

Succession PLANNING

FOR STATE RETAIL ASSOCIATION
EXECUTIVES

CSRA Annual Meeting, August 25, 2025



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CURTIS PICARD, CAE



OBJECTIVES

- WHY SUCCESSION PLANNING IS CRITICAL
- FOCUS ON BOTH PLANNED AND UNPLANNED TRANSITIONS
- TIPS FOR BOTH STAFF AND BOARDS
- BOARD TRANSITIONS



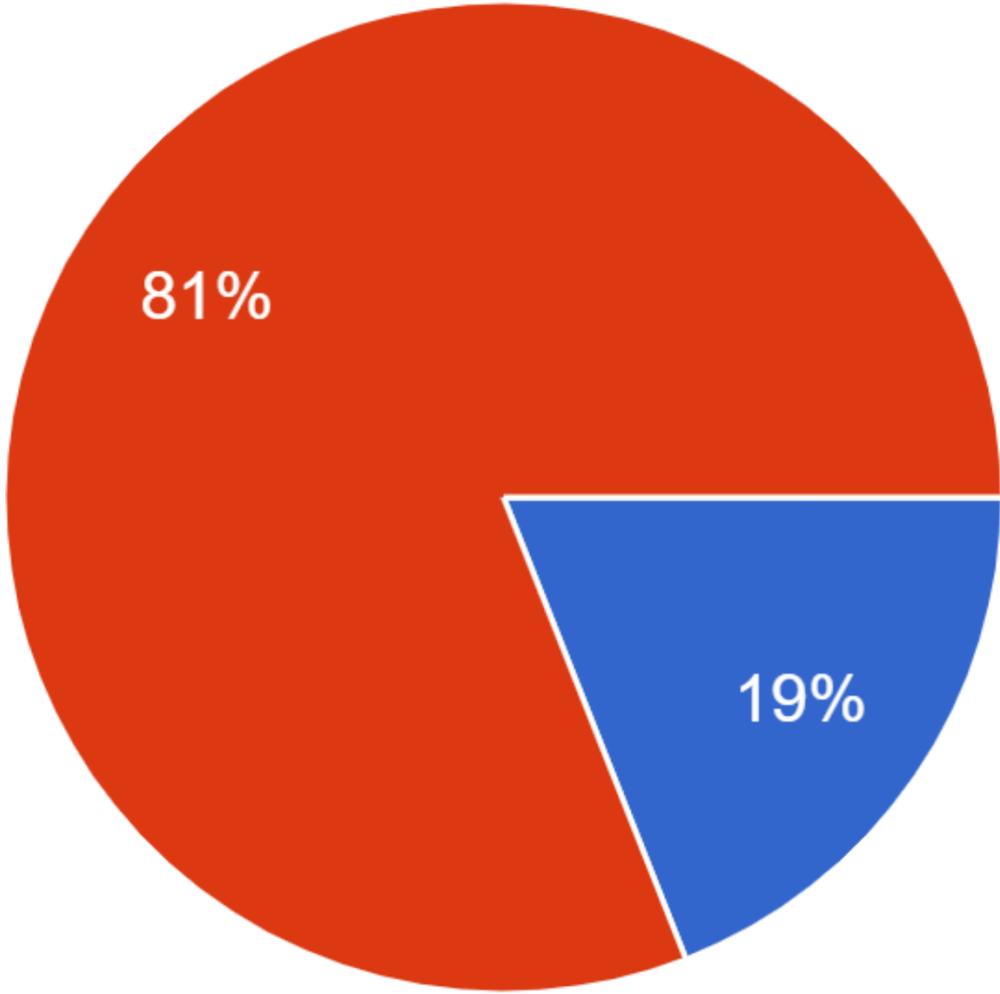


WHY SUCCESSION PLANNING MATTERS

- PROTECTS ORGANIZATIONAL CONTINUITY
- MAINTAINS MEMBER AND STAKEHOLDER CONFIDENCE
- PREPARES FOR THE UNEXPECTED

Does your association have a written succession plan?

21 responses



- Yes
- No
- Unsure

DEFINING SUCCESSION PLANNING

- PLANNED SUCCESSION: KNOWN DEPARTURES (E.G. RETIREMENT)
- EMERGENCY SUCCESSION: ABRUPT, UNPLANNED EXITS
- APPLIES TO EXECUTIVES AND KEY STAFF



ROLE OF THE CEO VS. THE BOARD

CEO: SIGNALS TIMELINE, SUPPORTS KNOWLEDGE TRANSFER

BOARD: OWNS THE PROCESS, PLANS FOR CONTINUITY

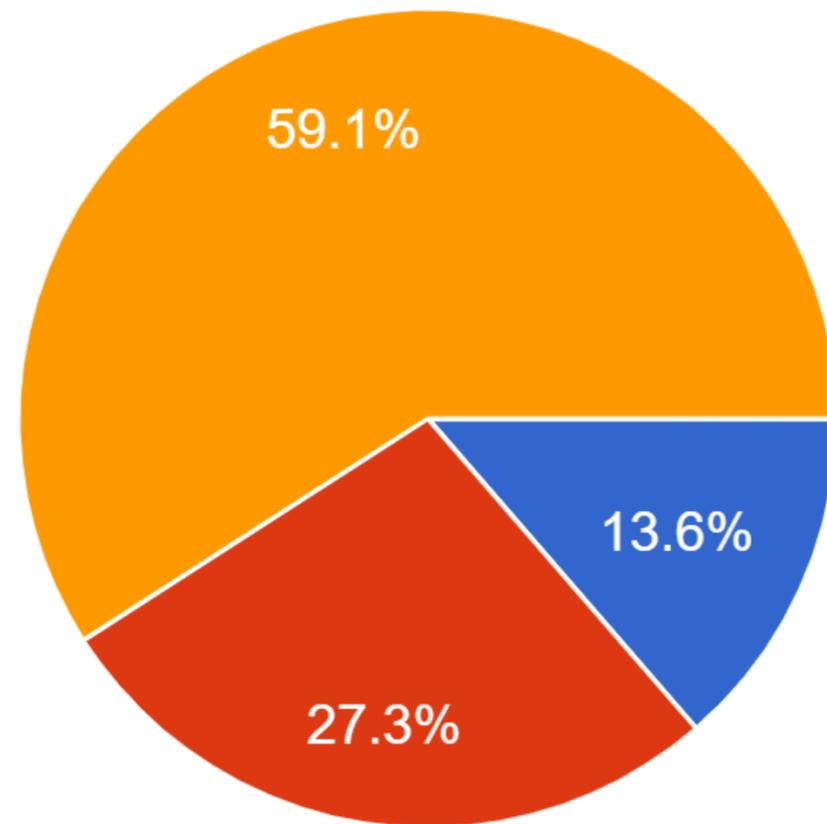
IDENTIFYING **WHEN IT'S TIME**

- RETIREMENT TIMELINE
- PERSONAL CAREER PLANNING
- STRATEGIC PLANNING
TRIGGERS



Do you have an updated Strategic Plan?

22 responses



- Yes, we have a current plan.
- Yes, but it needs to be refreshed / updated.
- No.
- Unsure



STARTING THE CONVERSATION

- ESTABLISH TRUST BETWEEN BOARD AND CEO
- USE PERFORMANCE REVIEWS AS A DISCUSSION POINT
- NORMALIZE THE TOPIC



CREATING A SUCCESSION TIMELINE

RECOMMENDED 6 - 12 MONTHS FOR PLANNED TRANSITIONS

INCLUDE KEY MILESTONES AND COMMUNICATION DATES

DOCUMENTING INSTITUTIONAL KNOWLEDGE

- DEVELOP KNOWLEDGE-TRANSFER DOCUMENTS
- ENCOURAGE TEAM CROSS-TRAINING



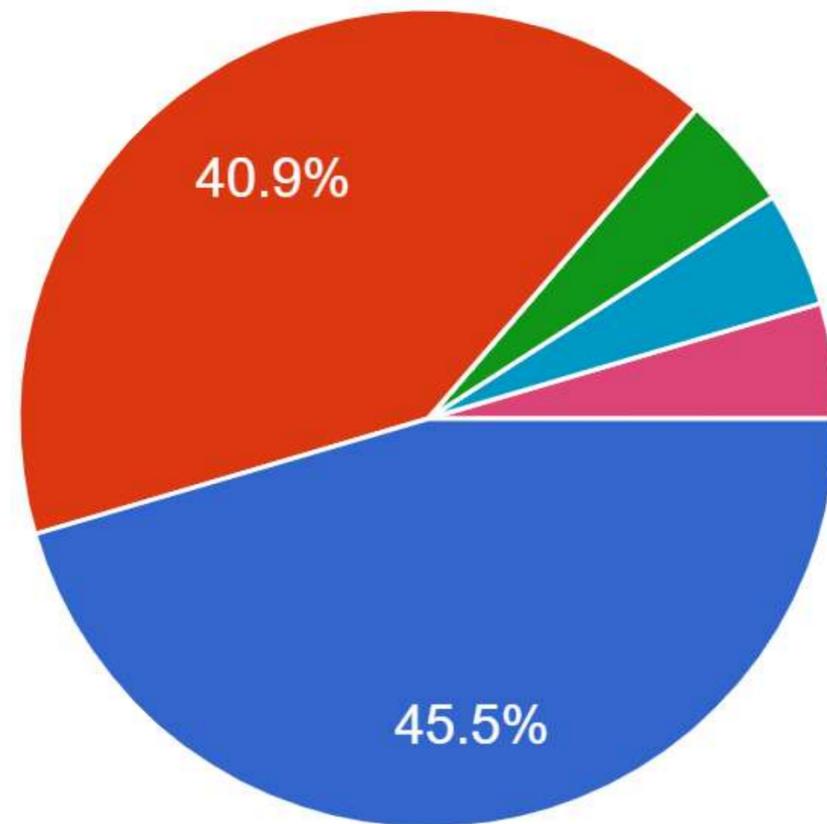


UPDATING JOB DESCRIPTION & STRATEGIC GOALS

- ALIGN ROLE WITH FUTURE NEEDS
- INVOLVED STAFF AND BOARD INPUT

What is the structure of your association?

22 responses



- We are a stand-alone State Retail Association.
- We are the State Retail Association but we have merged with a similar organiz...
- We are managed by an Association Management Company.
- We are managed by a Government R...
- We are managed by a Chamber of Co...
- SRA that manages stand-alone similar...
- Stand-alone SRA, but manage the sta...



BOARD'S ROLE IN PLANNED SUCCESSION

- FORM A SEARCH COMMITTEE
- CONSIDER USING A SEARCH FIRM
- DOES AN INTERIM LEADER MAKE SENSE?
- DEFINE DECISION-MAKING AUTHORITY



INTERIM LEADERS

- IDEALLY AN OUTSIDER
- DOES NOT WANT THE JOB
 - 90-120 DAYS
- INTERIM TAKES NOTES; HANDS OVER TO NEW CEO
- SHOULD NOT HIRE DIRECT REPORTS FOR NEXT CEO



INTERNAL CANDIDATES & LEADERSHIP DEVELOPMENT

- IDENTIFY HIGH-POTENTIAL STAFF
- INVEST IN TRAINING AND MENTORSHIP
- SHOULD BE INTERVIEWED LIKE EVERYONE ELSE
 - CONSIDER RETENTION BONUSES



EXTERNAL SEARCH PLANNING

- BUDGET FOR RECRUITMENT
- SEARCH COMMITTEE MAKE UP
- CONSIDER EQUITY, TRANSPARENCY, AND TIMING

ONBOARDING THE NEW EXECUTIVE

- PLAN A 90-DAY RAMP-UP
- INCLUDE BOARD MENTORING, KEY STAKEHOLDER MEETINGS AND STAFF ENGAGEMENT





COMMUNICATION STRATEGY

- WHO NEEDS TO KNOW, AND WHEN
- COORDINATE INTERNAL AND EXTERNAL MESSAGING



POST-SUCCESSION REFLECTION

- WHAT WORKED?
- WHAT WOULD YOU CHANGE?
- UPDATE THE PLAN



DEFINING UNPLANNED EVENTS

- RESIGNATION
- TERMINATION
- HEALTH CRISIS OR DEATH



EMERGENCY PREPAREDNESS BASICS

BUILD IT INTO YOUR EXISTING PLAN

DESIGNATE INTERIM LEADERSHIP

UPDATE ANNUALLY

THE INTERIM EXECUTIVE ROLE

- WHO IS THE ACTING CEO?
- DEFINE SCOPE AND LIMITS OF AUTHORITY



DESIGNATING SUCCESSORS IN ADVANCE

BACK-UP FOR CEO AND KEY ROLES

CROSS-TRAIN STAFF



AUTHORITY & ACCESS

- PASSWORDS, SYSTEMS, BANK ACCESS
- HR AND PAYROLL SYSTEMS



CRISIS COMMUNICATION STRATEGY

DESIGNATE SPOKESPERSON

INTERNAL VS. EXTERNAL MESSAGING



SHORT-TERM STABILIZATION TASKS

- ENSURE CONTINUITY OF MEETINGS AND SERVICES
- STAFF MORALE AND WORKLOAD BALANCE

BOARD DECISION- MAKING IN CRISIS

- DEFINE QUORUM AND EMERGENCY MEETING PROCEDURES
- DELEGATE AUTHORITY IF NEEDED



RECRUITMENT IN AN EMERGENCY CONTEXT

- INTERIM VS. PERMANENT HIRING
- PRIORITIZE URGENCY AND ORGANIZATIONAL FIT

RISK OF NO PLAN

- LOST TIME, MONEY, AND TRUST
- IMPACT ON MEMBER CONFIDENCE



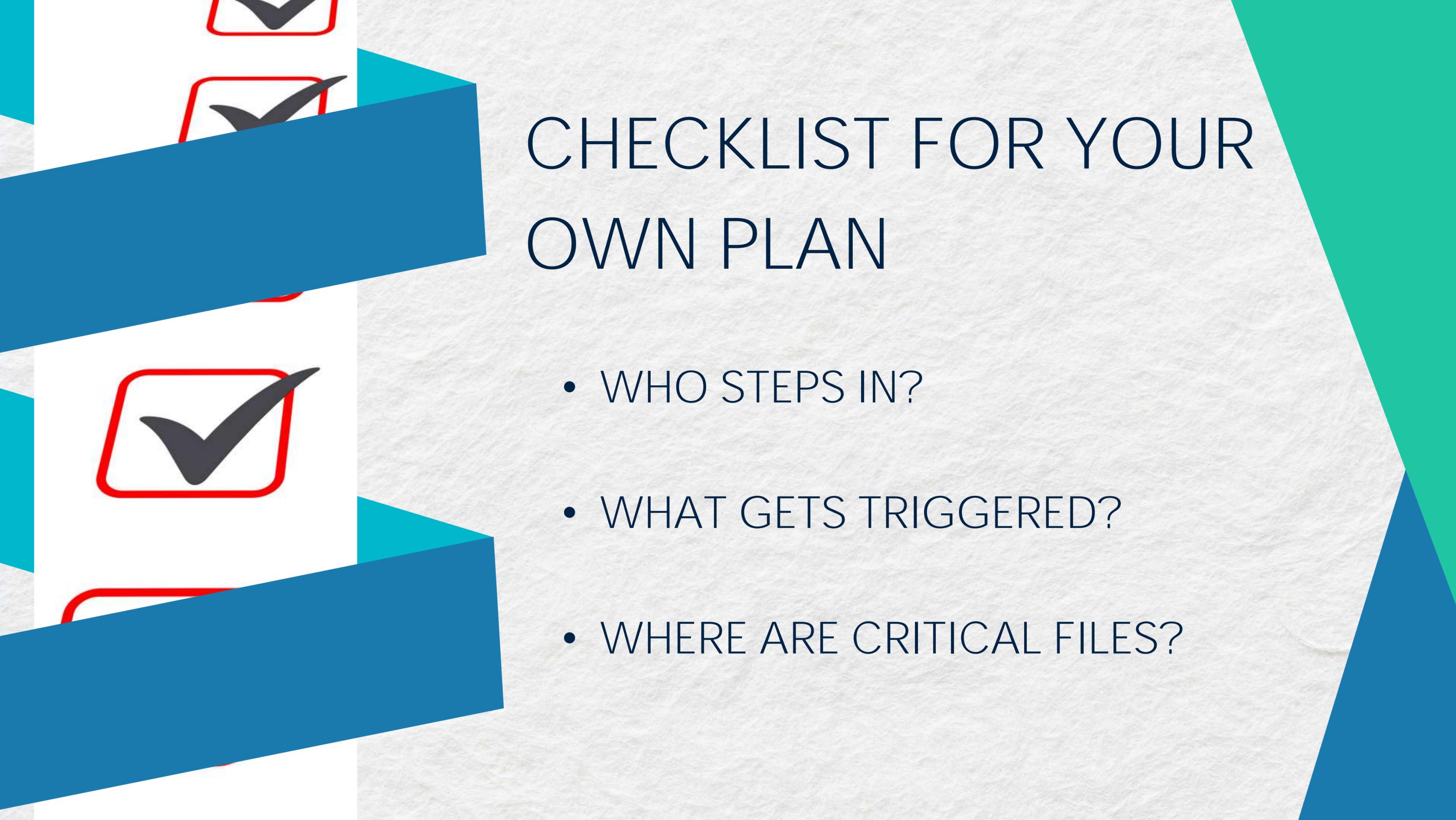


BEST PRACTICES SUMMARY

KEEP THE PLAN SIMPLE AND ACCESSIBLE

REVIEW AND UPDATE ANNUALLY

BUILD A CULTURE OF CONTINUITY

The background features a vertical checklist on the left side with three red-outlined boxes, each containing a black checkmark. The top two boxes are partially obscured by a blue diagonal banner. The right side of the background is decorated with large, overlapping geometric shapes in shades of blue and teal. The main text is centered on a light gray, textured paper-like background.

CHECKLIST FOR YOUR OWN PLAN

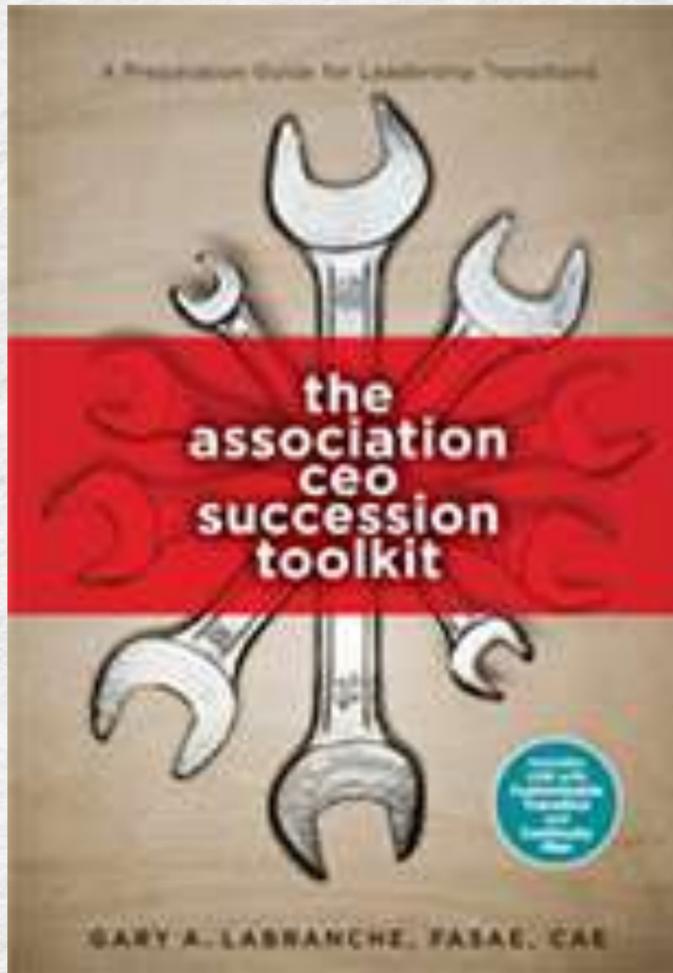
- WHO STEPS IN?
- WHAT GETS TRIGGERED?
- WHERE ARE CRITICAL FILES?

OTHER RESOURCES

- SUCCESSION PLANNING TEMPLATE
- BOD TRANSITION TIMELINE
- SAMPLE SEARCH COMMITTEE CHARGE



OTHER RESOURCES





BOARD TRANSITIONS

HOW TO KEEP YOUR BOARD FRESH AND ENGAGED





BOARD TRANSITIONS

- BY-LAWS
- TERM LIMITS – YES OR NO?
- STRATEGIC PLAN
- REVISIT BOARD AGENDA



BEST PRACTICES

- CONSIDER A FORMAL BOARD APPLICATION
 - BOARD NOMINATIONS COMMITTEE
 - BOARD MEMBER ONBOARDING
- BOARD MEMBER TO BOARD MEMBER MENTORING
 - ANNUAL BOARD ORIENTATION



THANK YOU



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