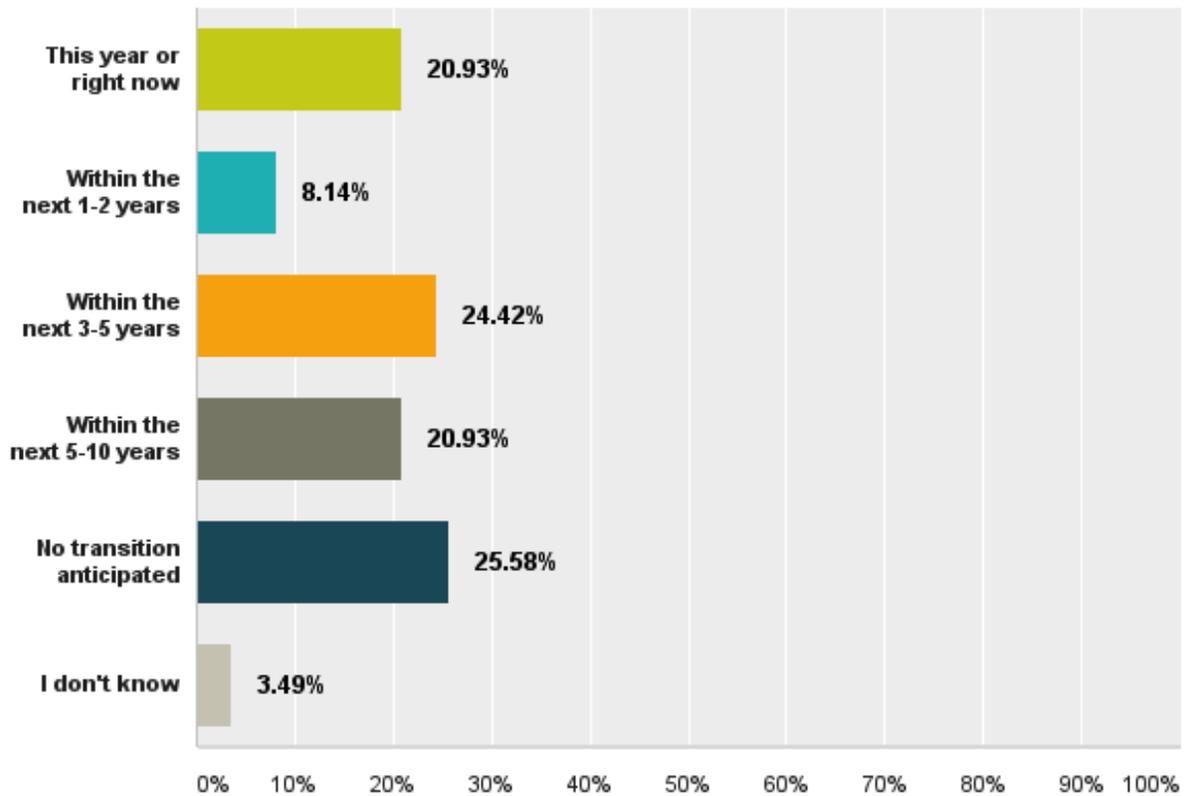


LEADERSHIP TRANSITION SURVEY

86 staff members and/or trustees from TCG Member Theatres completed this survey by February 27, 2015. The survey and findings were disseminated in Teresa's Weekly Briefing.

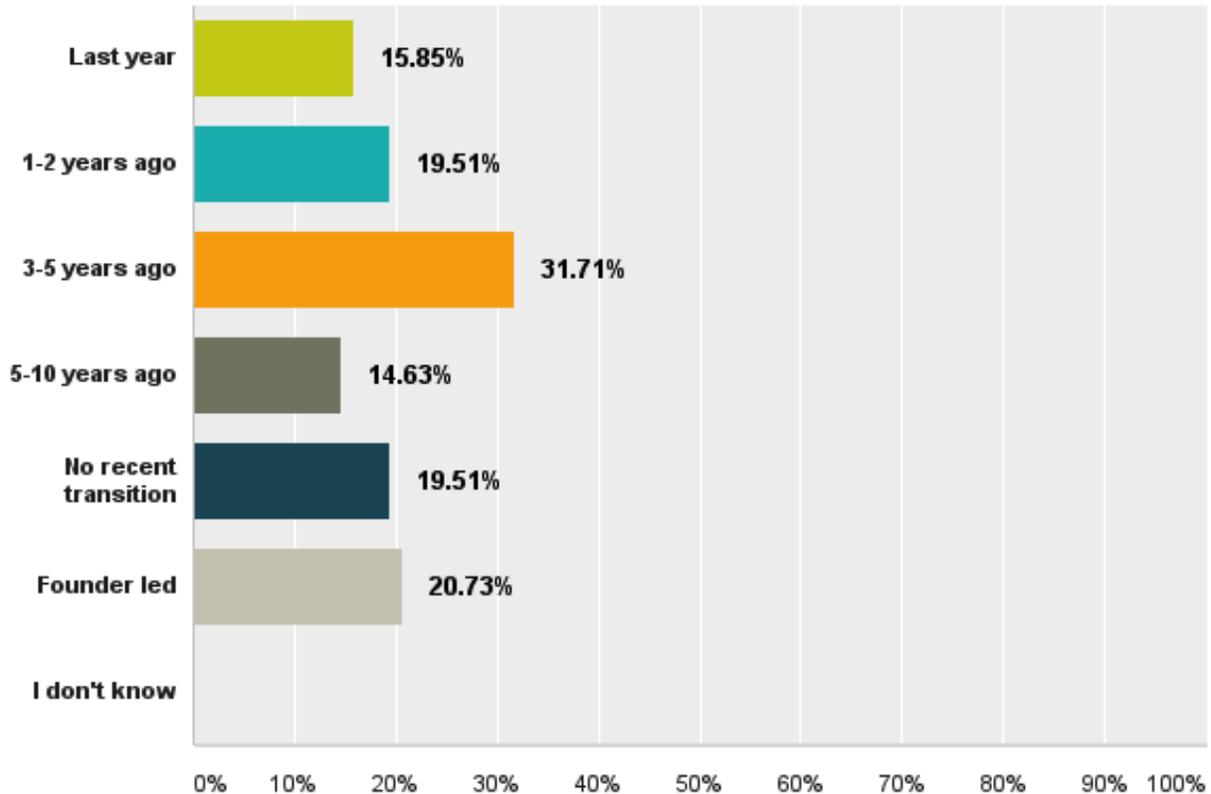
Q1 Check the following box or boxes if your theatre is anticipating a staff leadership transition(s) within the time frames below.

Answered: 86 Skipped: 1



Q2 If your theatre has recently experienced a staff leadership transition(s), please check all the date ranges that apply.

Answered: 82 Skipped: 5



Q3 If you're anticipating a staff leadership transition, what aspects of succession planning are of greatest interest to you?

Answers have been edited to represent broad themes.

- Transitioning from founder to new artistic director: How much of what has made us successful artistically must be retained? How much can be changed? How do you honor the past while embracing the future?
- How and when does the transition conversation begin?
- Integrating internal candidates within a national search.
- Obtaining high-level business acumen in arts leadership.
- Stability of transition: a period of collaboration between incoming and outgoing leaders, and the transfer of institutional memory.
- Diversity of candidate pool—gender, race and more—and what happens when the staff and board are not aligned as to the importance of that priority.
- Limiting other staff attrition during a leadership transition.

- Emeritus Founders.
- What happens when two founders leave at the same time?
- How do ensembles manage leadership transitions differently?
- Are new leaders willing to take the same risk as founders?
- Investing younger staff members with greater authority and autonomy—are we internally cultivating the next generation of leaders?
- How can organizational design help devise a structure that matches the uniqueness of our mission and programs?
- Interim executive and artistic leadership models.
- Change management as part of the organizations DNA, not just during times of obvious transition.
- The relationship of succession plans to strategic plans.
- Best practices for the creation of staff/board transition teams.

Q4 If you're recently gone through a staff leadership transition, what were the most important learnings from the process?

Answers have been edited to represent broad themes.

- The importance of transitional overlapping of the incoming and outgoing personnel.
- Build consensus among the trustees as to the transition plan.
- Do an institutional assessment before beginning the search process—advance planning is crucial.
- Even when you have a candidate that clearly stands out to you, you still need to do the hard work of achieving buy-in from the rest of the staff and board—and make sure to maintain the loyalty of your subscribers and the confidence of your funders!
- Transparency is the best way to alleviate staff anxiety.
- Taking the due diligence to honestly look for the very best—not necessarily the easiest—person for the job.
- Internal capacity may be an issue, and a search consultant can be invaluable. You don't always have to drop big bucks on a search firm to get a fantastic outcome, however. Volunteer boards often have the personnel selection expertise on hand to conduct an effective search, and industry colleagues have proven themselves to be generous with their time, advice and recommendations.
- The more open the communication between the board, artists, staff and incoming leader, the better the transition. The process isn't over once the person has arrived!
- What you don't want is just as important to identify as what you need—don't be afraid of a very detailed job description!.
- Be sure to communicate the importance of institutional history, from basic day to day tasks, overall annual planning, a deep understanding of our audience and relational connections to our funders.
- Searches are not a one-size-fits-all process and need to be organic.

- A smaller board transition committee can be more effective than a larger one.
- If there's been sweat equity from leadership willing to work above and beyond to keep organizations running, boards should be aware that new leadership candidates may be unwilling to make those sacrifices.
- Having seasoned staff members support the transition is key.
- Don't underestimate the weight of organizational culture and habits.