

Welcome to the Webinar!



FREE WEBINAR

90-minute training (plus optional 60-minute interactive discussion)

SUCCESSION PLANNING FOR SUSTAINABILITY

28 AUGUST 2020

1:30am Denver / 9:30am Alexandria

10:30am Nairobi / 1pm New Delhi / 3:30pm Manila



Gary Hoag (USA)



Valentine Gitoho (Kenya)



Sanjay Patra (India)



Zenet Maramara (Philippines)



Anand Joshua (India)



Ereny Monir (Egypt)

Register at gtp.org/events



SPEAKERS



Ereny Monir
GTP VP of
Training and
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Coach (Egypt)

Gary Hoag
President & CEO,
Global Trust
Partners,
Author (USA)

PANELISTS



Valentine Gitoho
Board Chair,
African Council for
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(Kenya)



Anand Joshua
Executive
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Christian Institute
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Zenet Maramara
Founding Board
Member, Christian Council
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Sanjay Patra
Board Chair,
Evangelical
Financial
Accountability
Council (India)



Webinar Overview - Succession Planning for Sustainability

1

A Biblical View of the Board and Succession

2

Practical Tools for Board Development

6

Comments from Panelists

3

Comments from Panelists

4

A Biblical View of the Responsibilities of the CEO

5

Leadership Development Tips for CEOs

Post questions in chat bar. Get slides and video at gtp.org.



1

A Biblical View of the Board and Succession





What is the role of the board in succession planning?

1

Succession Planning in the OT Law

And the Lord spoke to Moses, saying, “This applies to the Levites: from twenty-five years old and upward they shall come to do duty in the service of the tent of meeting. And from the age of fifty years they shall withdraw from the duty of the service and serve no more. They minister to their brothers in the tent of meeting by keeping guard, but they shall do no service. Thus shall you do to the Levites in assigning their duties.” Numbers 8:23-26

Succession Planning Insights for Boards

- 1. Do Duties for a Season**
- 2. Step Back and Support**
- 3. Assist and Keep Guard**



1. Do Duties for a Season

1

The tent of meeting was the place where the Lord met with people. It was a place of listening and divine communion.

The Council

In 1, 2 Samuel, 1, 2 Kings, and 1, 2 Chronicles, we see two markers:

- (1) Serve God with whole heart?
- (2) Tear down high places?

What will be said of your service?

The board's role with the CEO is to trust God and remove other props, like wealth or worldly wisdom.



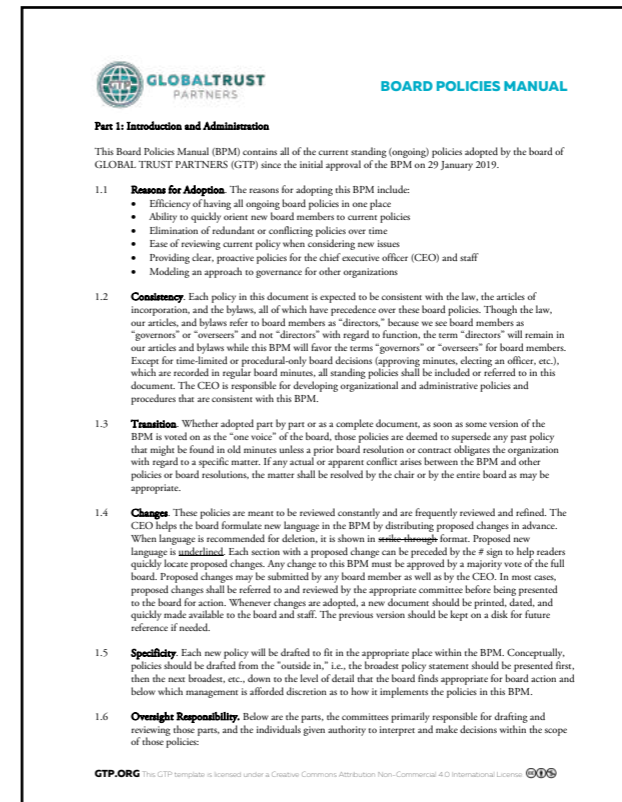


1. Do Duties for a Season



Why do I need succession planning? I am very alert, I am very vibrant. I have no intention to retire.

Sheldon Adelson



High functioning boards have a “Board Policies Manual” that outlines the role of the board, CEO, and committees. They include term limits to rotate in fresh board members (3+3-1). This actually attracts the leading candidates.



2. Step Back and Support

1

Succession planning helps build the bench strength of an organization to ensure the long-term health, growth, and stability.

Teala Wilson

Are you entrusting the work to reliable people who will reproduce themselves (cf. 2 Timothy 2:2)?

The board's role is to model the way by adding fresh members and to support the CEO in doing the same thing for sustainability and succession.



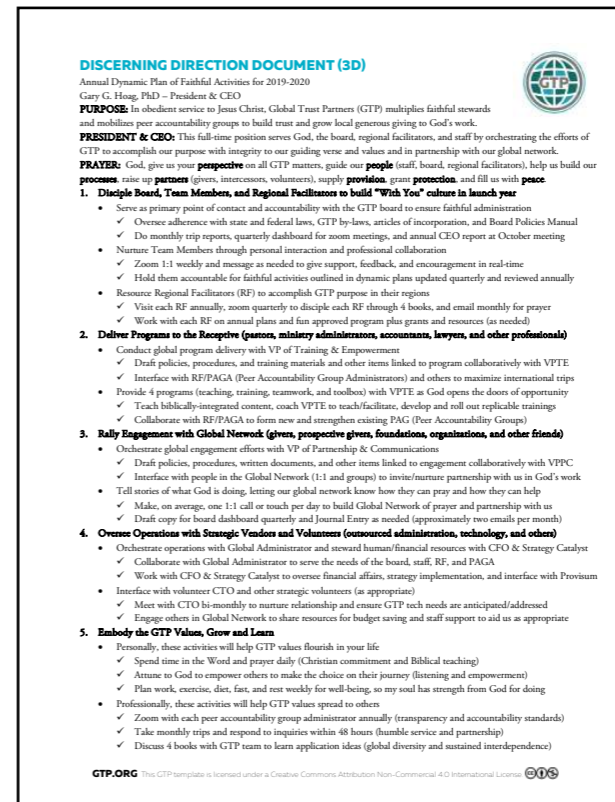


2. Step Back and Support



Our attention shifts from what we are doing for God to what God asks us to do and wants to accomplish in and through us.

The Choice



The role of the board is ensure board development. They must not expect the CEO to control outcomes but ask the CEO to map out a “Discerning Direction Document” which sets forth the faithful work for staff development and annual evaluation.



3. Assist and Keep Guard

1

Succession planning is not the last great thing you will do as a leader. Succession planning is the gateway to your greatest season of influence.

Will Heath

The role of the board is to use their influence to assist and keep guard so that God's work continues.

Oversight is not about lording over but ministering to the CEO and the staff during your service and after your season of service.






3. Assist and Keep Guard



The most significant statements you will ever make in a board room end with a question mark.

Mal Cooke



BOARD SELF-EVALUATION

Name _____ Date of Meeting _____

Here is my self-evaluation of my participation in the GTP board meeting.

	Yes	Room for Growth
1. I pray for GTP when I get requests for prayer from the CEO regarding board meetings and international efforts.		
2. I read through the board member advance reading materials before the meeting.		
3. I respond without delay (within 24-48 hours) to calls or emails needing my attention.		
4. I came to the meeting prepared to fulfill my governance responsibilities outlined in the BPM.		
5. I engaged in the spiritual practices of prayer, fasting, and confession with the board, regional facilitators, and staff.		
6. I understand the purpose statement and programs of GTP.		
7. I used the social activity and meal times to get to know other board members, regional facilitators, and staff.		
8. I understand the role of the four committees: Governance & Compliance, Finance & Audit, Programs & Standards, and Partnership & Communications.		
9. I used the margin in the schedule for solitude to attune to God other board members, the regional facilitators, and staff.		
10. I realize the importance of the BPM and various policies to help guide the CEO and staff in the work of GTP.		
11. I actively participated in strategic committee and full board discussions as appropriate.		
12. I keep board matters confidential and can be trusted with sensitive information.		
13. I support the decisions of the full board and work to preserve the unity of the Spirit and the bond of peace.		
14. I provide good connections between GTP and people or organizations before, during and after the meeting.		
15. I give financially according to my ability to help advance the purpose of GTP.		
16. I serve as a volunteer outside of board meetings to aid the CEO and the staff in this global work.		
17. I value the CEO's call to action to pray daily for GTP, to fast weekly, to confess monthly, and to celebrate annually.		
18. I put the dates for the next January, April, and July zoom meetings and the October board meeting in my calendar.		

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Leading board members are prepared for meetings, they ask good questions, and they are constantly evaluating each other and themselves with “Board Self-Evaluation” to constantly improve.



Summary

1

Before companies can start thinking about their succession plans, they have to understand their jobs.

Sharlyn Lauby

A Biblical View of the Board and Succession

1. Do Duties for a Season
2. Step Back and Support
3. Assist and Keep Guard





2

Practical Tools for Board Development





Practical Tools for Board Development

2

A leader's lasting value is measured by succession.

John C. Maxwell

What legacy will you leave?

Three Practical Tools

- (1) Board Matrix
- (2) Board Selection Process
- (3) Interview Template





1. Board Matrix

2

Those who build great organizations make sure they have the right people on the bus and the right people in the key seats before they figure out where to drive the bus. They always think first about who and then about what.

Jim Collins

Do you have a process in place that cannot be manipulated and that helps your organization identify the right people for board service?



2. Board Selection Process

2

Abstain from allowing wealth, status, and/or lineage to serve as guiding factors for selecting overseers by adopting a selection process that places a priority on Christian maturity and administrative gifting over other candidate criteria.

The Council

What are the criteria in your written selection process? This is important because it will determine the quality of your members. Great processes find great members. This is succession planning for the board.




2. Board Selection Process



Ten Steps with three non-negotiable criteria

1. Character
2. Competence
3. Commitment


BOARD MEMBER SELECTION PROCESS



Selection Process – 10 Steps

The following selection process aims to help GTP identify candidates that have the CHARACTER, COMPETENCE, and COMMITMENT needed for board service. By following the steps we hope to avoid allowing any one person to manipulate the process and to help ensure GTP locates candidates that match the needs in our Board Matrix.

- 1) Identify Board Candidates for Nomination in relation to the needs of our Board Matrix
Prayer: God please guide us to candidates that fit the needs of our Board Matrix.
- 2) Request Board Profiles from Candidates
Fast: Set aside your desires for who should serve and seek God's heart. Read Acts 13:1-3
- 3) Distribute and Review Profiles to Current Board Members
Confess: God this is your organization, not ours. Show us which candidates should be invited for board service.
- 4) Designate Point Person on the Board to arrange possible Zoom Interview times noting Time Zones and to send candidates two items in advance of zoom: Board Policies Manual and Board Member Annual Commitment Form.
- 5) Determine availability at least two independent Board Members for Zoom Interview and confirm details
- 6) Designate Board Member note taker of Zoom Interview
- 7) Board members connect on Zoom 5-10 minutes prior to interview to pray for wisdom and determine who will ask questions in each of these three areas. Please query in each interview:
 - (a) The Candidate's Christian faith journey to assess his or her CHARACTER; and
 - (b) The Candidate's vocational history to query his or her COMPETENCE; and
 - (c) The Candidate's heart and interest in this global movement to evaluate his or her COMMITMENT to serve on the board, and specifically reiterate the requirement to attend the Global Gathering each year (share dates).
- 8) After the interview, Board Members who attended the interview discuss suitability and possible conflicts
- 9) Report findings to remainder of the Board
- 10) Nomination of Board Candidate at future Board meeting

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When looking for a board member you must map the process and follow it to get the right product. Don't cut any corners. Prioritize and interview candidates.



3. Interview Template

2

One of the things we often miss in succession planning is that it should be gradual and thoughtful, with lots of sharing of information and knowledge and perspective, so that it is almost a non-event when it happens.

Anne Mulcahy

When you follow the process:

- (1) Take good notes.
- (2) Use a consistent template with the same questions.
- (3) Do the interviews 2x2 with independent members.
- (4) Share the information with the full board for transparency.



3. Interview Template

2

Three Important Steps

1. Pray for Guidance
2. Fast for Discernment
3. Confess Dependence on God

INTERVIEW TEMPLATE

Board Member / Point Person _____

Candidate Name _____

Received CV / Profile from Candidate

Sent Board Policies Manual to Candidate and Board Member Annual Commitment form to Candidate

Pray for guidance / Fast for discernment / Confess dependence on God with fellow board members

Zoom Interview Date _____

Board Members on Zoom Interview _____

Notes that summarize our query in three areas:

(a) The Candidate's Christian faith journey to assess his or her CHARACTER; and

(b) The Candidate's vocational history to query his or her COMPETENCE; and

(c) The Candidate's heart and interest in this global movement to evaluate his or her COMMITMENT to serve on the board, and specifically reiterate the requirement to attend the Global Gathering each year (share dates).

Summary of Notes for Full Board consideration:

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Download the “Board Selection Process and Interview Template” and use it to build your board. When combined with a “Board Matrix” you can move forward: “First Who. Then What!”



Summary

2

Great board members are not located by words printed on their foreheads but through succession-minded members who depend on God and diligently follow a selection process.

Three Practical Tools

- (1) Board Matrix
- (2) Board Selection Process
- (3) Interview Template





Poll Question

2

RATE YOUR BOARD

1. Do you ask your CEO to submit an annual list of faithful activities including staff development?
2. Do you have a written selection process for locating new members?
3. Do you have term limits on board service?



3

Comments
from
Panelists





Panel Time



**Thoughts on the biblical view of the board and succession?
Comments on the selection process tools and templates?**



Succession and Boards

- 1. Do Duties for a Season**
- 2. Step Back and Support**
- 3. Assist and Keep Guard**

Three Practical Tools

- 1. Board Matrix**
- 2. Board Selection Process**
- 3. Interview Template**



Panel Time



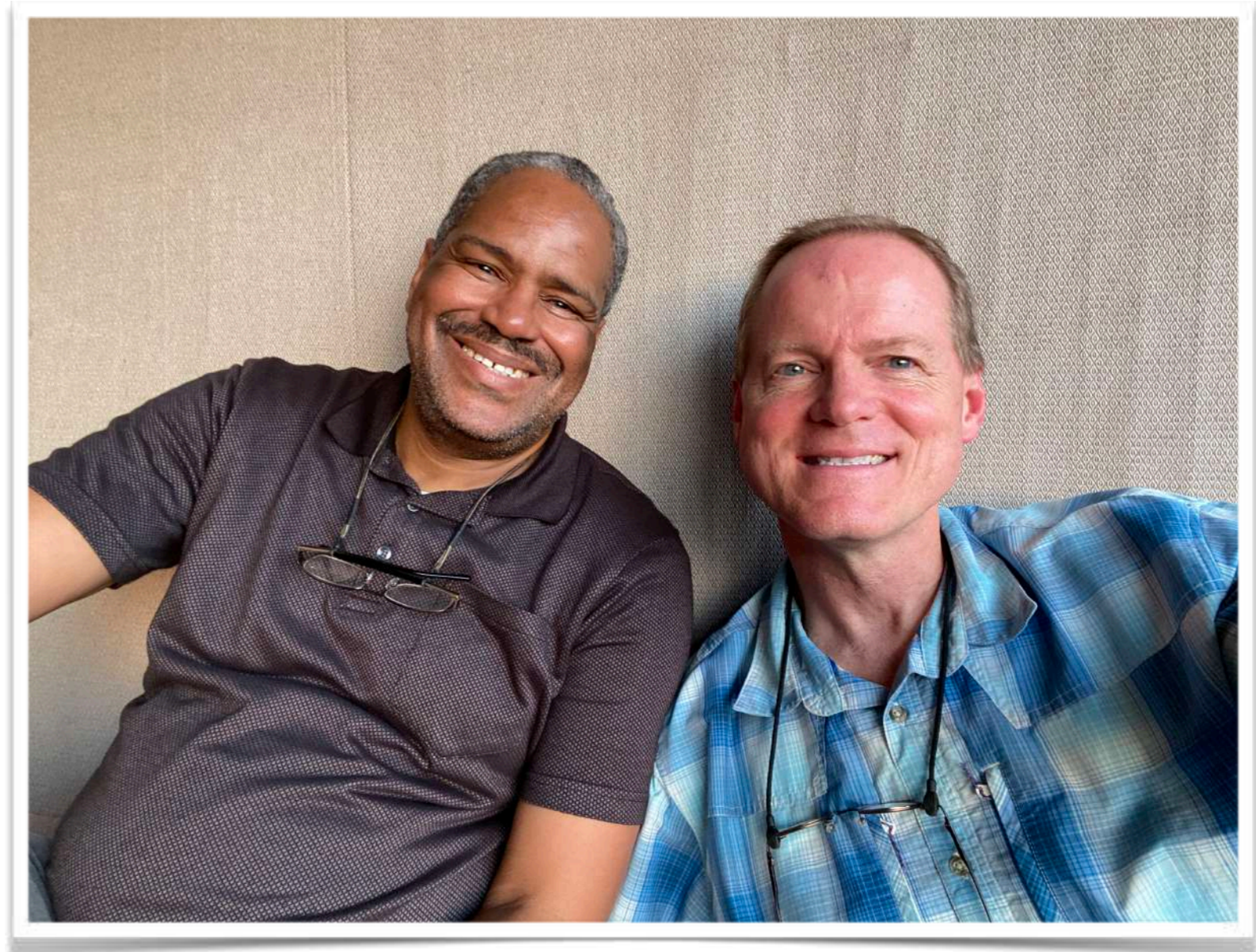
What is the Role of Board Members in Succession Planning for Sustainability?





4

A Biblical View of the Responsibilities of the CEO





What are the responsibilities of the CEO in succession planning?

4

Moses and Joshua

And Moses said to the Lord, “May the Lord, the God who gives breath to all living things, appoint someone over this community to go out and come in before them, one who will lead them out and bring them in, so the Lord’s people will not be like sheep without a shepherd.”

So the Lord said to Moses, “Take Joshua son of Nun, a man in whom is the spirit of leadership, and lay your hand on him. Have him stand before Eleazar the priest and the entire assembly and commission him in their presence. Give him some of your authority so the whole Israelite community will obey him. He is to stand before Eleazar the priest, who will obtain decisions for him by inquiring of the Urim before the Lord.



What are the responsibilities of the CEO in succession planning?

4

Moses and Joshua

At his command he and the entire community of the Israelites will go out, and at his command they will come in.” Moses did as the Lord commanded him. He took Joshua and had him stand before Eleazar the priest and the whole assembly. Then he laid his hands on him and commissioned him, as the Lord instructed through Moses. Numbers 27:15-23

Succession Planning Insights for CEOs

1. Let God Choose
2. Give Some Authority
3. Affirm and Commission



1. Let God Choose

4

It was a decision taken under the direct guidance of the Holy Spirit . . . the Early Church never did what they wanted to do but what God wanted them to do.

William Barclay

In Acts 13:1-3, it was in prayer, fasting and worship, that the Spirit set apart Paul and Barnabas to lead the work.

Why must we resist the temptation to pick?

It's God's work, not our work. The CEO's role is to submit to God.





1. Let God Choose

4

**But the LORD said to Samuel,
“Do not consider his appearance
or his height, for I have rejected
him. The LORD does not look at
the things people look at. People
look at the outward appearance,
but the LORD looks at the heart.”**

1 Samuel 16.7

CHARACTER REFERENCE FORM

This is a reference for: _____

Seeking this position: _____

Purpose: Global Trust Partners (GTP) multiplies faithful stewards and mobilizes peer accountability groups to build trust and grow local generosity giving to God's work.
Values: Christian commitment, listening, humble service, global diversity, partnership, biblical teaching, empowerment, transparency, accountability standards, and sustained interdependence.

1. State your name and note how long you have known the candidate for this position.
2. What is your unique relationship that positions you to speak about his/her character?
3. Share ten descriptive words to describe his/her character.
4. Describe his/her in spiritual, social, business, and others settings. Speak to his/her consistency and integrity to reflect his/her Christian commitment.
5. Does he/she respond well to authority and interact well with others?
6. Comment on his/her ability to attune to and address the needs of those around him/her.
7. Do you think he/she can work independently and yet collaboratively with a global team?
8. Can you speak to his/her cultural sensitivity and ability to handle the demands of international travel?

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The role of the CEO is to follow the Spirit and a process and get input from others using “Character Reference Forms” and “Employee Reference Forms” to get valuable input.



2. Give Some Authority

4

If you delegate tasks, you create followers. If you delegate authority, you create leaders.

Craig Groeschel

God wanted Moses to give Joshua some authority because He wanted the people to see what He saw inside him.

Do you delegate tasks? What would it look like for you to delegate authority?





2. Give Some Authority



We foster a culture of growing talent from within by providing training and development opportunities for our staff to better equip them for the challenges of today and readiness for tomorrow.

Jan Kincaid

GLOBALTRUST PARTNERS SENIOR STAFF JOB DESCRIPTIONS

Purpose: In obedient service to Jesus Christ, Global Trust Partners (GTP) multiplies faithful stewards and mobilizes peer accountability groups to build trust and grow local generous giving to God's work.

Value: Christian commitment, listening, humble service, global diversity, partnership, biblical teaching, empowerment, transparency, accountability standards, and sustained interdependence.

President/CEO - This full-time position serves God, the board and staff by orchestrating all global efforts to accomplish the GTP mission and vision with integrity to our guiding verse and values. Key duties include:

- Oversee adherence to state and federal laws, GTP by-laws and articles of incorporation
- Work with GTP board officers and members to ensure they fulfill their duties and set appropriate policies
- Map with board advisement the processes for budgeting, grant-making, and other GTP practices
- Establish procedures for GTP human and financial resource management
- Report monthly to the board, meeting one time at an international retreat and three times via zoom
- Facilitate annual international board retreat/staff prayer and discernment retreat
- Define the criteria for trust partners (peer accountability groups) and regional champions (key individuals)
- Serve as chief spokesperson, speaker, teacher, and training content creator for GTP
- Disciple GTP team members by practicing spiritual and strategic disciplines together
- Catalyze team efforts on weekly zoom meeting and empower each member to execute faithful activities
- Collaborate with regional champions quarterly to set and accomplish annual regional strategies
- Respond to inquiries from national contacts to form and grow peer accountability groups in countries
- Rally prayer and financial partnership from individual and institutional givers
- Travel (about 50%) for fulfilling responsibilities and serving the GTP team and regional champions

CFO & Strategy Catalyst - The job of this full-time staff member is to manage the financial activities and accountability processes. Key duties for this professional include:

- Manage financial activities for \$500,000+ organization (estimated 2020-2021 budget)
- Oversee outsourced bookkeeping, payroll, gift processing, giver data, and other items with Provisum
- Review GTP board policies and suggest revisions or guiding documents as needed
- Manage financial reporting, planning, and risk with insurance and related tools
- Implement budget formation and management processes for internal financial controls
- Interface with independent financial auditor and EFCA for peer accountability
- Catalyze capacity-building strategies that link individual and institutional partners with GTP's programs
- Build and nurture relationships with key people and foundations to grow major gifts / grants for GTP
- Create case statements, gift and grant proposals, and oversee all correspondence and reporting
- Craft strategies to spread GTP *Teaching* (governance, administration, fundraising, accountability, etc.)
- Manage network and partnership relationships as channels for sharing replicable *Training* program
- Strengthen peer accountability groups globally with *Teamwork* efforts (IAS, External Review, etc.)
- Create and implement strategy for resourcing networks and partnerships from the GTP *Toolbox*
- Attend monthly team zoom and monthly 1:1 zoom meeting with President
- Travel (about 10%) for interfacing with team members and attending annual retreat

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The role of the CEO is to empower godly staff with tasks and authority. Have them do faithful activities. See “Senior Staff Job Descriptions” for an example.



3. Affirm and Commission

4

Then they answered Joshua, Whatever you have commanded us we will do, and wherever you send us we will go. Just as we fully obeyed Moses, so we will obey you. Only may the Lord your God be with you as he was with Moses.

Joshua 1:16-17

These two steps mark the strategic and spiritual steps in helping the people engage with the successor.





3. Affirm and Commission



A good plan implemented today is better than a perfect plan implemented tomorrow.

George Patton

Some CEOs resolve to leave things nicer than they found them, but fail to work out a spiritual and strategic plan.

Perhaps take the 36 question free “Diagnostic Tool” which points to templates to help you leave the house in order.

DIAGNOSTIC TOOL

Is your house in order? Need help to strengthen board governance? Want administrative templates to increase organizational efficiency and effectiveness? Not sure where to start? GTP designed the Diagnostic Tool for you!

- 1 Answer 36 Questions Online**
Answer 36 “Yes” or “No / Not Sure” questions about compliance, controls, commitments, culture, and more.
- 2 Get Your Diagnostic Report**
Receive a copy of your responses via email. For items you answer “No / Not Sure” to, we’ll suggest best practices and include links to free templates.
- 3 Download Free GTP Templates**
Download the free templates and adapt them to your context. Meanwhile, your responses help us enhance our program offerings.
- 4 Put Your House In Order**
Position the ministry for flourishing and sustainability as you implement best practices and proven templates. Faithfulness leads to fruitfulness.

Visit gtp.org/resources/diagnostic-tool

www.gtp.org/resources/diagnostic-tool



Summary

4

For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of my hands. For the Spirit God gave us does not make us timid, but gives us power, love and self-discipline.

2 Timothy 1:6-7

A Biblical View of the Responsibilities of the CEO

1. Let God Choose
2. Give Some Authority
3. Affirm and Commission





5

**Leadership
Development
Tips for CEOs**





Leadership Development Tips

5

Every person has influence.

How will you use yours to build up the next generation?

1. Serve Intentionally
2. Coach Constructively
3. Empower Gradually





1. Serve Intentionally

5

If you want to inspire others, you gotta be inspired yourself.

Rasmus Ankerson



A Christ-centered servant is...

- guided by values
- driven by purpose
- obsessed by mission
- attuned to God

You will be the CEO that people will love to follow because you are...

- humble
- secure and stable
- loving and kind
- serving with real passion



1. Serve Intentionally

5

Don't try to be what you are not, but use what you have got.

David Osborne

So how do we develop a heart for caring and intentional service?

It is a journey from self-awareness to unselfish awareness.

Tip #1: Make people important.

Some CEOs will make you think that **THEY** are important, but the best CEOs will help you see that **YOU** are important.





2. Coach Constructively

5

Good employees do not leave their organization, but they leave their bad leaders.

93% will stay in their organizations if they felt really valued and engaged.

Craig Groeschel

“Transformational coaches invest in the root and, over time, it produces a lot of fruit.” Jon Gordon

Do you know what is your real passion in the world?

Great CEOs model the way with authenticity.



2. Coach Constructively

5

Authenticity is the heart of your power and the heart of influential leadership.

Carla Harris



People do not always want follow their CEOs but they listen and follow CEOs who are always real. *Are you real?*

Vulnerability is the gate for creating a safe environment with your staff.

Honest, transparent, and vulnerable people admit their failures which is the first step to learning from them. This helps others learn too!



2. Coach Constructively

5

**Comment graciously on the little things,
because the little things are really the big things.**

I NOTICE

YOU MATTER

I APPRECIATE

Tip #2: Provide 3:1 feedback.
3 positive : 1 constructive

We are not pushing people to
bigger things, but pulling them
into a bigger vision!





3. Empower Gradually

5

The more power you give away the more powerful you become.

Carla Harris

“Most leaders are trying to figure out the right strategy. The best leaders are obsessed with empowering the right people.” Craig Groeschel

Would your staff members say that you are empowering them gradually?





3. Empower Gradually

5

If you want to move fast go alone, but if you want to go far go together.

African Proverb

Tip #3: Build co-workers.

Most CEOs

Delegate tasks = no succession
(no empowered people +
unsustainable organization)

Influential CEOs

(Delegate tasks + authority) +
(Provide resources + training) =
Succession (empowered people +
sustained organizations)





Summary

5

Leadership Development Tips for CEOs. Every person has influence. How will you use yours?

Build up the next generation:

1. Serve Intentionally
2. Coach Constructively
3. Empower Gradually





6
Comments
from
Panelists





Panel Time



**Thoughts on the biblical view of the responsibilities of the CEO?
Comments on Leadership Development Tips for CEOs?**



Succession and CEOs
1. Let God Choose
2. Give Some Authority
3. Affirm and Commission

Leadership Development Tips
1. Serve Intentionally
2. Coach Constructively
3. Empower Gradually



Panel Time



What are the Responsibilities of CEOs in Succession Planning for Sustainability?



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and the recording!**

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for more information.**

**Email inquiries and
send impact stories to
mail@gtp.org.**

**Give us your feedback
to improve our service!**

**Stick around for further
unplugged discussion.**



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