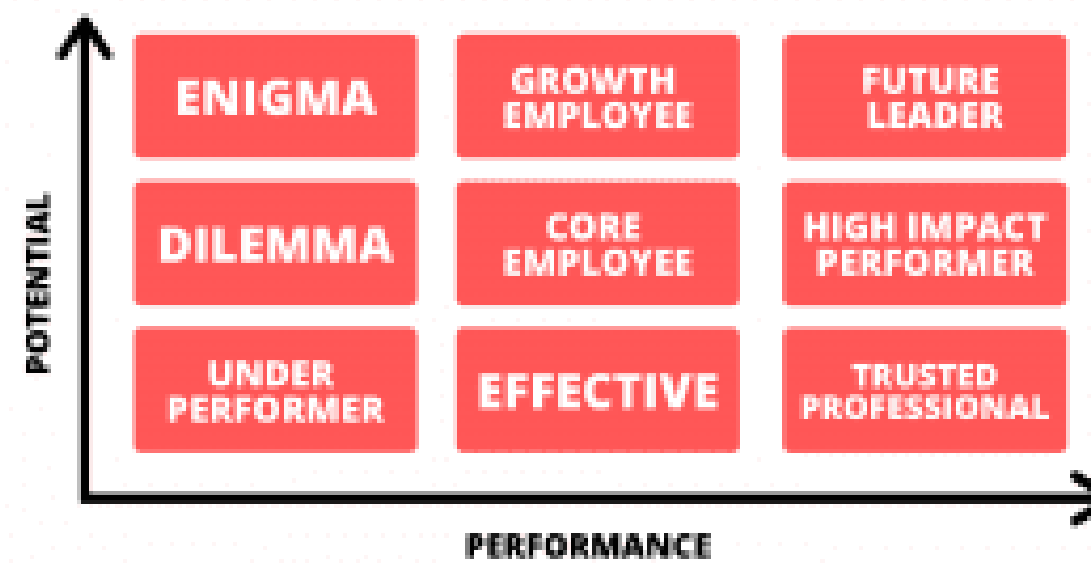
Key Tools and Processes

Proven tools systemize succession management and development

- › Succession pools



- › Performance and potential
– 9/6 Box



Enterprise Tools

Succession Pools at Each Level

Selection Assessment & Broad Development:

- Identify & develop potential
- Engage supervision in development

Early Talent Prospects

Early career professionals showing C-Suite/ BU Leadership promise

Individual Assessment & Development:

- Focus on “next level” capabilities
- Engage sr. management in development

Mid-Career Talent Prospects

Likely to be BU leaders, and potentially C-Suite leaders

In-Depth Assessment & Development:

- Focus on high-level executive capabilities
- Engage C-Suite & BOD in development

C-Suite Candidates

Candidate for C-Suite in the next 0-3 years

C-Suite

Candidate for CEO in the next 0-3 years



Enterprise Tools

Typical Succession Pools in Nonprofits



Broad Development:

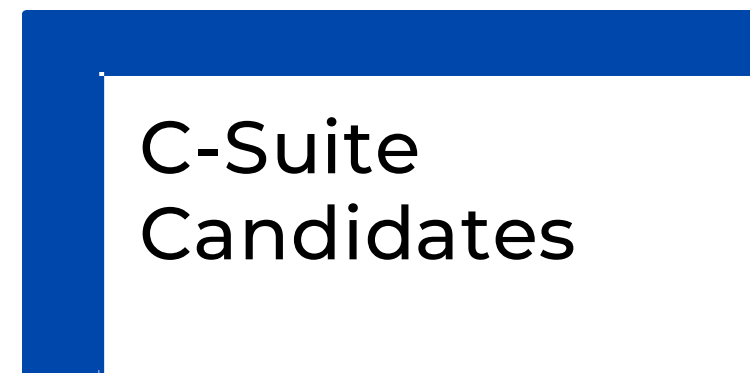
- Identify & develop potential
- Engage supervisor in development



Early career professionals showing C-Suite Leadership promise

In-Depth Assessment & Development:

- Focus on high-level executive capabilities
- Engage C-Suite & BOD in development



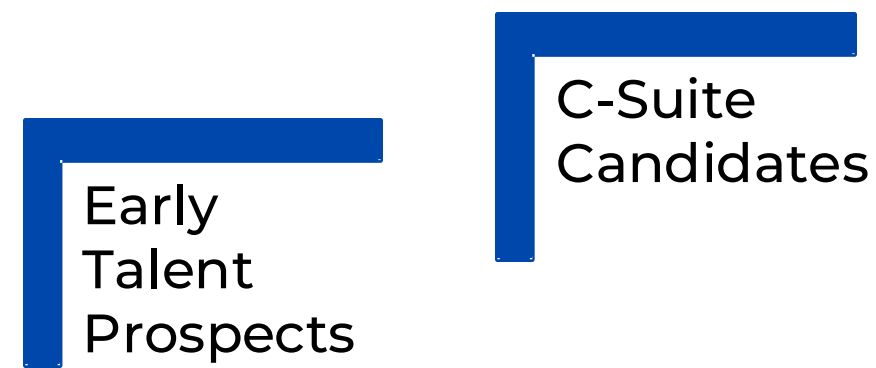
Candidate for C-Suite in the next 0-3 years



Enterprise Tools

Manage Both Talent Pool and Targeted Successors

1. Leadership pool development



3. Key position pools for critical jobs

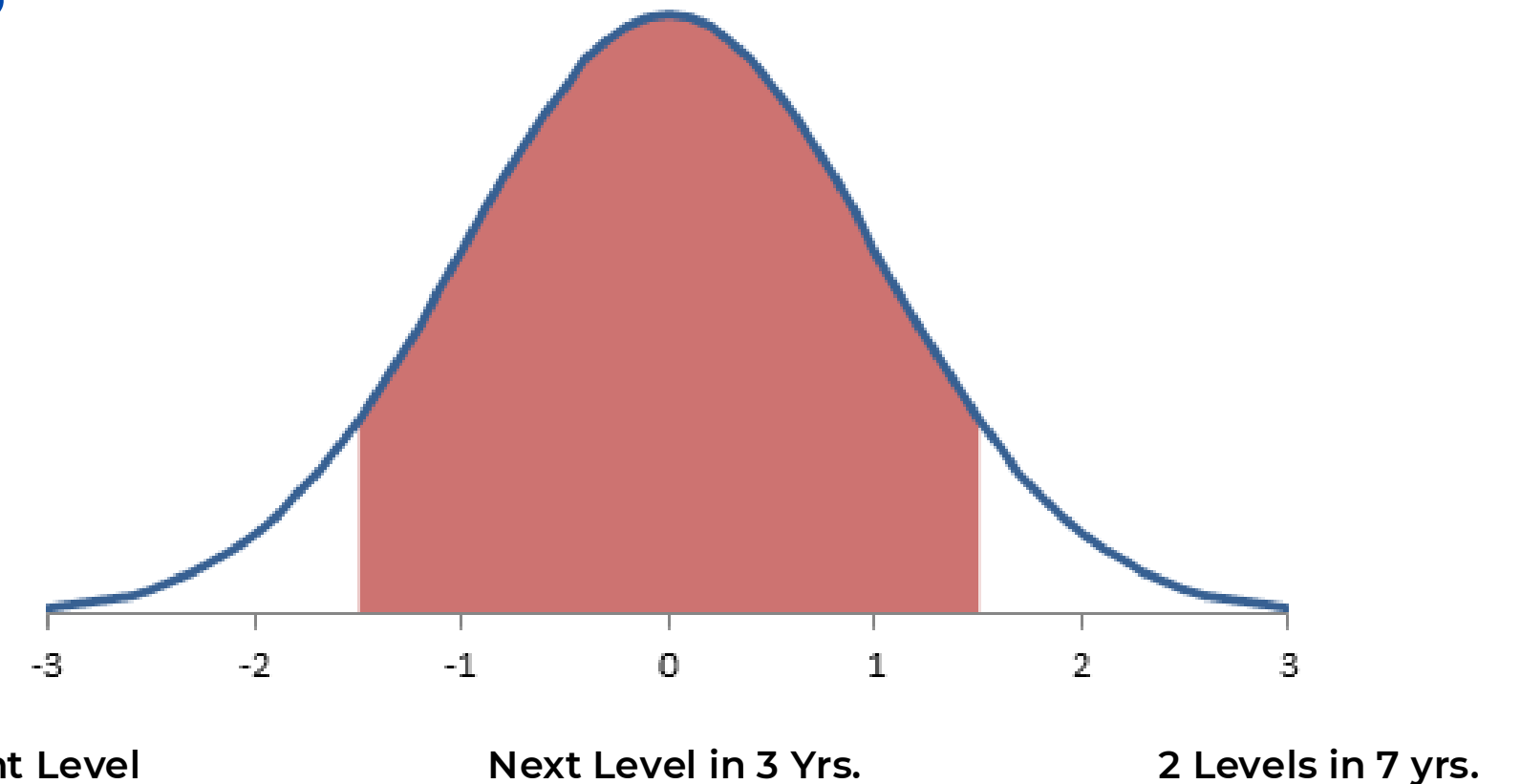
- VP of Development
- Director of Education
- VP Finance/Controller
- TBD

2. Immediate Successors

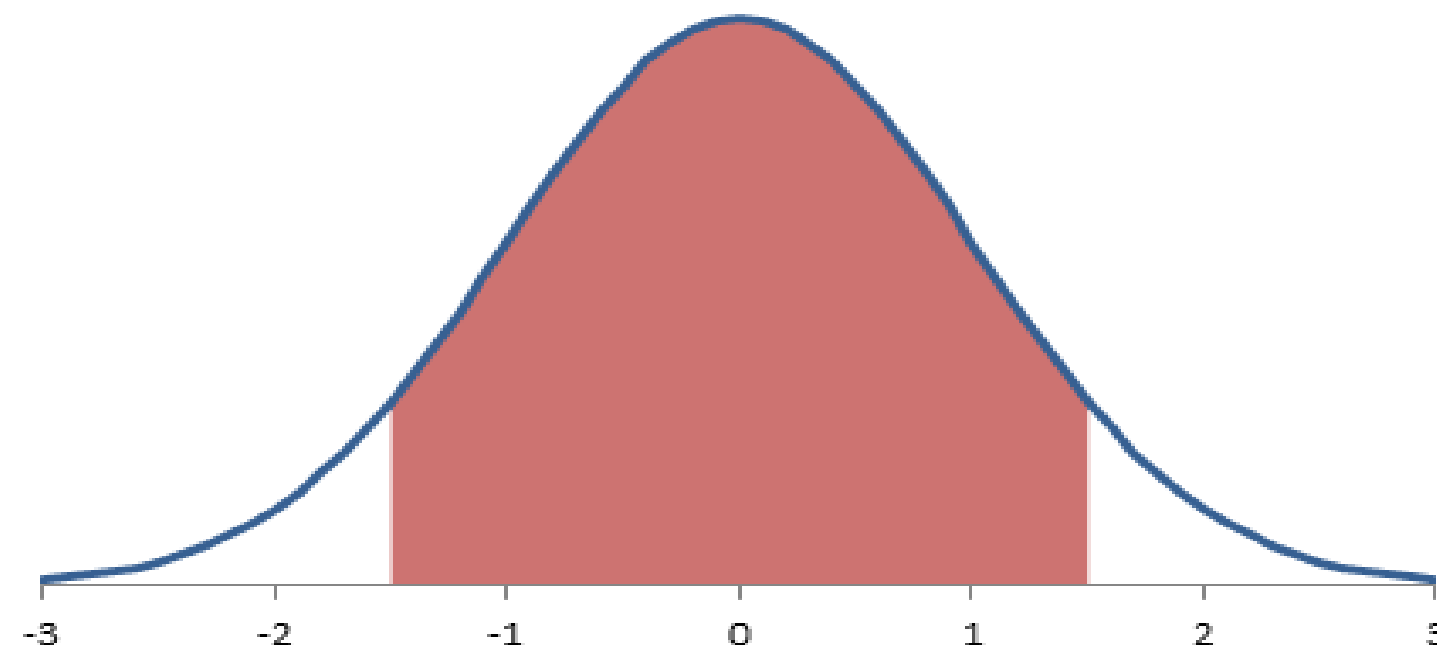
	Susan Example VP Supply Chain	Andy Example VP Marketing BU
Ready Now	Mary Example Sr. Director Logistics	Barry Example Category Director
Ready 1 – 2 Years	Ted Example Sr. Director Coffee Quality	Karen Example Category Director
Ready 3 – 5 Years	Diane Example Plant Director	Steve Example VP BU Finance
Emergency Backup	Mary Example Sr. Director Logistics	Barry Example Category Director

How – Enterprise Tools

Performance/Potential Matrix



Potential



Needs Improvement

Solid

Role Model

Performance

How – Enterprise Tools

Performance/Potential Matrix

Potential	Next Level in 7 yrs. 2 Levels in 7 yrs.			
	Next Level in 3 Yrs.			
	Grow At Current Level			
		Needs Improvement	Solid	Role Model
		Performance		



How – Enterprise Tools

Sample – Performance/Potential Matrix

		Performance		
		Needs Improvement	Solid	Role Model
Potential	Grow At Current Level	Jamie Donnelly Phelice Finestein John Harris Danny Armstrong Carey Saucier	Perry Wozniak Bob Thomason Elly Aleman Mary Melby Deter Echelard Skip Walker Julian Miranda	Denise Jones Joseph Gregory Rhonda Lamkin Patrick Quinn Shelia Mangan Jack Sowa
	Next Level in 3 Yrs.	Bill Miller Haley Halter Gene Gause Michelle Feldman Brad Aleman Alex Bierman	David Lorack Bill Sloan Shelly Holland Maryanne Edgeworth	Michele Meyer Andrew Harris Steeve Casaday Bruce Wheeler
	2 Levels in 7 yrs.	Faith Abbott	Chris Mederos Terry Moore Tyler Barry	Juan Fernandez Kathy Johnson Bob Elam Susan Glen

Regions
 Northeast
 Central
 South
 West

How – Enterprise Tools

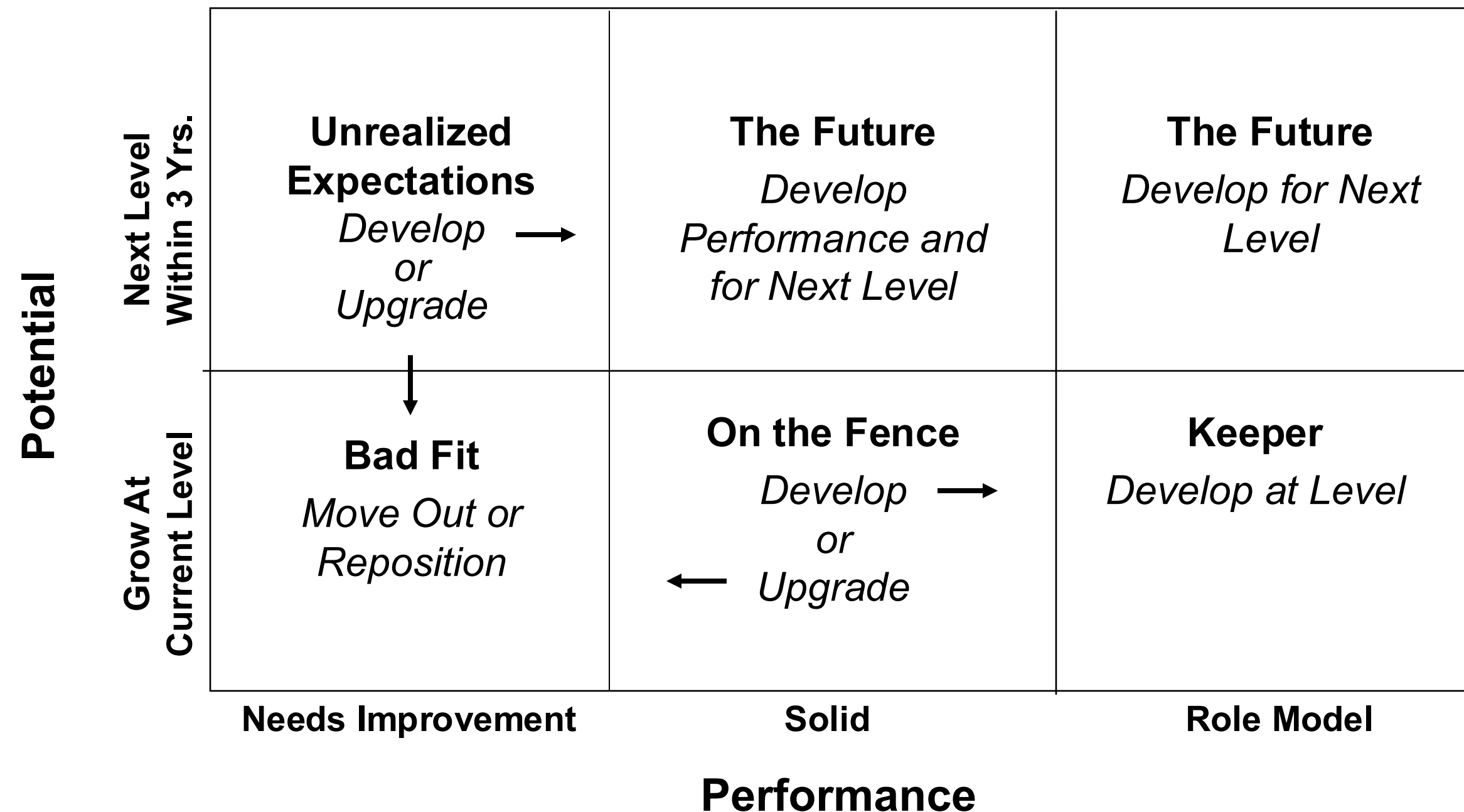
Performance/Potential Matrix Strategies

Potential	2 Levels Within 7 yrs.	Unrealized Expectations <i>Develop → or Upgrade</i>	The Future <i>Develop Performance and for Next Levels</i>	Star <i>Develop for Next Levels</i>
	Next Level Within 3 Yrs.	Unrealized Expectations <i>Develop → or Upgrade</i>	The Future <i>Develop Performance and for Next Level</i>	The Future <i>Develop for Next Level</i>
	Grow At Current Level	Bad Fit <i>Move Out or Reposition</i>	On the Fence <i>Develop → or ← Upgrade</i>	Keeper <i>Develop at Level</i>
		Needs Improvement	Solid	Role Model
		Performance		

How – Enterprise Tools

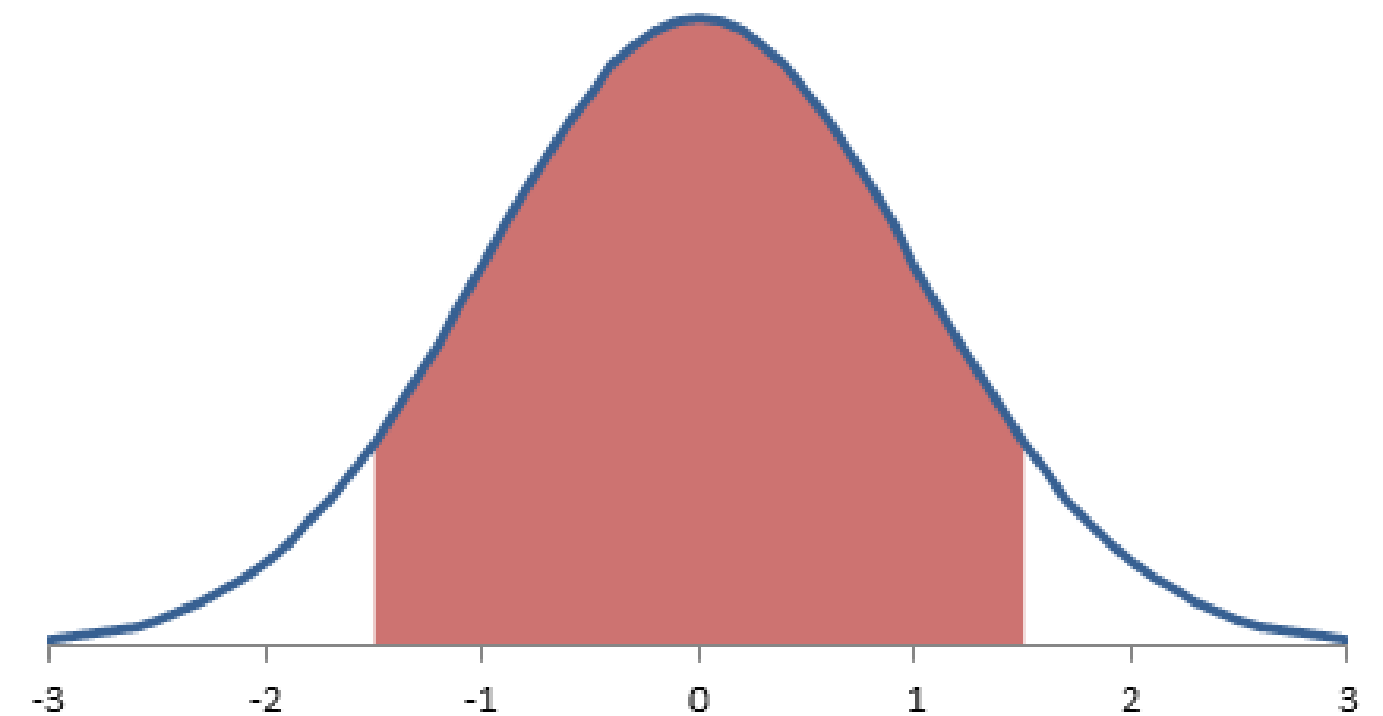
Performance/Potential Matrix Strategies

Flatter organization – 4 levels

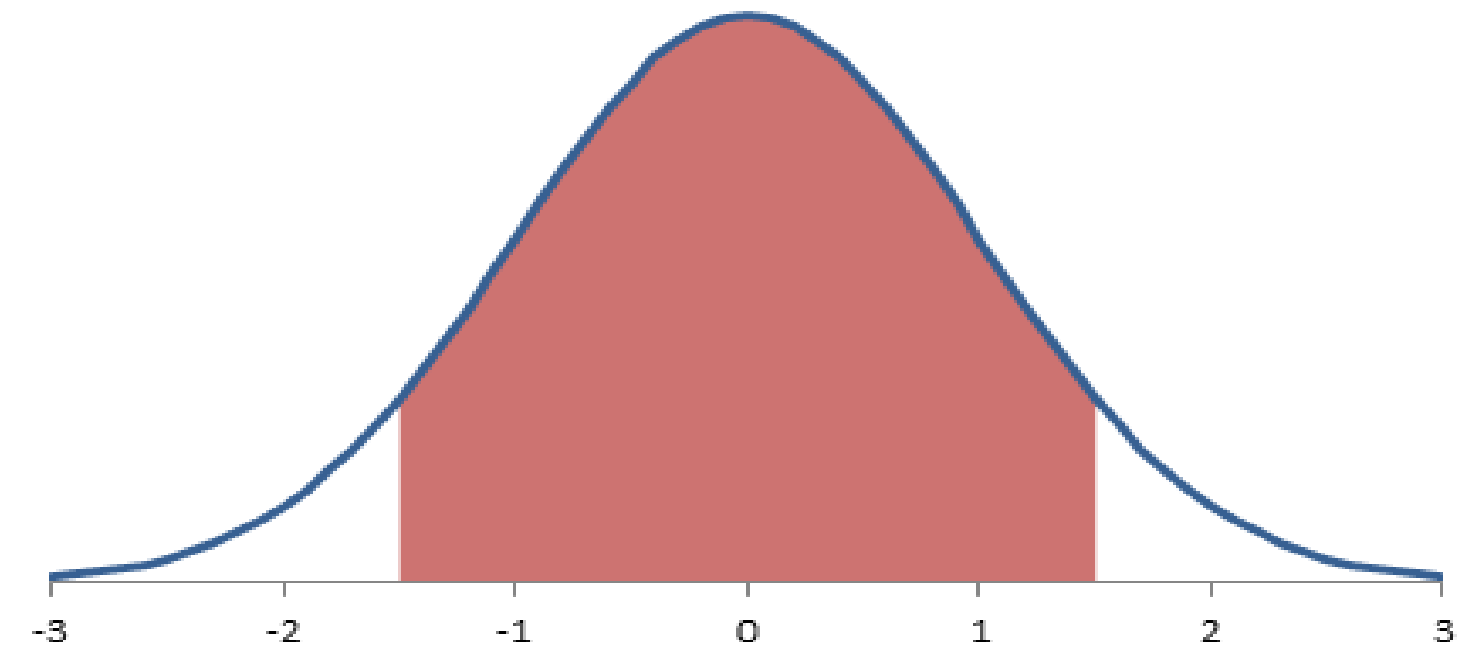


Performance & Potential are Assessed Differently

- › **Peter Principal** - a person does not “earn” a leadership role.
- › It is about “fit” - higher capacity people are often more suited for larger more complex and demanding roles.
- › **Leverage potential** – key is choosing to identify potential and make targeted investments.



Potential



Performance



Succession Planning & Leadership Development

Key Practices to Develop Future Leaders

Developing Leaders

THE 70:20:10 MODEL

70%

LEARN & DEVELOP THROUGH EXPERIENCE

- Stretch Roles
- Cross-functional assignments
- Guided practice

20%

LEARN & DEVELOP THROUGH GROUP & OTHERS

- Observation
- Coaching & Mentoring
- Guided Discussion

10%

LEARN & DEVELOP THROUGH STRUCTURED COURSES & PROGRAMS

- Formal Training
- Degrees
- Certifications



Developing Leaders

Characteristics of Crucible Positions

1. Success and failure were both possible
2. Required assertive, individual “take charge” leadership
3. Involved working with new or a lot of people, or both
4. Created additional personal pressure
5. Required influencing people
6. Involved high variety and diversity
7. Was watched closely and monitored by people whose opinion counts
8. Required building a team or something from scratch
9. Involved a tremendous intellectual/strategic/problem solving challenge
10. Involved interacting with a significant boss
11. Was missing something important

Enterprise Tools

Developing Potential – Invest in Top Talent

Self-awareness and ongoing competency development through proven tools such as:

- › **360 Assessment** – Multi-rater focused feedback with support for report interpretation, development planning and actioning.
- › **Mentor** – Seasoned and safe sounding board and confidant.
- › **Validated assessment** – deeper insights on higher level capabilities with focused development plan.
- › **Coach** – Experienced accountability partner and guide in support of focused development and learning from experience.
- › **Formal review of progress** – quarterly discussion with Human Resources, Manager and/or succession committee.





Building a Sustainable Talent System

Succession Best Practices Score Card for Nonprofits



Use this scorecard to assess how well your organization is building leadership continuity, reducing risk and preparing for future transitions.

Best Practices

Assess

Yes | No

 1	Executive succession is an active board priority with regular discussion of CEO/ED continuity and emergency backup.		
 2	Succession planning extends beyond the top role to critical mission-driven leadership positions.		
 3	High-potential internal talent is identified early with clear development pathways.		
 4	Leadership development is tied to mission and strategy.		
 5	Knowledge transfer is intentional and documented.		
 6	Cross-training and stretch opportunities are in place.		
 7	Emergency succession plans are documented and current.		
 8	Succession practices are inclusive and criteria-driven, reducing bias.		
 9	Performance and leadership potential are reviewed consistently.		
 10	The board and executive leader share accountability for succession.		
 11	Leadership readiness includes mission and values alignment.		
 12	Succession planning is reviewed regularly with updates based on strategy and risk.		



Building a Sustainable Talent System

BLUEPRINT

- ✓ Ensure you have complimentary leadership
- ✓ Define leadership competencies for the Agency
- ✓ Integrate 4C Model into selection and development processes
- ✓ Implement focused development – Experiential
- ✓ Focus on implementing the 12 nonprofit key practices

Free Resources



Impactful Talent Solutions



The 4C's of Identifying &
Developing Your Future
Leaders



Talent Assessment Advantage
eBook

WWW.CAREERMP.COM

Real-Time Talent Insights

Annual National Pulse Checks & Reporting





Pulse Check Report

C-Suite State of Mind







Pulse Check Report

Women's Leadership







2025 National Pulse Check Report

Nonprofit: C-Suite Insights





Questions?

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