

### Case Study 3 – Building a Leadership Pipeline

A community-focused nonprofit had a loyal staff but faced a leadership bottleneck:

- Two senior directors planned to retire within 18 months.
- Mid-level managers—mostly promoted internally—felt unprepared for leadership and lacked confidence making strategic decisions.
- Exit interviews from departing coordinators often mentioned:  
“There’s no clear path to grow into leadership roles here.”

The Executive Director saw a risk to succession planning and employee engagement if institutional knowledge wasn’t passed down and mid-level leaders weren’t prepared.

The organization launched a 6-month Reciprocal Mentorship Program pairing directors (Legacy Partners) with high-potential managers (Growth Partners) to:

1. Transfer strategic and operational know-how.
2. Strengthen leadership confidence for internal promotion.

#### SMART Goals for Launch

1. **Knowledge Transfer Goal:**  
*By the end of the 6-month program, 80% of Growth Partners will report increased confidence in at least 3 core leadership skills, such as decision-making, delegation, or cross-team communication.*
2. **Succession Planning Goal:**  
*Within 6 months post-program, at least 2 Growth Partners will be formally identified as “ready now” or “ready in 1 year” in the organization’s succession plan.*

#### Key KPIs to Track

Category	Sample KPI	When to Measure
Leadership Confidence	% Growth Partners reporting increased confidence	Program end
Skill Application	# of leadership behaviors applied on-the-job	3–6 months post-program
Succession Readiness	# of Growth Partners added to succession plan	6 months post-program
Retention	% retention of high-potential employees	6–12 months post-program

#### How to Collect the Data

- **Pre/Post Surveys:** Capture self-assessed leadership confidence and skill gaps.

- **Manager Observations:** Managers validate whether Growth Partners are demonstrating new skills.
- **Succession Planning Data:** Track promotions, role expansions, or readiness ratings in HR systems.
- **Retention Reports:** Compare retention for participants vs. non-participants in similar roles.