



Teach Them How to Say Good-bye

SUCCESSION PLANNING FOR REMARKABLE LEADERS

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Our Session

How do leaders ensure the vision, mission, and objectives for their programs have legs to guarantee that a principled legacy continues past their tenure in early childhood policy and practice? Starting succession planning well before a departure is on the horizon will help the transition to go smoothly when the day arrives.



Our Session

Participants will explore concepts and planning tools, and discuss the technical and adaptive skills, knowledge, and competencies that support strong successions.

Participants will examine their own career trajectories and pathways and their experiences with leadership transitions - what made the road smooth or bumpy.

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Who is in the room?

WHO WE ARE ...



Jana Martella

CEELO Co-Project Director at EDC

Jana co-leads and supports all operations of the Center, including the development and execution of strategic and responsive technical assistance (TA), analysis and review of all products and publications, tailoring TA activities and materials for use by SEAs and RCs, and providing direct TA to multiple states.





Tracy Jost

Senior Policy Advisor, NIEER

Tracy is a former Education Program Specialist at Maryland State Department of Education. She also managed a Family Support Center grant to provide funding at local family support centers. Tracy is the founder of Kid's Campus Early Learning Center.





Who is in the room?

WHO YOU ARE...



"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

Leadership





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Legacy Survey Findings - What did we learn?

- Who are State Early Childhood Education Agency Staff?
- How do State Early Childhood Education Agency Staff work?
- What matters most to State Early Childhood Education Agency Staff?
- What is their vision for early childhood education by 2030?

Who are state early childhood education agency staff?

Not surprising- white women, highly educated, with lots of direct service experience

Somewhat surprising- 63% in position less than 5 years

SURPRISING- Intend to leave state work in next 5 years

Demographics

White

82%

Women

88%

40 or older

84%

Background & Experience

Master's degree or higher

89%

20+ years in ECE

56%

Previous Roles

Direct service experience: 92%

ECE Educator: 63%

ECE Administrator: 49%

ECE PD Provider: 53%

State-level experience

52%

Current Role & Trajectory

In role for < 5 years

63%

Intend to leave state work in next 5 years

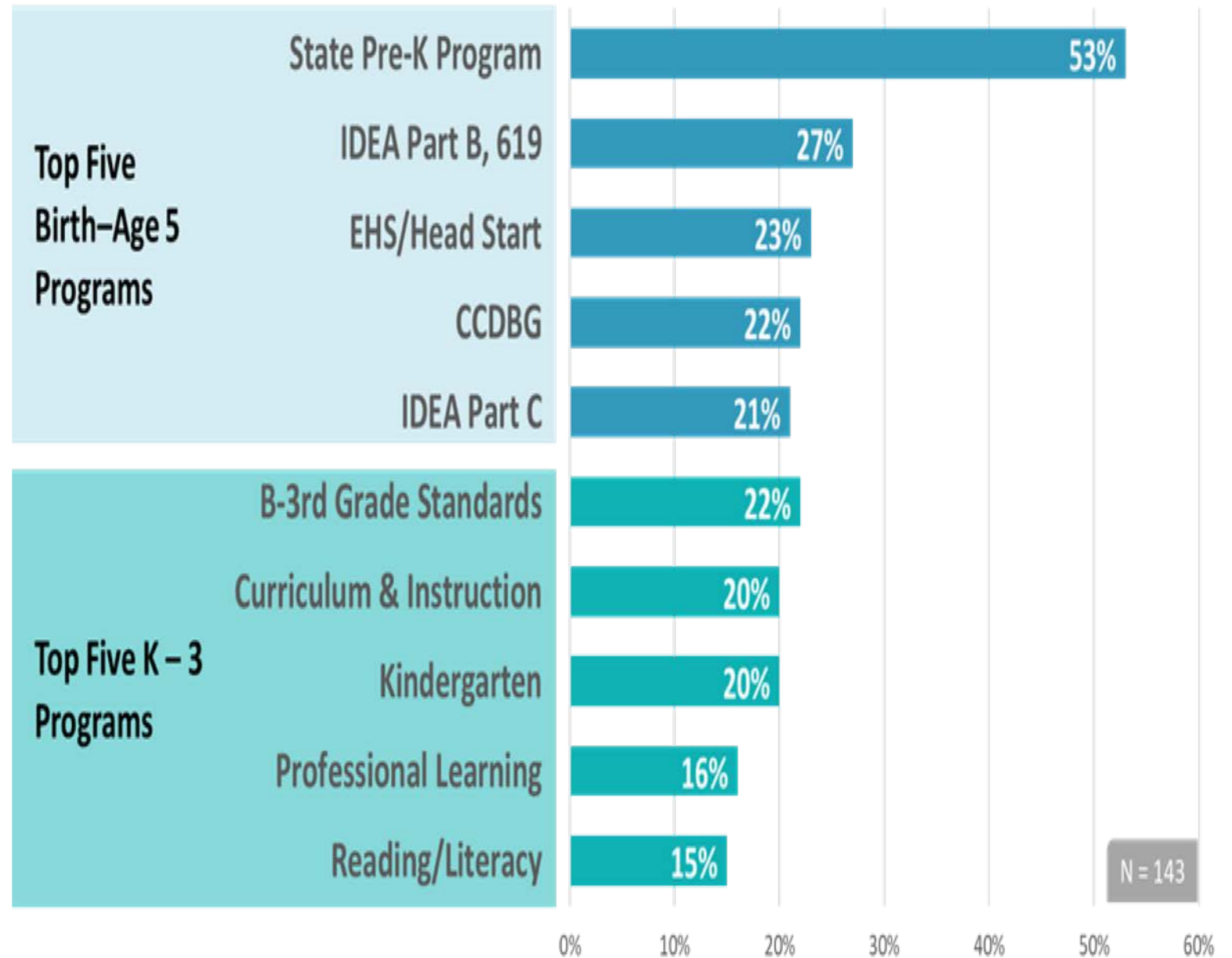
41%

Programs Respondents Administer

Survey respondents were asked whether they administer programs that serve(s) children who are:

- birth to age 5,
- kindergarten through third grade, or
- both.

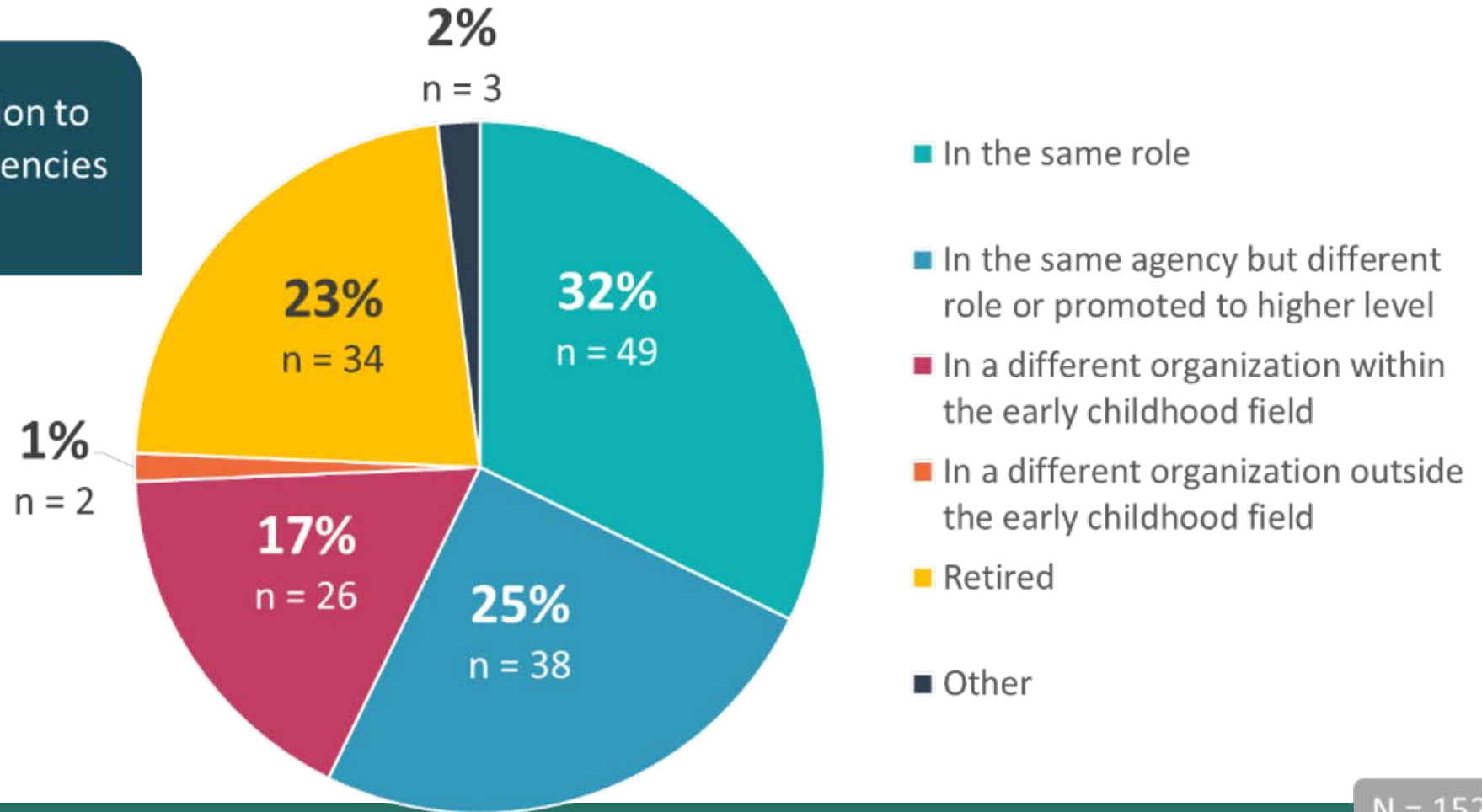
The majority of respondents work in birth to age 5 or birth through third grade.





Many State ECE Staff Plan to Leave Current Role

40.8% reported an intention to leave their work in state agencies within the next five years.

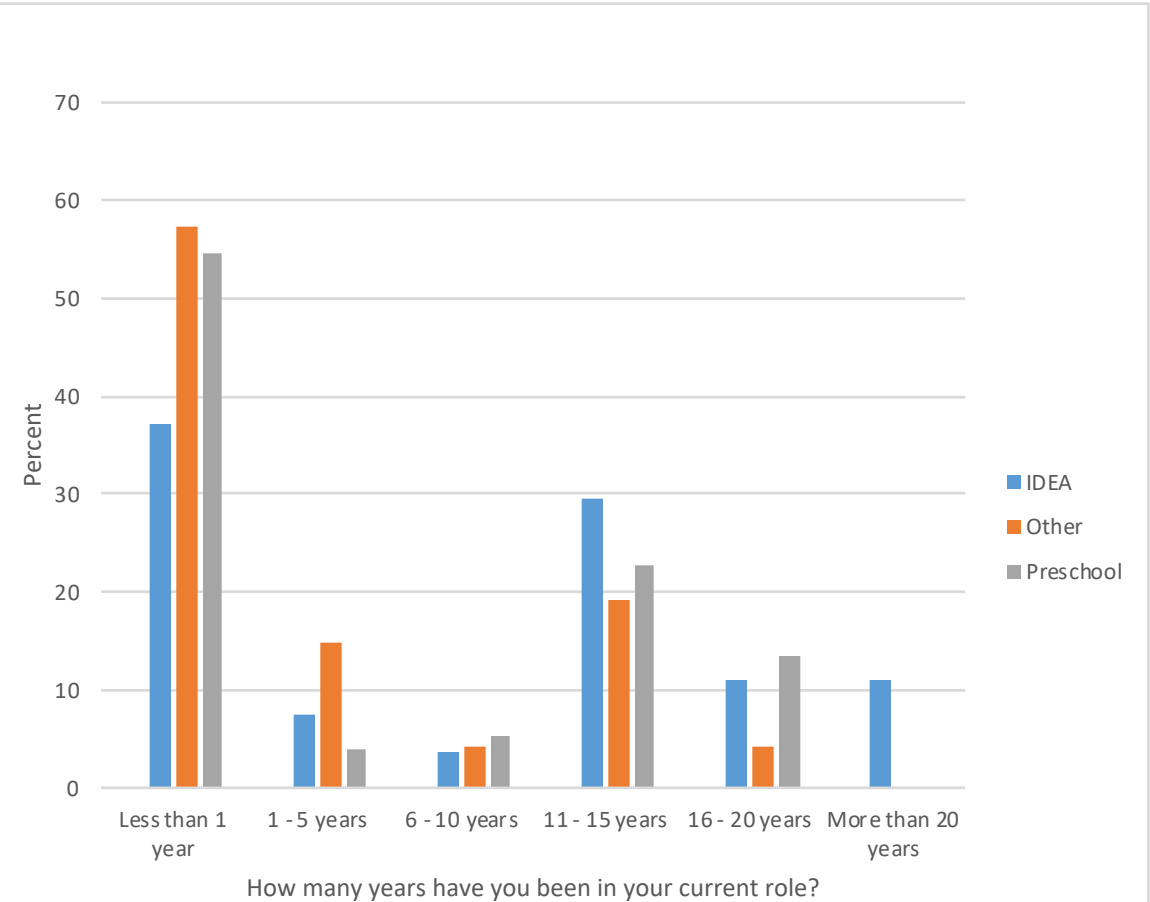
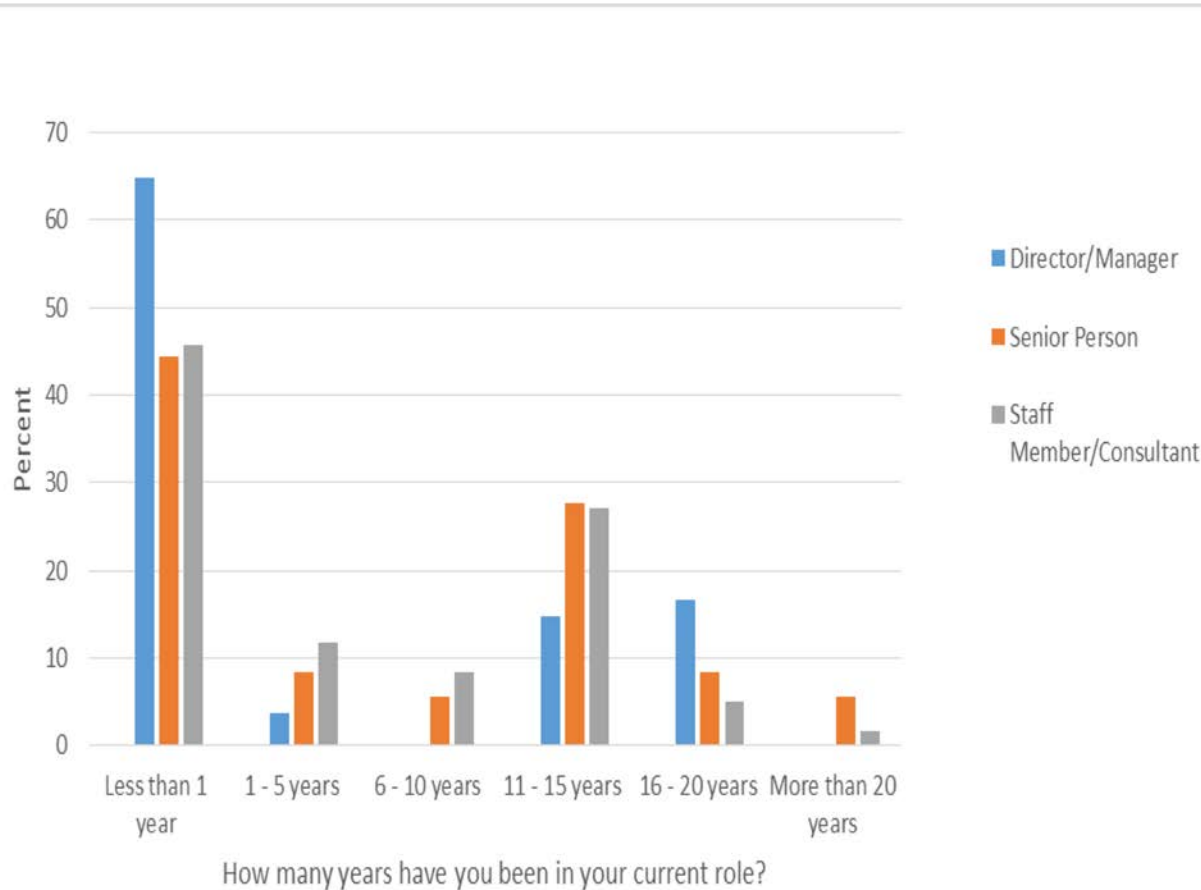


What does this mean for the sustainability of the profession?

N = 152



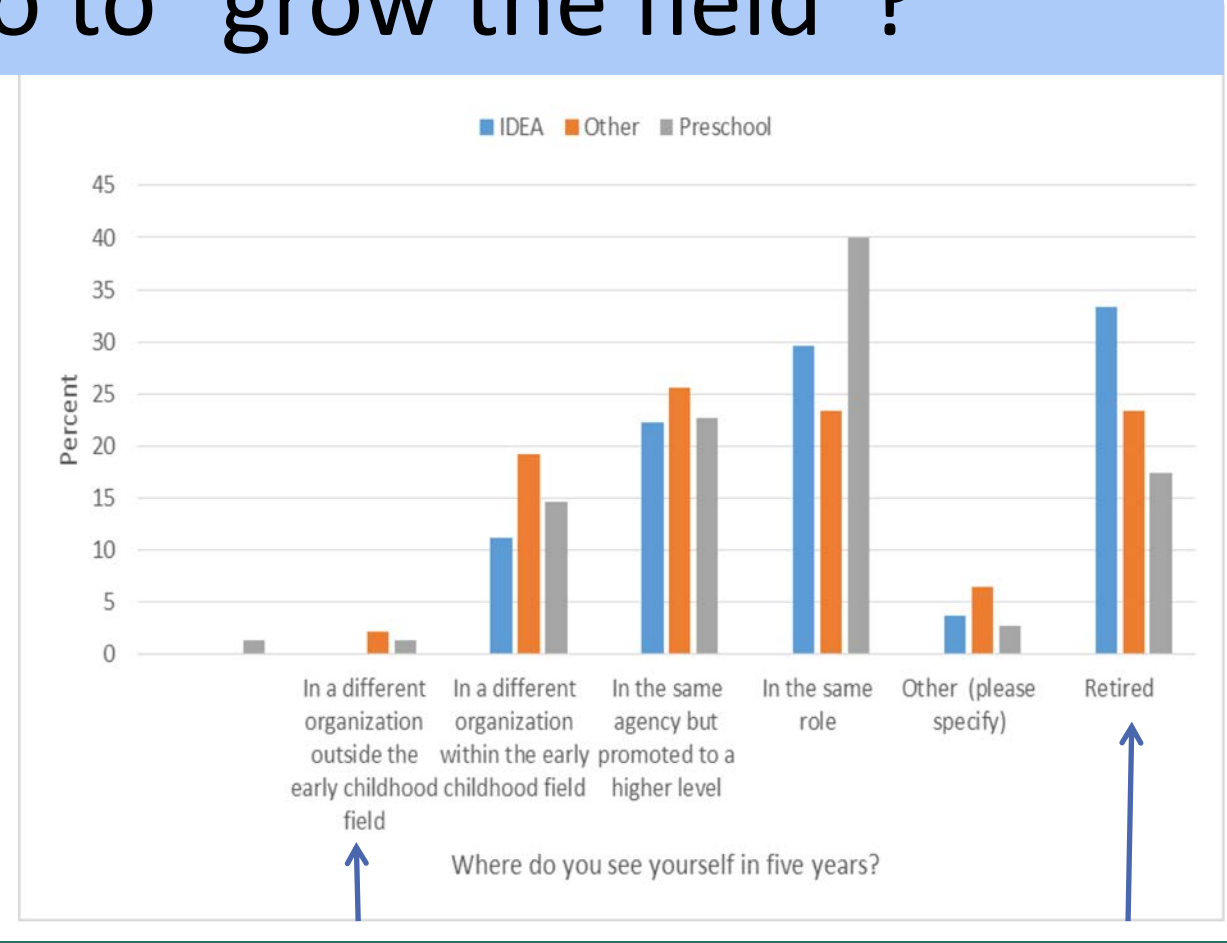
Years in Current Position by Role and Program Administered





Career Goals by Role and Program Administered

What can we do to “grow the field”?

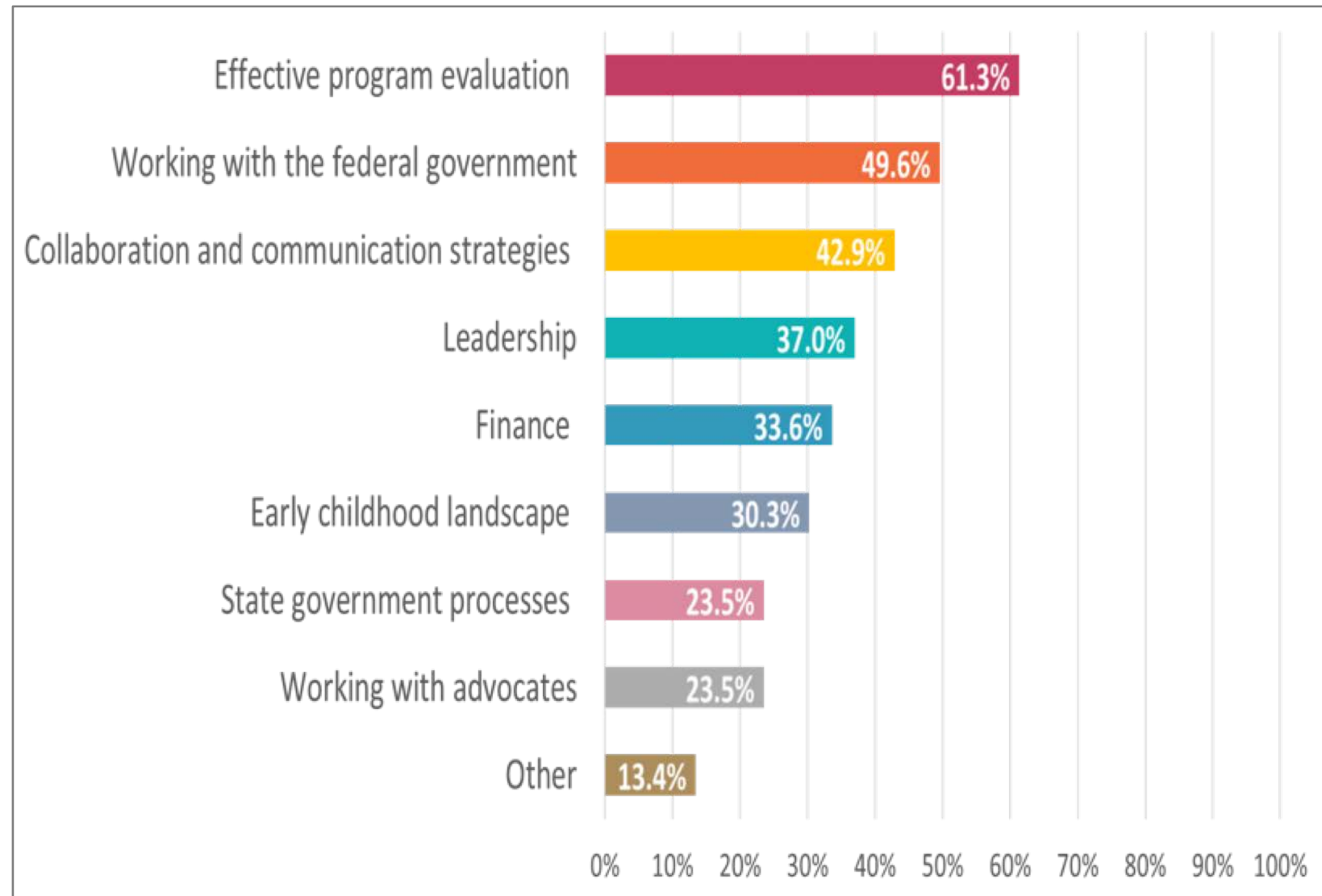


What they bring, what they want

Assets They Bring

- Prior work in the field, classroom experience, and a deep content knowledge of ECE;
- Current connections and relationships at the community-level (e.g., with districts, practitioners, and other stakeholders); and
- Advocacy and communication skills.

Areas of Professional Development Desired by Survey Respondents



[HTTP://CEELO.ORG/CEELO-LEGACY-2030/](http://ceelo.org/ceelo-legacy-2030/)

How they view themselves and their leaders

“...[W]e’re the implementers, we’re the “doer’s. .. I think that ... our voice needs to just be a little bit louder in... framing policy, in framing practice.”

Traits that respondents believe are essential in **strong leaders**:

- **“Big picture” visionary**
- **Champion of ECE**
- **Strong interpersonal skills**
- **Humility and curiosity**

ONE LAST TIME – WE'RE GOING TO TEACH THEM HOW TO SAY GOOD-BYE [Hamilton & Washington]

[SONG AND LYRICS @](#)

[HTTPS://YOUTU.BE/JR9QS-HTGDO](https://youtu.be/JR9QS-HTGDO)

Resigning

CHANGE = LOSS

Denial

STAGES OF GRIEF – OH, PLEASE DON'T GO!

Reassurance

RELAX...TAKE A BREAK (BREATH)

Coaching

WARN AGAINST PARTISAN FIGHTING

TALK ABOUT WHAT I LEARNED – THE HARD WON WISDOM
I HAVE EARNED

Teach them how to say good-bye

WHO?

THE STAFF? THE RETIREES – OR THOSE MOVING ON?

Transition

THE NATION LEARNS TO MOVE ON!

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Legacy

THE NATION OUTLIVES ME WHEN I'M GONE

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Reassurance

(DURING TRANSITION) THEY'LL BE SAFE IN THE NATION WE
MADE

Humility

IT IS POSSIBLE I HAVE COMMITTED MANY ERRORS –
RECOGNITION THAT OTHERS WILL MAKE MISTAKES, TOO,
AND WILL NEED TO LEARN FROM THEM.



Exercise and Table Talk

Front piece of paper –

- Describe what success looks like in your present role. What does someone need to know and be able to do in order to succeed at the highest level?
- Fast forward five years – Does success look the same? What's different? If you can't confidently predict what'll be different, why is that?



Be Intentional

- Prepare the next generation
- Establish a strategic process for succession planning
 - Hold regular succession planning meetings
- Plan for each and all roles
- Clearly define what success looks like for the successor (policies, procedures, “tradition”)



Strengthen the Bench

- Plan leadership development for potential successors
- Create grooming opportunities for practicing
- Provide coaching, mentoring
- Define policies, procedures and “traditions” and discuss with future leaders



The Challenges We Face

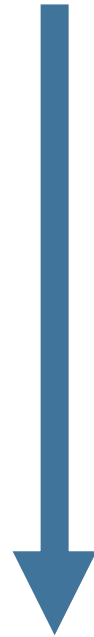
Technical Challenges

Content

Management

Perspiration

EASY



HARD

Adaptive Challenges

Process

Leadership

Inspiration



Back of the paper

NOW

LATER





DISCUSSION

- What are the lessons on transition we can learn from early childhood that could apply to succession planning?
- What are the “DANGERS” of succession planning? (E.G. Barriers)
- What are the “OPPORTUNITIES” in succession planning?



Resources

CEELO RESOURCES

- <http://ceelo.org/ceelo-legacy-2030/>
- <http://ceelo.org/leadership-academy/>

WORKFORCE DATA

- [Workforce Data | Center for the Study of Child Care Employment](#)
- [Early Care and Education Workforce](#)

SUCCESSION PLANNING RESOURCES

- [4 tips for succession planning in the public sector](#)
- [Best Practices for Succession Planning in Federal Government](#)
- [Planning for the Next Generation – McKinsey Group](#)

SUCCESSION PLANNING TOOLS

- [Succession Planning: Three 15 Minute Exercises to Start Planning for Tomorrow](#)
- [Succession Planning - The Career Pipeline Planning Toolkit from Michigan.gov](#)
- [Succession Planning Toolkit – University of Washington](#)



Contact Us

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