

LEADERSHIP TRANSITIONS

A partnership between [GINNY BIESIADA, LLC](#) and [Heidi Holtz, Stillwork Consulting Group](#)

Smooth leadership transitions, whether at the top or of senior staff, are crucial to ensuring that a nonprofit continues to fulfill its mission and provide high-quality services even as management changes are in process. By practicing thoughtful, advanced planning with a clear assessment of needs, then conducting a skillful search, organizations can set the groundwork for a successful and seamless transition. Once a new leader has been hired, a well-designed onboarding and training process ensures that they will be prepared to hit the ground running with their new roles and responsibilities. This work is delivered through a combination of workshops, foundational videos, consulting, and coaching.

Planning for Leadership Transitions (1.5 hours)

In this workshop we'll discuss the most important aspects to consider when planning for a leadership transition, including whether to look for a viable in-house candidate, concentrate on candidates in the immediate geographical area or conduct a national search. We'll consider how an outgoing leader can best offer support and resources to position the new ED to assume their role as seamlessly as possible.

Organization Needs Assessment (ongoing consulting)

We'll provide a capacity assessment to take stock of the current strengths of the organization as well as the potential areas that need bolstering. This will include a review of current staffing to identify gaps and suggest how positions should be expanded or created to best fulfill the mission of the organization. We will also work with the board to identify the skills and characteristics that will best position the new leader for success. Includes a Foundational video on the Nonprofit Lifecycles Capacity model.

Helping Design and Advise on the Search (ongoing consulting)

We'll support you with the development of critical components of the search including writing a clear and comprehensive job description, crafting the appropriate posting, determining where to advertise the position, and assessing the compensation to be offered. We'll walk you through the process and support you to avoid common pitfalls and stumbling blocks that organizations encounter when seeking new leadership. Other areas of assistance might include defining the optimal format regarding the number of interviews, proper makeup of the search committee, the appropriate questions to be asked during the interview, how to conduct effective reference checks, and preparing a matrix to evaluate candidates.

Onboarding and Coaching for New Leadership (coaching)

Once the hiring is complete, we'll create a plan for onboarding and coaching tailored to the new leader's particular needs and to facilitate a fruitful partnership with the board. Coaching provides very significant support during the early stages of a new leader's tenure and helps ensure that s/he feels they have the backing to succeed and innovate in their role. Our coaching also includes work with board leadership during this adjustment period to ensure that expectations are clear, and communication is established.

This engagement runs from 3-6 months depending on the needs of the organization.

Cost: \$7500- \$10,000

For further information contact Heidi Holtz at heidi@stillworkconsulting.com

VIRGINIA BIESIADA O'NEILL
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Ginny Biesiada served as the Chief Administrative Officer of a Syracuse-based real estate development and property management firm for over 25 years, overseeing human resources, organizational development and planning, training, risk management and marketing for the company and all of its related entities.

Currently she is providing human resource consulting services to small and mid-size firms who do not have in-house resources for recruiting, onboarding, benefits administration, coaching and disciplinary issues, policy and procedure design, sexual harassment training and compliance, either on an ongoing basis, or for special projects.

She is a graduate of the University at Albany, earned a Certificate in Human Resource Studies from Cornell University and is a graduate of Leadership Greater Syracuse. She is the recipient of the Central New York Women in Business Award, the Thursday Morning Roundtable Award for Meritorious Service to the Community, the Make-A-Wish Foundation of Central New York Volunteer of the Year Award, and the Susan G. Komen for the Cure Central New York Volunteer of the Year Award.

She currently serves as Vice President of the Board of Directors of Friends of the Central Library, a member of the Board of Governors of Hillside, a member of the Onondaga County Civic Development Corporation and a Parish Council member of St. Paul's Armenian Church. Previously she served as Chair of the Board of Trustees of the United Way of Central New York, President of the Board of Trustees of the Onondaga County Public Library system, Chair of the Board of Trustees of the Make-A-Wish Foundation of Central New York, President of the Board of Directors of the Children's Consortium, and President of the Syracuse Onondaga County Youth Board.

HEIDI HOLTZ, MA, CLCC
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Heidi founded Stillwork Consulting Group in 2018 and works with clients across several states. She focuses on building nonprofit capacity through leadership coaching, organizational development assessments and workplans, board engagement, visioning retreats, and strategic planning. Heidi regularly offers trainings and workshops in a variety of subjects as well as designing/implementing several emerging leader programs.

Heidi spent 25 years in leadership, fund development and marketing with nonprofit arts organizations, including serving as executive director of the New Jersey Theatre Alliance and director of communications for Syracuse Stage. In 2005 she began a 13-year tenure at the Gifford Foundation in Syracuse NY where she served as Director of Grantmaking/Director of Research and Special Projects. There she worked with nonprofits seeking grants, developing community engagement projects, and building capacity. Some of the projects Heidi is known for include designing the initial ADVANS capacity building initiative, creating and implementing the IDEAS Collaborative, coordinating and facilitating the Refugee Alliance, and designing the noted StoryGrowing project for Central NY nonprofits.

Heidi is a Certified Lifecycles Capacity Consultant and BoardSource governance consultant, as well as a skilled facilitator trained in multiple formats and methods. Heidi is a former adjunct faculty member at Ithaca College and Syracuse University and has lectured at other area colleges. Her board service includes a variety of leadership positions. Heidi holds an undergraduate degree from Denison University and a Masters from Syracuse University.