Chief executive leaders

Prepare the board and leadership team for continuity while building a credible picture of organizational resilience.

Nadereh Salim

CEOs connected stability with workforce and insurance pressures, board readiness, succession, and effective policy relationships. The experiences shared were agency-specific, rather than a common compensation, insurance, or financial benchmark.

Succession requires clarity about the future role, board involvement, development opportunities, and consideration of internal and external candidates. Giving prospective leaders meaningful operating responsibility can reveal both strengths and support needs.

Participants explored collaboration, shared services, mergers, and multi-state structures as possible ways to build capacity while preserving local identity and accountability. They also wanted more usable evidence of CBC results, advocacy and navigation skills, peer visits, and board learning.

Put the learning to work

- Review the future CEO role with the board, including the capabilities the organization will need next.
- Identify one continuity risk and a practical way to reduce dependence on a single person or relationship.
- Choose one result the organization can explain clearly, including context, limitations, and the community contribution.

Questions for your team

What evidence would help our board make a sound transition decision? Which capability might be strengthened through a trusted peer relationship?

Proposed CY2027 connection

Q1 succession and board readiness; Q2 resilience and partnership options; Q3 evidence and advocacy; Q4 Chicago decisions for the next cycle.

Source and coverage: Automatic transcript of the CEO affinity discussion. Facilitator: Nadereh Salim.