



Beyond the Heir Apparent

Building resiliency through strategic succession planning

When a key executive, board chair, or technical expert steps away, institutional knowledge walks out the door with them. The result is disruption, stakeholder uncertainty and a leadership pipeline that was never built to absorb the impact. This session reframes succession planning not as a contingency measure, but as a core organizational resilience strategy. Drawing on AOE's decades of experience in strategic planning, board relations, operations and workforce development, we present a practical framework for identifying leadership gaps, cultivating talent at every level, and creating transition plans that keep your organization moving forward. Attendees will explore how to move beyond "heir apparent" thinking and build systems that strengthen long-term stability across both staff and volunteer leadership structures.

LEARNING OBJECTIVES:

- Assess your organization's current succession risks, including overreliance on key individuals and gaps in your leadership pipeline.
- Apply a structured succession planning framework that aligns with your strategic goals, board governance model, and operational needs.
- Develop strategies for capturing and transferring institutional knowledge before critical transitions occur.
- Identify and cultivate emerging leaders within your staff and volunteer base to ensure long-term organizational continuity.

