



ON-DEMAND EXECUTIVE LEADERSHIP FOR YOUR NONPROFIT ORGANIZATION

**Interim Resource & Referral Services
from The Third Sector Company, Inc.**

*Where Organizational Capacity-Building and
Strategic Succession Planning Converge
to Take Your Organization to Higher Ground*

A transition in leadership does not have to be a crisis for a nonprofit organization. In fact, the period of time between bidding farewell to a top leader and welcoming a new one can be an extremely important time in a nonprofit's evolution. This is especially true when there are important relationships with contributors and community stakeholders involved.

Experience has taught us, having completed over 200 interim executive engagements with nonprofit organizations throughout the Western United States and Canada, that many organizations rush to fill the top professional executive position without considering the strategic opportunities that a transition in leadership can afford an important community cause. There is value in having an independent and experienced professional assess an organization's current situation, apply quick improvements in day-to-day operations, and foster a culture of strategic transition.

Interim leaders, today, represent a national movement of professionals and a new career alternative for experienced nonprofit and business leaders to help prepare an organization for its next generation of executive leadership. The new chief executive begins his or her new position, following a Third Sector Company branded professional interim, aware of the organization's strengths and challenges, an inventory of key organizational information, a dashboard of performance measurements, a short-term strategy based on current fiscal and fundraising realities, and a welcoming culture ready to stand behind the mission and mobilize an important cause.

**Today, an organization that values succession planning
values the significance and importance of interim executive management
as being essential to selecting and retaining their future professionals**

Why Consider an Interim for a Key Position?

When an unexpected vacancy occurs, particularly in the chief executive, chief development, chief program, and chief financial officer positions, a crisis can be created that reverberates throughout the entire organization. In the case of the executive position, the most common interventions are placing a board member in the vacant position, reassigning duties to other staff until the permanent placement is hired, or bringing in a relative or acquaintance who has the time to "watch over the place" until a permanent placement is made. And, in today's market, the average hiring process to locate the optimal candidate can take six months or longer.

Interim Management is a Strategic Capacity-Building Decision

The term, "capacity-building," is a term used often in nonprofit circles. It's a word, however, that shouldn't be used lightly. A true capacity-builder creates pathways for permanent enhancements to an organization's ability to pursue and advance its mission, while creating a new culture that can be sustained for accomplishing the mission in effective and efficient ways.

An interim leader, always hired as a temporary employee but acting as a highly skilled consultant working from the inside outward, helps an organization to understand best practices in nonprofit management and governance that may have eroded over the years and builds the capacity of the organization to sustain its resiliency even in the face of leaders coming and going.

The Third Sector Company Interim

There are many choices available for retaining interim executive management support. Third Sector Company was formed in 2002 by a group of experienced nonprofit executives who were not convinced the best interim solution was available to their own organizations for their own staffing needs or during their own professional transitions. **We are not a temporary agency.** Rather, our organization is comprised of a finite number of trained and vetted professionals who have chosen careers in transitional fundraising leadership as part of a brand and mission with standards of conduct and practice offered in peer support and learning environment.

Third Sector Company has become a nationally recognized pioneer and leader in the training and support for strategic short-term leadership to nonprofit organizations. Every Third Sector interim is trained to provide seven critical deliverables as part of their work while assuring competent and experienced day-to-day nonprofit management. A Third Sector Interim, because of their regimented requirements for duty and deliberate nonprofit leadership approach, also provides access to our firm's ongoing training programs that teach boards, senior teams and others the same discipline demonstrated by our professionals about nonprofit leadership, management and governance.

Every client should expect from their Third Sector Interim Development Executive:

- experienced and trained leadership for day-to-day operations of their nonprofit enterprise;
- a thorough organizational assessment from which short-term work plans are developed, implemented and monitored in 90-day increments;
- development of a nonprofit dashboard;
- completion of a thorough organizational inventory;
- adoption of succession planning policy that will affect all future transitions in the organization;
- revision of the job description to reflect current and future organizational demands from the position;
- support to assist decision-makers to make the best selection of the permanent candidate; and
- access to on-going training, team consultation and specialty consulting, and additional resources offered by Third Sector Company professional interims.

Even if you don't engage a Third Sector Company interim, Third Sector Company's *Guide to Interviewing Candidates for Interim Leadership* helps nonprofits consider the questions most appropriate to ask of prospective interim leaders versus the permanent candidate.

We Believe:

Every succession planning process for a nonprofit organization of any size should include consideration of an interim leader prior to forging ahead with a hiring process that could lead to a less-than adequate solution for the organization and the candidate.

An Interim Executive does not have to be Expensive

If a nonprofit organization has a budget for executive salary as well as mandated benefits, the organization is in a position to negotiate for interim leadership. Third Sector Company and its interims have engaged organizations with budgets ranging from under \$250,000 to over \$800 million. When an organization is serious about succession planning, apportioning small amounts each year to a succession fund provides even greater flexibility for dollars that will be needed to properly exit leaders, recruit new ones, consider an executive search relationship, and hire an interim. Never assume that the hourly rates charged by private interim practitioners will automatically be less than the rates of the Third Sector Company brand.

Begin with a Succession Planning Consultation Prior to Needing an Interim

Wherever your organization is at in its succession planning process, we would welcome the opportunity to help your organization foster leadership continuity through consultation, training and support. We'll also be on your side when a vacancy occurs to swiftly provide the on-demand leadership your organization, people and mission deserve.



Third Sector Company is the specialist in on-demand nonprofit leadership, succession planning, executive retention, and leadership development programs to promote leadership continuity to the nonprofit sector in the Pacific Northwest and Southern California.

FOR FURTHER INFORMATION:

Visit www.thirdsectorcompany.com or call (562) 484-8281 in Southern California or (206) 799-1942 in the Pacific Northwest.