



Succession Planning Within Domestic Violence and Sexual Assault Organizations

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Webinar Captioning Transcript

Presented by Futures Without Violence

Presenters: Janeen Gingrich and Jennifer White

>> Hello, everyone, welcome. I am with the national Council, I am helping to facilitate today's webinar, I want to provide you with a brief overview of how our webinar system works and how you could interact with our presenters. Feel free to leave questions or comments in the chat box. You will find all PDF copy of today's presentation in the material box below and other related materials. To download, select the file -- file, then click the download button. You will have an opportunity to complete a brief evaluation at the end of this webinar, we asked that the participants stay in the webinar until it closes and the poll will come up on your screen. If you have any questions, you could -- if you have trouble, click help and you could troubleshoot, if you have audio issues let me know in the chat box and I will contact you directly. Thank you for joining us today I will turn it over to our presenters and we will get started.

>> Hello, everyone I am Jennifer White I am a program director, welcome to our webinar on Succession Planning Within Domestic and Sexual Assault Organizations . This webinar is part of a project entitled the supporting organizational sustainability Institute and this is supported by the Department of Justice on violence against women.

>> I am joined here today by one of our faculty, and the subject matter expert for our SOS Institute, Janeen Gingrich, she has worked for a nonprofit organization for 22 years, with her focus for the last 8 years being on capacity building, leadership development, and change she is a champion of strength-based coaching between organizations and people, addressing issues around equity and inclusion, and organizational development. She has also built non-profit development and fundraising programs from the ground up for a range of organizations with budgets from \$250,000 to \$20M annually. She has worked at or volunteered for a total of five DV, SA organizations, including the statewide coalition in North Carolina. We will start with our learning objectives, as a result of this webinar you will be able to define and discuss the importance of succession planning, identify key elements with an emergency succession plan and important considerations process, such in the planning as inclusion and equity. Engage staff, key managers and executive directors, in succession planning.

>> The first thing we want to do, we want to find out who all is here with us today, we will take a poll, the question. What is your role at your organization? Executive Director, Program Staff, Board member ,past, present, or future , or other. While we are waiting on that hello, tell

everyone, I see a lot of folks writing in and saying hello in our chat. It is so nice to see so many of you. It looks like we have a good percentage, some executive directors, a small percentage of board members, past, present, and future. And folks that did click, other. Great, thank you. It is important for us to know who is in the room with us. The next question. How many of your organizations have succession plans? Your options here are yes, you do have one, no, you do not have one or, you do not know.

>> Kelly is writing in and saying we have an emergency succession plan but not a planned one or non-emergency, thank you for that comment, Kelly. Kelly is from Red Lodge Montana. I like that name, Red Lodge. It looks like half of you, do not have one. 20% say, you do. 29% say, almost 30%, saying you do not know if you have one. While it is very common, in the corporate world to have these type of succession plans it is also in nonprofits. LSO in our own field. -- And less so in our own field. Less than 40% of governmental organizations have one. If you do not have one, do not fret, we will be here to help you with that today. I will now turn it over.

>> Good after noon everyone thank you for having me and thank you for futures and everyone on the call, I got booted off and I was able to join back on. We are hopefully all here, I want to say thank you so much for participating in the first poll, it was important to me to get a sense of who is in the room, as I talked today you will see that I am happy that many of your program staff it is important to create a shared leadership vision and for program staff to be really involved. [Indiscernible - static] only 34% of domestic succession traffic sexual violence [Indiscernible - static] I personally didn't start to think about this until two years ago, it came up in a crisis. I have heard a lot about it over the years, for me, it was one of those things that sounded daunting, that's something that the board should do, I do not know what my role would be and that, that's what got me into learning more about this. A lot of what I have learned has been by a trial by fire situation and I will share some of those with you. Now, that I have done succession planning weather in a crisis are not working with organizations and helping other organizations do it, I want to start by sharing some of this information with y'all. I want to say, welcome. I love the community of folks, thank you for the work you do. We will get right into it.

What is succession planning? The thoughtful and organized planning for transitions in key leadership positions. It could include, Executive Director, Director of Finance, Board President for an . What I want to make clear, the support is not just for the departing person or the incoming person and the staff, it is for all of those people. It is also support of the mission. The key to succession planning, is keeping driven and evolving in my mind, involving a leadership team that is the best way to do that. Why is succession planning important?

I was just going to say, folks could use the chat. You could use the chat box to answer the question.

We will talk about that. We are seeing, passing out knowledge, yes, absolutely, are you in North Carolina? Awesome. Transition, yes, continuity. And continuing to provide quality care to the community, absolutely. Did I miss any that you saw?

>> Yes, I saw one for existing staff they may the to pick up extra -- they may need to pick up extra duties, streamlining a transition, --

Opportunity for new ideas and connections, that is an important point, it is sometimes lost in the daunting measure of this process. It is an opportunity and I definitely see it as an opportunity. Setting up your successors for success, I like that, very positive.

The quality of services for clients. Quality care for clients, those are two that just came up as well.

Great. Yes, again, that mission driven piece is a big part of this. And anything could happen to key personnel.

Yes, it is important for the agency to continue to serve. Absolutely. We are going to thank you all for those answers, those are great, to keep staff informed and maintain consistency. Yes, communication is huge. I will run through these really quick, you know, HR best practice for one thing it makes things smoother. People react better when there is a plan. Quite frankly, people are less likely, people in leadership -- for the profits, they are less likely to make a knee-jerk reaction decision, if they have a plan in place. There is one example that I've developed with the client with the materials, I cannot remember what it is called, virtually, I think it is called, succession planning example, policy. That is a way for people to say, hey, we will commit to this process, we do not have a process in place yet but as a board we are committing to a. This is our policy on what we will do. That is a way to get people started and getting them engaging in this conversation. I give some doom and gloom examples because it is important to learn from our failures. We have this called, Phil Fest, nonprofit leaders get the talk about their Hillyer's and they got better because of it. I do -- failures and they got better because of it. I do this, a nonprofit I work for, they decided to make a board chair, it was their interim CEO who had not been there for several months, there was a \$2 million grant on the table that they have been working on for two years, that got put aside and it took another two years to get those conversations to where they needed to be because it wasn't thought out, in the meantime, they hired a board chair as interim and that severed a lot of relationships. Some of the upper -- some of the other things we talk about less likely to lose donors board members, and supporters. That got taken away because of a bad decision. It increases staff retention knowing full well what to expect. They know there is a process. There is a time I. The thing that I like about it is it, Creates a culture of support and models leadership development. If you do it in a way that involves other people, who may not be the likely leaders is not just the top three people, but getting staff and volunteers involved there is a lot more by in and he creates a culture of support.

>> We will talk briefly about different types of succession plans. Here is the chat question. This has come up quite a bit from some of the answers already, but if people want to write in, What are the different types of succession plans you should have or you heard about? It looks like a lot of people are typing. Yes, a lot of people have, I think that is the most common there is an emergency succession plan some organizations have it specifically for several key positions. Yes, long-term plan for overlapping outgoing and going an emergency succession planning. Emergency and nonemergency, the three types we will talk about, they are a crisis position plan, an emergency succession and departure and strategic, do not let -- they are tongue twister's too, hopefully, I will not miss the ball. Do not let those names intimidate you. I want to talk through, it is important, what most people have is a crisis succession plan. It may be a list that has everybody's password, and payroll information, two or three people knows where it is or webmaster information all that kind of stuff. That is an important thing to have and that is a piece of paper, it could be on the shared drive, it is important.

The other two types, the "hit by the bus plan" ,the lottery" during the world. Many people will have that it could be on the radar for many executive directors, we often do it if people go on parental leave, you know, it is an extended version of that. Taking about that, that is what the emergency plan is about. It should also exist for other reasons, it is particularly important to have all of those things in one place and think about the office manager, administration, those folks you would count on entirely to get things done and you do not know their passwords or anything like that. A non-emergency succession plan should exist to increase long term stability and sustainability.

The crisis plan verifies roles and positions. The other thing it could do is develop a cross training plan, domestic sexual violence programs are good for this and people were cross train, this is critical, people are able to do each other's job and positions and anybody could be on call and that kind of thing. It is important to a crisis planning and also with other transition planning but this is something that folks should definitely have, I will talk about the Slater, -- About this later.

All right, let's move on to the Departure-Defined Transition Planning . This is in away a perfect world scenario I worked with an organization that the person was there since the beginning and she knew when she was going to retire a year or two ahead of time and put a plan in place for assessing the organization the board was able to take time and really find the right person to hire. They hired a search firm to hire the executive director. Then they built in some overlap between the two. That is something you could do, again, you are really looking at leadership and really think about one thing to think about in the situation, a lot of times, if you have a long-term leader, the strengths of the organization it becomes the strengths of that person, there week this is our their weaknesses. And so, I think it is important to take time and if you have time to plan like this, -- I just saw that chat. That is funny.

If you have time to plan it, it is -- and do some things, excess the capacity of the organization, one thing I have done in these situations, is due a serious and confidential process of assessing the organization and having one-on-one conversations with members of the staff and the board at every level, and have timidity feedback at this point, you get a sense of not only -- this would include the current leader, by the way. They know what their limitations are and they know where their organizations need to grow. Most of the time. You could do a plan, you could have your board members, staff members be in involved, you could have a consultant to this but assess the needs of your communication -- your organization and community. The departure, it is a great tool if you have time. There are a lot of opportunities to involve tons of people including the community feedback piece.

>> Here is a question. I wonder if you want to address it now?

>> Yes.

>> She is asking how expensive it could be to hire a search firm to engage in this process?

>> It depends, I understand the funding piece, I think that a lot of times, if you have -- in North Carolina, we have organizations and foundations that do operation, general operations they will see the value in this and we also have -- operations sometimes, and they see the value in this and we have nonprofit leaders who will do assessments like this for organizations, I did one through the triangle community foundation for an organization, it did cost, \$3000. It gives you a ballpark. It is obviously very helpful to have some unrestricted funding this is not the kind of thing that could get put into grants or to use other funding for it.

>> I hope that is helpful. Karen, I would be happy to talk to you about that off-line at any point.

>> Okay. The third kind of succession planning is strategic. This is interesting for me. I am working with two young, they both came in I do not want -- I do not like to generalize about millennial's, but I do that because they are very interesting, they both came in, they said, first thing to their board chair, I will be here for three years I have two or -- two or three goals, that is the key to understanding the differences to these two approaches. A strategic planning is ongoing, and it is about connecting a long term vision of the organization with the strategic plan to what we want in a leader. And a leadership team. This make have an opportunity to work towards a share -- shared leadership model that is what we did on the board that I am on. We realize we were struggling financially, and it wasn't fair to her it was where she was being set up for failure, we tried to do a shared leadership model amongst some of the board members and other volunteers in the community across the state instead, in a perfect world we would have more time to develop that model but we went to our funders, this is what we have come up with, they were supportive of the way that we came up with it. We were in a dangerous spot where we had one main funder, and that was it. In looking through and think it through these three. None are mutually exclusive, that is my main point here, it depends where you are in your organization's lifecycle. You could take time to develop a long-term plan, I think that is -- that is the goal here we will talk through what some of the exact things involved with succession planning. -- Planning -- next.

A succession plan when that is successful, is a plan that builds internal capacity, it is not a list, it is a living, breathing document it may involve a list, one thing I like to think about it as, it is very similar to an on boarding process for your board or staff, I would love to know how many people have.

Let's do this while we are waiting for her, she was asking how many folks have an on boarding process? Something that is actually a plan. Why don't you take to the chat an answer if you kind -- if you have a process like that in your planning. Some folks are saying, guess. No. -- Yes. No.

>>Do you folks have onboarding processes? I am a board president we have an informal one that we are creating a board manual process, we had folks asking for samples of an on boarding process. Maybe we could make note of that and get some of those things if we have those for folks.

>> Yes, that is great.

>> Thank you.

>> We can move to the next.

>> Okay, here we go. We have one more comment. I just want to adjust the comments, an on boarding process for staff and attorneys but -- yes, I am looking at this,, you know, it is an informal, an informal plan is a plan, still, right? You are not utilizing because you have to or do you feel it is missing a lot of elements? That would be my question for, Anna. We have several examples in the bottom right.

>> one of the things that I have found with going through this process, is that there is a whole lot in common with what you would want to have two onboard, with the new board members and staff members, and what you need in the strong secession land it is a lot with getting the pieces together that you would want to give to eight new staff member. Here is the other thing I want to

say -- to new staff members. Here is the other thing, I want to say. An updated job description I have worked with a whole lot of EDs, coaching, in some cases, I am hiring an ED for an organization and I've seen some real problematic [Indiscernible - static], ones that have been added onto, added onto, and just really not strategically looked at regularly. And people who were board members and who were EDs or worked a lot with their board. It is important to evaluate the executive director it is a tool that you should be evaluating the executive director. Having an updated job description for an ED, if you do not have that, that could add a couple of months, honestly. I have been waiting on this one contract I have to hear back from a board chair for a month and a half on whether or not they have approved the updated job description. I'm just saying, it could add to it. It is something you want to have not just for in ED but you want to have an updated job description for all of your staff. A lot of job descriptions have skills in attributes, desires, qualities, I would say, it is important, this is something that Joan Gary talked about, develop a document from that job description it outlines the attributes and skills necessary for success in your organization. The way I have done it, the way out ancient, before, board and staff, surveys. If you know that there -- using staff to narrow down the list and come up with the top five. That is important. And current executive directors that know that they are leaving, they can do this, when I did it recently, I sent it to a former ED, they could have input on what they thought was the necessary skills and attributes that we should be looking for in the next leader. Then also the staff by in. This is where involving, the rock star professionals, people you work with who you know want to gain more skills, sometimes, we do not do a great job of listening to that. If they have some of the skills, attributes, that you have come up with, as part of your plan, make a promise to help them get there. I will tell a story about the little bit later.

>> The last thing I want to say, for a strong succession plan people do it in different ways, I don't know if people have a donor data base, if you do, write something in the comments. There should not ever be relationships that just worst -- one person has, it is super important for executive directors, if you have a development director a lot of programs do not, program directors to have knowledge of your donors and of your volunteers. And the volunteer coordinator, is critical in that too. I think it is really important to think about existing relationships. Organizations, development directors operate in they have their donor base that they have and they go out to lunch with these people that they are cultivating with the ED, that to me, is not going to create an organizational culture of philanthropy. That is the other piece, if you're looking at the five elements of a strong succession plan all those are key.

>> We are right about midway through we wanted to take a second to see, at this point, if there are any questions that you have for Janeen. Type them into the chat.

>> Recommendations on technology to use for succession planning, to ensure that the right people have the correct passwords?

>> I think, for me, Jennifer, there are some elephants -- elements for a succession that could be kept, but I would like it to be in a password-protected file on a computer, or in a document. Just because, I do not think you could get out of the CRM just for that purpose, it is important for it to be a document that is actually shared with the few people. But since you are a tech person, maybe you could help us develop that. We could use it nationally.

>> [Indiscernible - static] the important of succession planning, feel free to have them email me, I will let them know, there are a bunch of examples down under, materials. There is an example of an -- a policy and there is a list the Monique put together with excellent resources,

and web links you can go right to. I do not know if they will be emailed out but you will have access later. All those materials are in the bottom right box. It is under, materials. What does a shared leadership model look like?

>> That is probably a good topic for another webinar. It is something that we decided to do on an organization that I am on the board of. I would say, is something that's more employed in our crisis succession and situation, if someone goes out unexpectedly, you know, one person agrees to be in charge of grant management, one person is in charge of the team, it is a way to sort of let folks, the way I think about it, folks interested in expanding their horizons. If there is a person who is a coronary but they want to do court advocacy, it is allowing people to do different positions. And to take on different elements of the executive directors job in the event that the executive director leaves. That is what it looks like. I have a couple of good resources on that. If you want to email me, I cannot remember if my email is on your. I'm happy to talk a little bit about that.

>> Janeen, can you verify what a CRM is.

>> What does it stand for? Content relations management, it is a donor beta base -- database, it is actually contact relations manager.

>> I was forget.

>> -- I always forget.

>> Someone asked about, how you suggest sort of celebrating, or finding closure with staff through this process with the transition of succession planning?

>> I would have to say, we have seen terrible examples of this too. Part of the second tier piece we talked about, the departure, defining the transition, it is critical to celebrate that person to celebrate the accomplishments, the contributions to the organization, that didn't happen with an organization that I was involved with for a long time and that did not sit well with a lot of people in the community. You know, it is hard, especially, if you have a situation that the person is asked to leave it is hard to do that. If that is not what happened, but they should've been celebrated. That is part of something that you could build in when you have that period.

>> Stacy has a question. I am finding that a lot of the resources on transitions and succession planning doesn't address racism and overrepresentation of white women in the mainstream movement, have you heard of resources, articles, or anything that address this?

>> That is a great question. There are a couple that talk about, the one is decent, I can talk with you a little bit more off-line, Stacy. One of the things that one organization I am working with, the director has historically been a white female, they are thinking about, they know they are leaving in the future, they do not know exactly when but they are thinking how to build in that capacity. That is one thing -- we have to create that, that is what I am finding, Stacy, maybe by connecting like-minded people, that is very much on their radar too. Someone to pass the torch to -- with the youth organization, why is the director an adult? Thinking through some of those things. Karen asked about diversity within a board. There are tons of stuff out there, the only way to truly build that is to truly work with their staff, in away that -- I will get one more example, I was working with this nonprofit, locally. The founder was there for 11 years since the beginning, when I was doing the assessment, is there anyone -- when I met with her, the ED, is there anyone that is a natural leader that you should be cultivating? She said, no, I do not have

anyone. She is a white woman, very well-meaning person, I went with the stakeholders -- a couple stakeholders, and there were staff members that were there before 10 years, and they were natural successors, that led to a conversation that was somewhat uncomfortable but helpful to have. I guess, I would say, to everyone's questions about this, we need to create that space. That is part of -- it is creating it together, it is creating it through figuring out why it doesn't exist. Folks have started to fill in the next question who should be involved?

>> We have 56% saying the staff should be involved.

>> Yes. I have worked before with an organization that had a succession planning policy. This is what we do when we need a succession plan. It was developed by a board member, in the middle the night, type a thing. I am not there anymore. I was the interim director, she is no longer there, does anybody even know about the policy? I think that is the other mistake that gets made, that is why it is an example of why it is so important to have the buy-in of other staff members and not those that are just leaders, program directors, an associate directors if you have people who have been there, people who are doing the work. It allows you to say, who are the people I am not building up like I should? Who are the people -- they have identified that they want to get to know more things, to have more duties, and most often than not -- it will be people of color on staff and that has to be part of the consciousness with doing this process.

>> Somebody asked about getting the board involved. Here is the thing, if the leadership of an organization was the structure of an organization -- if it falls apart, it is on them, and it is their responsibility. I think, making it less daunting, this is something you could do in a couple of hours with -- maybe a couple of sessions, a couple of hours, maybe a buy-in with the facilitator. If stuff isn't going right, things financially, with the leadership organization, that type of thing. It is important that you have, is there anyone that you have on your board that is the champion for this I would go to them now, you can say, I did this thing and I am excited about it, will you help me?

>> Karen made a comment in response with this as well, saying, asked the board if they want or have term limits themselves and if they -- how they think about how they have their own transition and she commented that they have that in place for their board.

>> Yes. I have worked with boards that did not have term limits, this is common for some boards like if they have a slotted position, the county health department is on a board of an organization. The most health -- unhealthy assessment is a board that had no term limits, had spotted positions. Nobody on the board donated and didn't do anything between meetings and no one care to get off of the board, either. It is a lose-lose situation. I think, if you do not have term limits, you should talk to your chair about that and update your bylaws it is huge, it is not an easy process but it is something that is very important.

>> Karen talked about how they have all these things, one of the things that I have done for the boards, is create in agreement where they are agreeing to sort of assess themselves at the end of the year, this is what I want to accomplish, a checklist, these are the things that I am agreeing to do. It's kind of like a menu, I will have a house party, I will call my friends, I will talk to five legislators about the work we are doing, whatever type of work, have your board do that. You could have a meeting with each member at the end of the year, whenever the year is up, and talk about how they are doing in that department. You are right, Karen, it is parallel. She is so happy, she probably has term limits in place for their board.

>> Yes, that is critical.

>> Susan asked a question, about succession planning when the founders of the organization decide to retire and the founders have been the main connectors to the organization, to support the executive staff.

>> She is saying that the founder is not the ED?

>> Yes.

>> Yes, I mean, it is similar to what we were talking about before in response to somebody else, celebrating, celebrating that person, creating a role for them. Creating a role, sometimes people have, sort of a different advisory board, or something not on their board but if they want to have some kind of role in the future, sitting down and talking to them about that. And celebrating them is really important. I think, do they want to be involved? Or do they not want to be involved? All of that is very important. Most founders want to have a continuing role but they may not want to sit on the board for eternity.

>> Okay, let's -- where are we? These are -- this is an example, there is a very good checkless and your resources that is really awesome, I think it is a great idea to the list for organizations, a lot of times you may have a long-term trusted volunteer that could help pull together some of this information. Again, you may have some of this information already pulled together. For an on boarding process for staff or board, but you pulled together history, I would be curious to know, how many folks have a history of their organization? If you have a mission value statement of philosophy statement, so the grant, a lot of people -- I always had, as a leader, and program director, I had grant information key resources in several locations, I had a document and I had reminders, but the password for each staff person, there needs to be competently, for the grant website and portals, I feel that people do not have to have their email passwords at all but it is something else you want to gather in this position, that would be a volunteer, someone in in admin position.

>> I don't know, it won't let me move it. Someone mention this, if the founder is a person you have a relationship, I had an experience with an organization here, the founder, there were several EDs hired over the years, they were hired part-time because they cannot afford to have a full-time person. He could not get himself out of the position of having to relate to the key people, people kept seeing him as the main point of contact for that organization. You know, I think that is a good example of what I talked about earlier, why don't -- why it is a best practice -- with equity and inclusion, have other people involved in those kinds of meetings and for foundations not to have one person at your organization.

>> I think we talked about this, the procedure for client services, how to transfer someone, who you are seeing for counseling or support group or otherwise, working with court advocacy to another person. Knowing that you have key -- you have plans in place, key crisis staff and support staff too is really critical.

>> Janeen, we have a little bit, we have your final planning tips that we could go through then we have a little bit of time for questions, if you want to go through the planning tips first then we could take questions.

>> Yes. Most of these planning tips -- again, this is a short pier he had of time -- period of time. I am sorry I kept getting dropped, I am sorry about that, I think in some ways it could be a

continued -- to be continued conversation, some people that do not have one and some people that are struggling with different aspects of succession planning, several people asked, getting the commitment of the board and staff to manage a transition intentionally.

>> You know, I have done interim executive director things and it is critical, if you are in a stage of crisis or transition, an organization I was with we went from seven staff to 24 step in a year. We got federal grants we do not have before. The infrastructure was just not there for that, I came in as in interim to build the staff, and then I help with the hiring process for the CEO and then I overlapped with Epperson for a month through that transition. That is what a successful leadership transition could look like but that was created out of a crisis transition. It is something to think about. Identified the huge -- future and current challenges, talking about the staff survey, the board survey, and drafting a timeline for succession, I have in example of that to that I could share. I do think having an emergency leadership transition plan is helpful. It seems like people are looking for something that is more in the strategic use, it is about how can we carry out our vision and mission in the future? What are we looking towards with new leadership opportunities? This is number 6, identifying the leadership skills so that an organization will have a deeper future with leaders, it speaks to the peace of diversifying a staff and a board in a way that is meaningful and powerful. And we talked about cross training, and number 8 is about on boarding and thinking about on boarding, and one of the things, particularly for people who are new on staff, if a staff is -- if there are people that are older in you bring in a class of new people, and putting in them with a coach, buddy, or mentor is a good idea. And then communicating, how and when you will say, what you will say during a time of transition. And so, we could point that out, as other resources as well.

>> Family, the on boarding piece of how that is connected. Helping new board chairs feeling confident in finding their voices.

>> Jennifer, is there anything you want to say at this point? Is there anything you want to add?

>> No, let's go ahead and see if there are additional questions.

>> Okay, Karen, the resource list is awesome. If there is anything that you all do not see in that resource list that you are looking for, I am thickening about you, Stacy, let's keep talking. I want to find what is out there if we do not have it here.

>> The resource sharing project that is what I used most with thinking through this, then the succession ready list checkless, some say, my board chair is not on board with this, I think, I think you need bring that to them and have a little chat.

>> Linda, the timeline may be in another resource I have. How many staff members at your organization? Karen, is Zephyr other people? -- Karen, is that for other people or for me? I have a sample timeline that would be very helpful but I have to download it and send it to folks.

>> Joan Gary -- Garry I follow her, she has a couple of books that I recommend. And experience with hiring someone from the outside? As opposed to hiring someone from the inside? It depends where the organization is, how the culture is. Bringing up someone from the inside, it seems to work -- if it is where you are thinking about it intentionally, and often, I would hope, it is raising up someone you know, it is someone, like the woman I talked about earlier, even the leader was not seeing the potential in that person, so I think, sometimes, depending on where an organization is, they need to hire someone from outside. You know, there are different

situations. Sometimes, one is better than the other. Sometimes, Karen if you have a certain situation I can -- you want to discuss I can -- [Indiscernible - static] [Indiscernible - no audio] Jennifer, is that better?

>> Yes, we can hear you, it sounded like the phone disconnected.

>> It is coming in and out right now.

>> We have one minute left.

>> A couple asked that, I will send out the timeline and transition lines to share out with the resource list.

>> Great.

>> We do have a couple webinars coming up, September 20, Workplace Policies for a managing organizational changes and workplace policies for healthy and efficient Organizational Culture, , I would like to thank, Janeen for being with us today. It is always wonderful to hear from you and thank you all for participating and enjoying some of our virtual challenges. Thank you all for being such wonderful participants. If you would please take a moment to also do our evaluation now that would be wonderful. We really do read them and we take your comments seriously, thank you all for being with us today. It was a pleasure to learn with you this afternoon.

>> Thank you all so much and I look forward to hearing from you.