

Assessment

Planning

Leadership
Development

Resource
Development



Executive Transition Management and Search

Submitted: October 1, 2019

Executive Transition Management and Executive Search



We have conducted leadership transition assessments and successful executive searches for many local and regional nonprofits including:

Alliance Medical Ministry	NC Rural Center
Arts Together	NC Theatre Passage Home
Blue Cross NC Foundation	Prevent Blindness NC
Big Brothers Big Sisters of the Triangle	Prevent Child Abuse NC
Carolina Theatre	Raleigh Little Theatre
CASA	SAFEchild
Children's Home Society of NC	St. David's School, Raleigh, NC
Community Boys & Girls Club of Wilmington	StepUp Ministry Raleigh
Families Together	Tammy Lynn Center for Developmental Disabilities
Habitat for Humanity of Durham	The Carolinas Center for Hospice & Palliative Care
Habitat for Humanity of Wake County	Triangle Community Foundation
Habitat for Humanity of Forsyth County	Triangle Family Services
Komen NC – Triangle to the Coast	United Methodist Foundation
NC Child	United Methodist Retirement Homes
NC Housing Coalition	Urban Ministries of Wake County
NC Justice Center	William Peace University
NC Masonic Foundation	
NC Opera	

OUR APPROACH

For organizations preparing for a change in executive leadership, Armstrong McGuire employs a proven change management program called Executive Transition Management (ETM), developed by national thought leaders and experts in the field of organizational development, nonprofit capacity building, and executive recruitment. Armstrong McGuire was the first firm in North Carolina to adopt this model and was fortunate to be funded in our training by the Annie E. Casey Foundation, and coached in its implementation by the model's principle architects. In our fifteen years of serving clients across North Carolina, Armstrong McGuire has effectively utilized the ETM program with many respected organizations, reducing risks while enhancing prospects for long-term organizational success.

armstrongmcguire.com

Overview of Project

DHIC supports individuals, families, and seniors by providing homes and opportunities that promote the financial, physical, and mental well-being of people and communities. Since 1974, DHIC has demonstrated the importance of connecting people with safe, affordable, and desirable homes in the Triangle region of North Carolina. DHIC provides homebuyer support and develops rental communities for families and individuals with limited incomes. We understand that a home is a catalyst for opportunity, independence, and resilience.

With the recent announcement of the retirement of Greg Warren, DHIC's long-time leader, a Search Committee has been formed to conduct a national search for the organization's next President. To that end, Armstrong McGuire has been asked to describe its approach for guiding the organization through a transition, recruiting a new leader, and setting the tone for leadership change among board members, staff and key stakeholders.

Armstrong McGuire's Executive Transition Management – Prepare. Pivot. Thrive.

Armstrong McGuire helps nonprofits build organizational capacity; recruit, coach and support great executives and their teams; and helps develop the human and financial resources necessary for great organizations to execute their mission. Our professionals have spent their careers in the nonprofit, association, and philanthropic sectors and we focus our services exclusively on benefitting these institutions.

In partnership with the board of directors:

- ~ We evaluate DHIC's present condition and operating environment, reviewing data and materials and listening to board members and key stakeholders to fully understand the organization's current health and future opportunities.
- ~ We support the transition of DHIC's departing leader as well as needs confronted by staff and board members during the transition period, helping ensure a healthy platform on which a new leader can launch their tenure.
- ~ We develop a position profile and search plan that defines the leadership opportunity offered to qualified candidates.
- ~ We recruit high caliber candidates and execute a thorough examination and selection process. As a retained search firm, we tap into an extensive network of colleagues and partner organizations to find the most qualified candidates for our clients. Then we go further...and work harder to ensure a great "fit" between our client and its next leader.
- ~ We ensure a healthy post-hire process and a successful launch of the new executive.

Armstrong McGuire is recognized for our client-centered approach, communicating effectively and making ourselves available to clients when they need us to ensure that together we are developing effective strategies and addressing important issues. We carefully manage the client and candidate relationships, leaving you with the time and energy to focus on what matters most – fulfilling your mission.

Armstrong McGuire Work Plan

While honoring our methodology and commitment to best practices, Armstrong McGuire recognizes that every organization has a unique operating environment and present needs that require attention during a major transition. We will customize our approach to fit the unique culture that exists within the board, staff and stakeholder community at DHIC. We believe our previous engagements with DHIC put us in a strong position for supporting this critical transition.

The following section generally describes the key elements of our work plan.

Phase 1: Pre-search Organizational Assessment
(approximately 3– 6 weeks)

At the outset of our engagement, we will meet with the transition/search committee to review our work plan, listen to committee member perceptions regarding the current health and condition of DHIC, and to discuss both our firm's and the committee's role in ensuring an effective and well-managed process. This group will help ensure that we have access to the information and stakeholders whose input will be most critical to our pre-search assessment work. We will also seek approval of the position profile and search plan from this group and ultimately, Armstrong McGuire will support this group's work during formal interview and selection of candidates.

New leadership can be the turning point in the life of any organization, especially following the departure of its founder or a long-tenured leader. In preparation for new leadership, we believe that an objective assessment of its operating environment can provide a healthy onboarding platform, offering clarity among board members of the present condition of the organization as well as general agreement about future direction. Based on input and direction from the transition committee – and after reviewing relevant information, we will conduct appropriate analysis of the strengths, assets, challenges, and identified opportunities facing DHIC as they relate to opportunities for a new leader. We will review current program activities, organizational processes and structures, resource development efforts, board engagement, marketing strategies, financial systems and more. Our review may include any or all of the following activities depending on the depth of discovery work authorized by the committee:

1. An examination of relevant materials (checklist to be provided at the beginning of the project). We will arrange meetings with appropriate staff and board leaders to clarify our understanding of the information and discuss relevant matters to better understand respective roles and responsibilities.
2. Confidential interviews and/or small group meetings with representatives of key constituent groups. In addition, we recommend conducting a confidential survey to assess the opinions of all board members, DHIC staff and relevant stakeholder groups regarding their impressions of the current condition and future aspirations of the organization.

Key objectives of the assessment will be to:

- Clearly define DHIC's organizational profile. What does it do best? What makes the organization such a valuable asset to the community? What areas require new or additional supports and adjustments to improve effectiveness?
- Assessment of the types of skills and attributes required of the President.
- Determine readiness and willingness of the board of directors to provide effective leadership through a transition and to support the onboarding and strategic vision that a new leader will bring.

At the completion of this assessment, we propose a meeting of the board (or the search/transition committee if a full board meeting is not feasible) where we can review our findings regarding strengths, challenges, opportunities and threats to the organization and the impact they could have on the selection of a new leader. We will offer recommendations for any adjustments that we believe can help strengthen the leadership platform for the organization and its next leader. Armstrong McGuire will present a proposed *position profile* and *search plan* to guide the recruitment and selection process.

Phase 2: Executive Search
(approximately 3 - 4 months)

Once the transition committee approves the position profile and search plan, Armstrong McGuire conducts a comprehensive process to identify and recruit a strong pool of qualified candidates. This search involves a variety of activities designed to attract interest in the position:

- Calls from Armstrong McGuire’s team members to professional contacts in the nonprofit, foundation, association, government and corporate sectors that will help us identify potential candidates. We will tap into our key relationships across the state, region and nation to identify potential candidates;
- Dissemination to Armstrong McGuire’s list serve of 3,500+ members and through our extensive social media platforms.
- Calls to targeted leaders with affordable housing knowledge and influence in relevant programmatic and geographic areas who can help us reach a broad pool of candidates;
- Posting the position on DHIC’s website to drive interested candidates to the site where they can explore and learn more about the organization;
- Distribution of the position profile to board members, key stakeholders, and other identified partners who have contacts in their own circles of influence;
- Dissemination of the position profile to appropriate associations and affinity groups (local, state and, if desired, national) for sharing with members and other constituents;
- Advertisements in appropriate online newspapers, publications and other identified sources needed.

Armstrong McGuire receives and screens all candidates through our online application system and carefully reviews all résumés with the goal of identifying candidates whose background, education and experience best fit the position profile. We conduct preliminary screening interviews with the top candidates (phone, video, or in-person) whose credentials closely match the attributes and leadership qualities sought for the position. We will then share information on those candidates that we believe best fit the leadership profile and will work with the committee to determine which 4 – 6 candidates should be invited in for personal interviews with the committee.

We provide strategic counsel and full logistical support to the search committee throughout the selection process, offering candidate recommendations, designing interview formats and questions, facilitating all candidate screenings and professional reference checks, and handling all scheduling and logistical issues, etc. Our objective is to help the committee make the best possible recommendation to the full board. We will also support the board chair in making an offer for employment to the new leader.

Our search formally concludes at the first board meeting just before or right after the new leader begins at DHIC where we will facilitate a “covenant meeting” between the new President and the Board. It is an opportunity for the new leader and Board members to set mutual expectations about their respective leadership roles and responsibilities. We believe this covenant discussion adds unique value to our recruitment process by helping create a healthy beginning to the relationship between the President and the volunteer leaders whose shared leadership will be important in building on DHIC’s success in the years ahead.

Phase 3: Post-Hire Support (optional)

Many organizations assume that hiring a new leader is the final step in the organizational transition. On the contrary, we believe that the post-hire phase of any transition is critical.

The first few months after a new leader takes the helm present exciting, but challenging opportunities. This is the time when board, staff, and the new President set the tone for their working relationships. It is also the time when supporters and the community at large are paying added attention to the organization, and thus providing the opportunity to build stronger relationships with donors, community leaders, and other key stakeholders.

During the first month of this post-hire phase, Armstrong McGuire is available upon request to support board, staff, and their new chief executive by:

- Providing counsel and assistance as needed in acclimating the new leader to his/her position and to the internal and external culture of the organization;
- Supporting the staff and board in developing a plan for introducing the new President to the community;
- Other onboarding support identified during the transition and search process.

Who will lead the project on behalf of Armstrong McGuire?

Staci Barfield, a Senior Advisor with Armstrong McGuire will serve as lead advisor for this search, supported by other members of the team as necessary. Staci brings over 25 years of leadership experience in both the non-profit and for-profit sectors, with significant successes in maximizing an organization's operational abilities. Previously, Staci served as the President & CEO of Children's Flight of Hope, Executive Director of National Students of AMF, and Vice President of Development for the National Multiple Sclerosis Society- Eastern NC Chapter. In the for-profit arena, Staci focused her career in information technology and business process improvement with Gap, Inc., Andersen Consulting (now Accenture), Sprint, AT&T, and Springs Industries.

Staci holds certifications in Performance Measurement for Effective Management of Nonprofit Organizations (Harvard Kennedy School), Leadership in Action (Center for Creative Leadership), and Information Technology Leadership (Santa Clara University Leavey School of Business). In 2017, Staci was recognized with a Women in Business Award from the Triangle Business Journal.

Since Joining Armstrong McGuire, Staci has led numerous chief executive and professional searches for the firm, including searches for many of the affordable housing organizations in the Triangle (including multiple searches for DHIC) and many organizations across North Carolina. Biographies for Ms. Barfield as well as other key members of our team can be found at www.ArmstrongMcGuire.com/about-us/our-team.

Statement Regarding Diversity and Inclusion

Armstrong McGuire will conduct a search that identifies qualified candidates that reflect the diversity and values of DHIC and the community of clients and stakeholders it serves. We have a strong track record of success in attracting and placing diverse candidates (cultural, gender, age, background, and geographic). We

focus recruitment efforts within the circles of influence that generate the best-qualified candidates and the best fit for our client. Our network of targeted professional contacts, access to industry-specific affinity group and association leaders, job posting sites and other direct and indirect outreach efforts are well-tested and proven to generate large and qualified candidates from all backgrounds and all parts of the United States and beyond. Whether the individual ultimately chosen as DHIC's next leader is from the Triangle region, another part of North Carolina or the country, we will undertake a thorough and inclusive search tailored to the unique needs and opportunities presented by DHIC.

Statement Regarding Confidentiality

Armstrong McGuire understands that in the performance of our work plan, the Firm's personnel may receive certain non-public information relating to our client's business as well as requests for confidentiality by applicants for the position. By its acceptance of any such material and receipt of applications, Armstrong McGuire acknowledges and recognizes the client's ownership rights in and to all the material and respects each candidate's right to privacy until such time that they and DHIC agree that information be made public. Armstrong McGuire also agrees that candidate information shall not be used in any manner that is adverse, detrimental or compromising to our clients and to candidates for this position. We use a secure online application management portal to manage all client data and activities, accessible only by our firm's members.

Timeline and Professional Fees

Our commitment is to be a strategic partner in all facets of our work together and to represent DHIC in a professional manner that reflects the organization's values and its commitment to affordable housing in our community. Armstrong McGuire's fees for professional services for phases 1 and 2 of our executive transition management program described in this proposal is **25% of the selected candidate's accepted salary offer**, plus any assessment or search related expenses (i.e. job posting fees, photocopying of candidate materials, meeting expenses, candidate travel if necessary, etc.).

Armstrong McGuire team members make themselves available to the board and staff leaders whenever needed. We take seriously our commitment to being in partnership with you as you navigate the myriad issues and opportunities that come with a leadership transition. Similarly, we want to be good stewards of our client's resources and will seek advanced approval before incurring unanticipated costs.

Should client request post-hire support (phase 3) after the selection of the new leader and the concluding covenant meeting, we will provide these additional services at our periodic rate of \$200/hour.

Guarantee

As a retained search firm, we seek to engage with our clients in a spirit of cooperation, interdependency, and mutual respect. If the employment of an Armstrong McGuire placed chief executive candidate through our executive recruitment services is terminated (voluntarily or involuntarily) within 180 days of the official start date, Armstrong McGuire will, at our client's request, conduct a second recruitment effort for expenses only. That guarantee is extended

to a full year (365 days), provided our client engages Armstrong McGuire for a minimum of 10 hours of post-hire support as described in the agreed upon work plan.

Final Thoughts

Our belief that Armstrong McGuire is the best choice for guiding DHIC through a successful executive search and transition is based on several factors:

- Our firm's record of success in helping organizations prepare for and hire great leaders while reinforcing overall organizational capacity;
- The proven efficacy of the Executive Transition Management model in strengthening the leadership profile of an organization;
- Our extensive knowledge of our region's nonprofit and affordable housing landscape and of DHIC's current team and organizational culture;
- Our successful partnership with DHIC to date
- Our commitment as a firm to a set of core values (integrity, experience, relationships and results) that ensure a healthy and productive engagement with our clients.

It would be an honor to work with DHIC on this important executive search, and to help DHIC to continue to be the Research Triangle's market leader in affordable housing development. We appreciate your consideration of our proposal and we look forward to the opportunity to discuss it further. Thank you.

Professional References

CASA

Mary Jean Seyda, CEO

Raleigh, NC 27603

(919) 754-9960

mjseyda@casanc.org

Armstrong McGuire conducted the search that recruited its new COO in April 2019. In addition, our firm has completed executive searches, strategic planning, and general fundraising counsel to the organization for the past three years.

Habitat for Humanity of Wake County

David Booth, Chair, Board of Directors

Raleigh, NC

(919) 833-1999

dbooth@localfirstbank.com

Armstrong McGuire conducted numerous searches for the organization over the last year, including its recently completed chief executive search.

Passage Home

Al Leach, Board Chair and Search Committee Chair

Raleigh, NC

(203) 722-0923

aleach2@yahoo.com

Armstrong McGuire conducted the search that recruited its new CEO in April 2018. In addition, our firm has completed several assessments and planning projects over the past ten years.

SAFEchild

Cristen DeRonja, Executive Director

Raleigh, NC

919.835.4511

CDeRonja@safecildnc.org

Armstrong McGuire developed the succession plan and conducted the search that resulted in the hiring of SAFEchild's current President in 2015. In 2016, our firm worked with the new ED to conduct a search for a development director. Over the past eight years, our firm also provided organizational assessments, fundraising planning and succession planning counsel to the agency.

We are happy to provide additional references upon request.

About Armstrong McGuire

We believe nonprofits and their stakeholders share a common goal: to improve the lives of people in their community. We're in the business of supporting that goal.

Our mission is based on the belief that the ultimate purpose of both nonprofit organizations and philanthropic donors should be to improve their communities and the lives of the people they serve. We're invested in your success because when you succeed, the people you help succeed.

What clients are saying:

Professional
Enthusiastic Dedicated
Thoughtful
Prompt Competent
Thorough Knowledgeable
Client-Centered

100% of our 2018 clients surveyed
would recommend Armstrong McGuire

Clients rate their experience with the
Armstrong McGuire team at 94%



Integrity

We don't believe in one-size-fits-all solutions. We carefully analyze your needs and goals and develop a customized plan to guide you beyond the short-term fix to meaningful long-term impact.



Experience

Our team comes from nonprofit backgrounds, so we understand the what, why, and how of your work. Grounded in nonprofit fundamentals and best practices, we incorporate the latest research and thinking to empower you to meet your goals.



Relationships

One of the most important considerations in selecting counsel is the value placed on understanding the passion behind the work of staff board members, and donors. We seek to fully understand your mission and those who support it.



Results

We have hundreds of success stories of new leaders being hired, millions of dollars raised, boards and volunteers energized, and successful plans implemented. Everything we do – from recruiting a talented leader and delivering outstanding board training to developing a winning strategic plan and creating an unstoppable fundraising campaign – is all about helping you help others.

armstrongmcguire.com