



# Leading Through Transitions

PCA General Assembly  
June 2020

Dale Kreienkamp, SPHR

Author of *How Long, O Lord, How Long?*

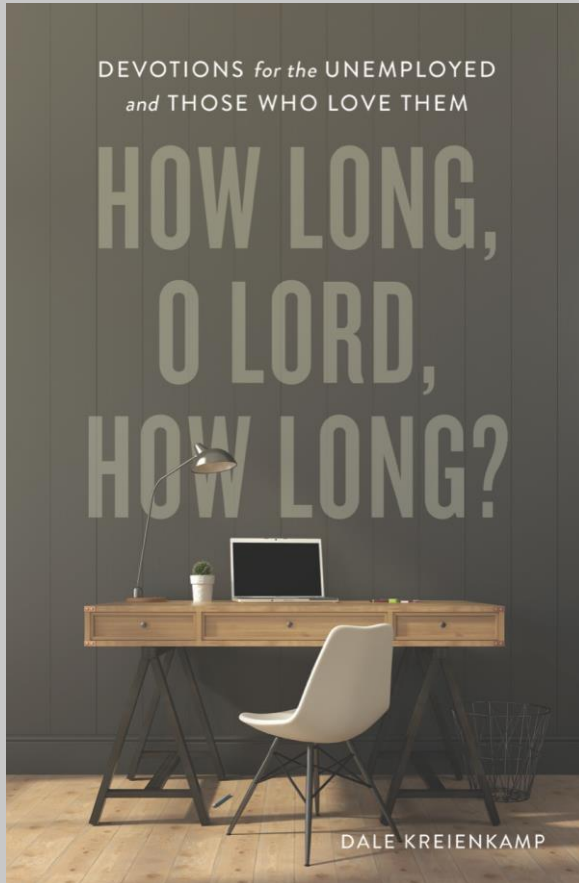
*Devotions for the Unemployed and Those Who Love Them*

# Dale Kreienkamp, SPHR



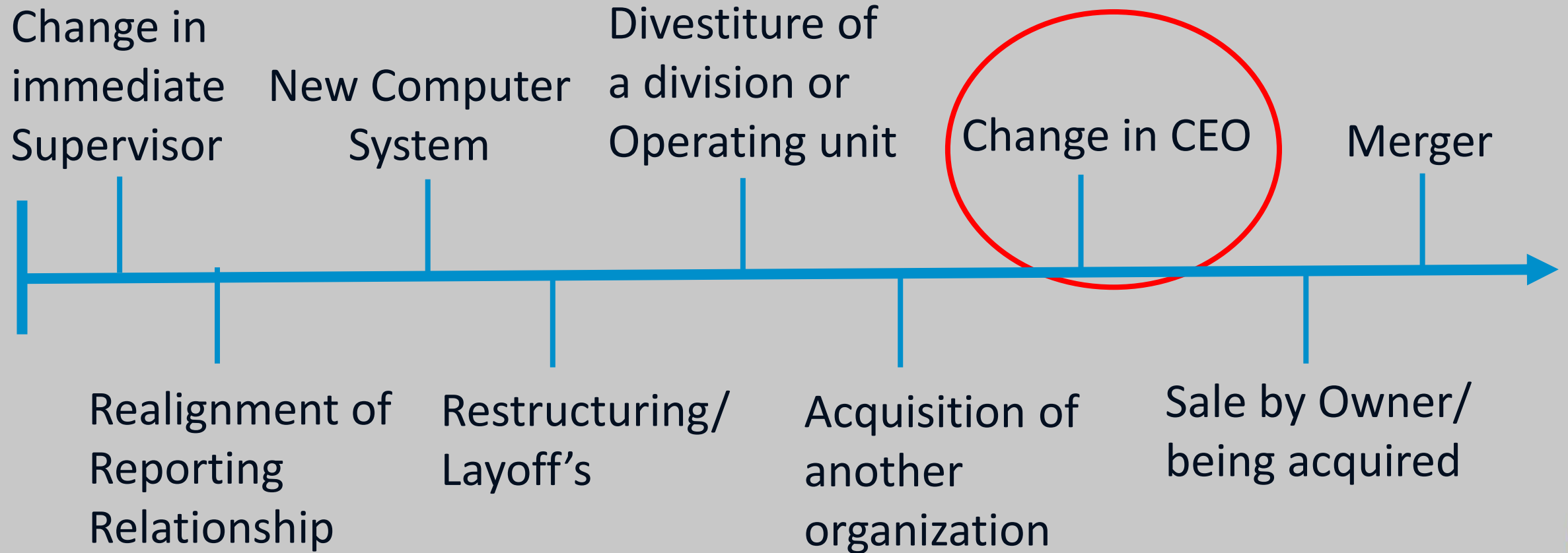
- **Speaker**
- **Author**
- Human resources ***Consultant***
- Over 40 years of human resources expertise as an executive and consultant, almost exclusively in *not-for-profit* sector
- Volunteer experiences on various boards and church leadership

# Author

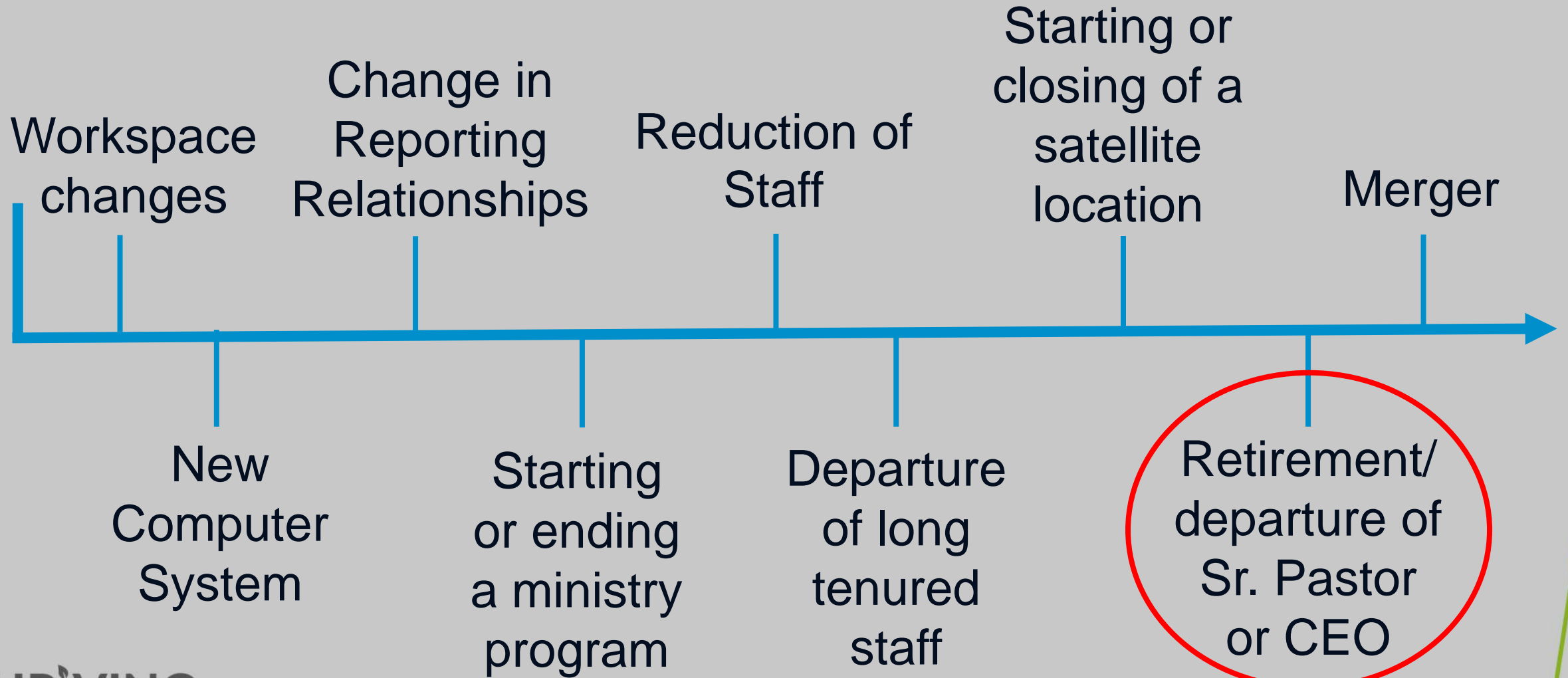


- 80 devotions, each with scripture
- Validates the emotions of the unemployed
- Provides others an understanding of what the unemployed are experiencing

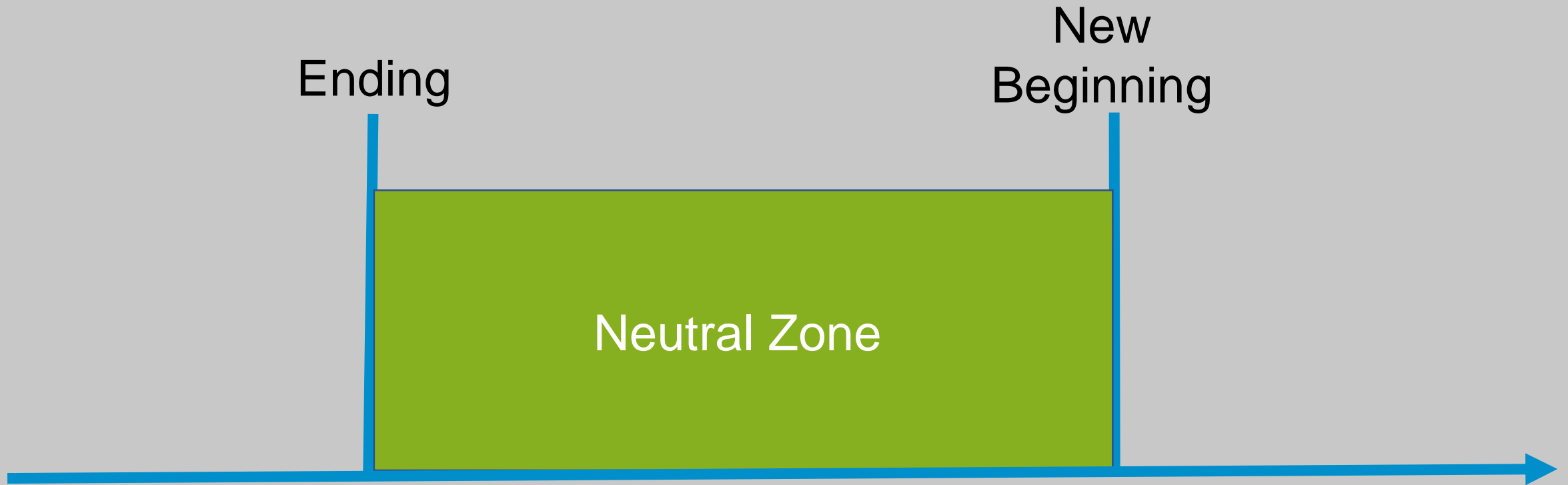
# Organizational Transition Continuum



# Ministry Transition Continuum



# Transitions vs. Change



# When handled poorly

1. Staff/volunteer engagement *decreases*
2. Key staff turnover *increases*
3. Productivity *decreases*
4. Constituent engagement & financial support *decreases*
5. Apathy *increases*
6. Internal organizational *conflict increases*
7. Opportunity for success of the new leader *decreases*

Recognize  
*Emotions*

Demonstrate  
*Empathy*



E4 Transition  
Framework  
for Leaders

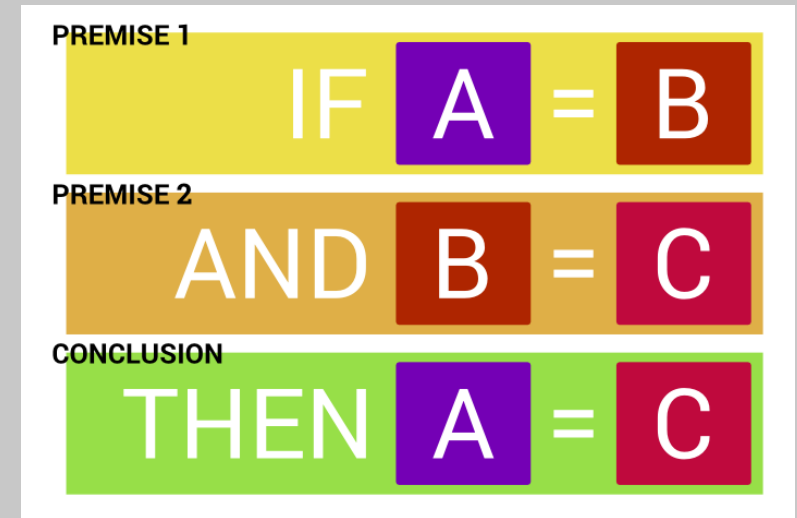
Drive  
*Engagement*

*Exchange*  
Knowledge



# 1) Recognize emotions

Emotions are more powerful than logic

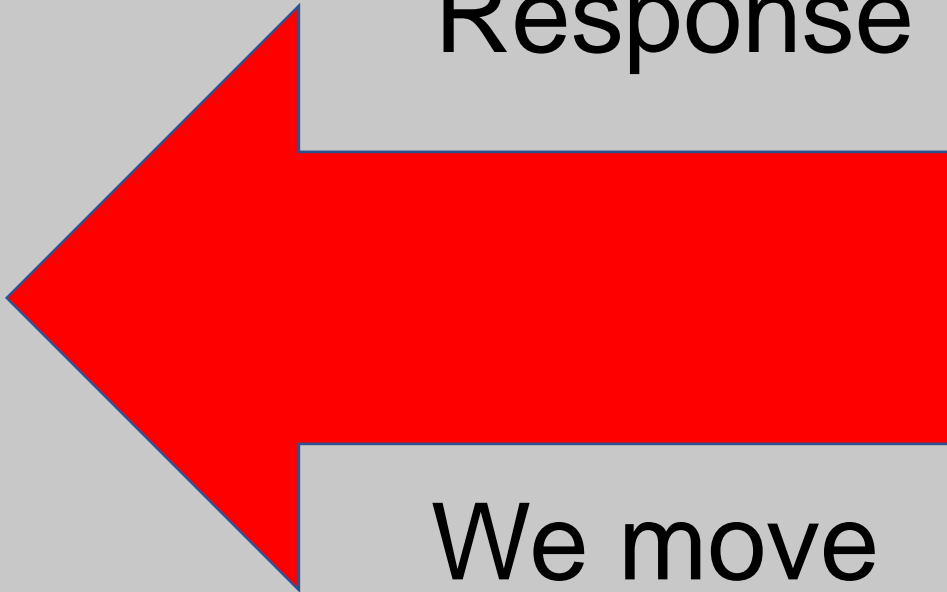


Logic

David Rock (2008) - SCARF

*Emotional Flight  
or Fight*

Emotional  
Response



We move  
away when  
*threatened*



We move  
toward  
rewards

# David Rock (2008) - SCARF

**S**tatus

*Emotional Flight*

**C**ertainty

*or Fight*

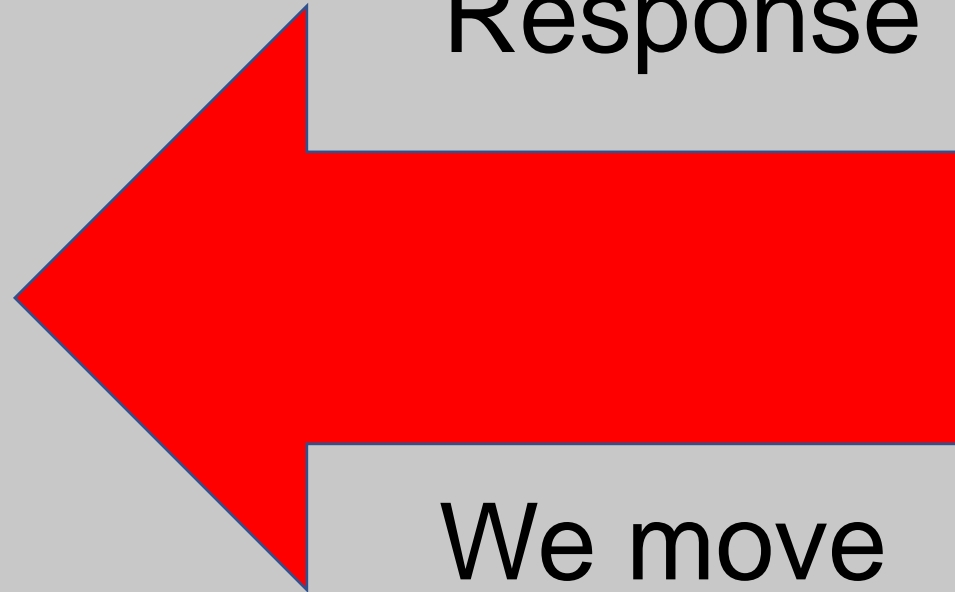
**A**utonomy

**R**elatedness

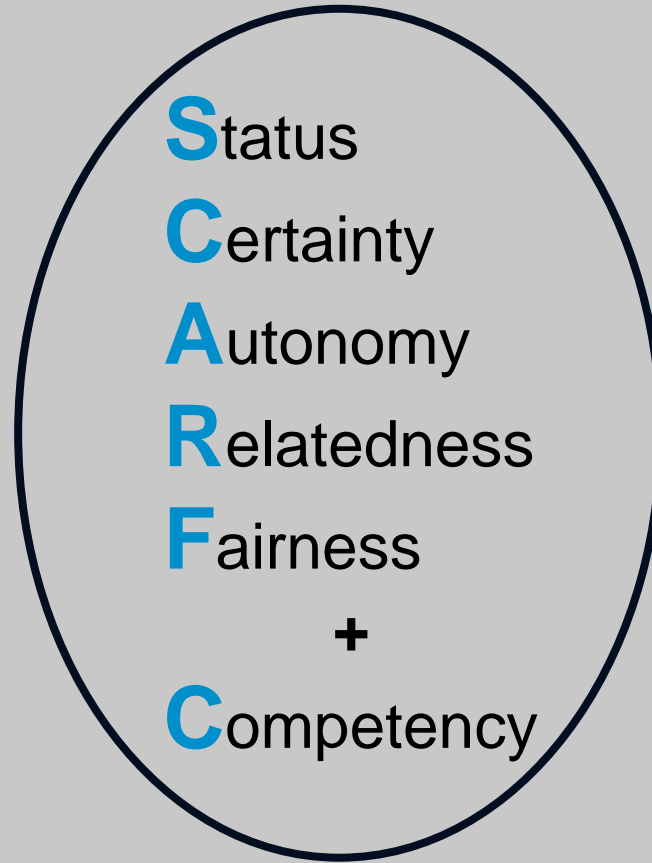
+ **C**ompetency

**F**airness

# Emotional Response



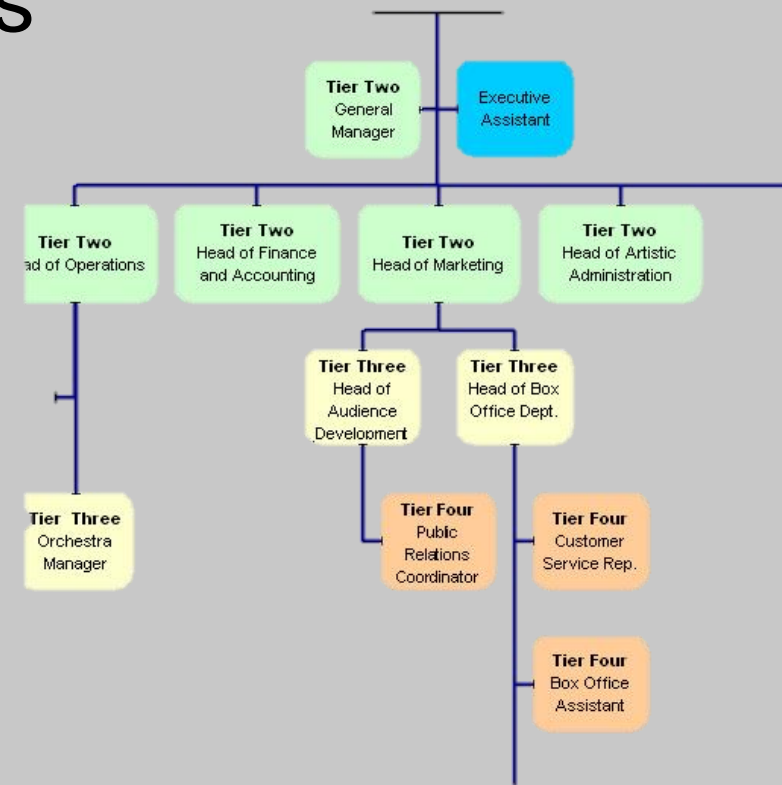
We move away when *threatened*



We move toward rewards

# Status

- Perception of importance to others
- Desire to stand out in a crowd
- Formal status, e.g. Job title
- Informal status, e.g. perceived by others as an expert regarding something, attendance at a meeting, etc.



# Status

# Dale



Dale Kreienkamp SPHR, BS, MA  
Vice President, Human Resources

**S**tatus  
**C**ertainty  
**A**utonomy  
**R**elatedness  
**F**airness  
+  
**C**ompetency



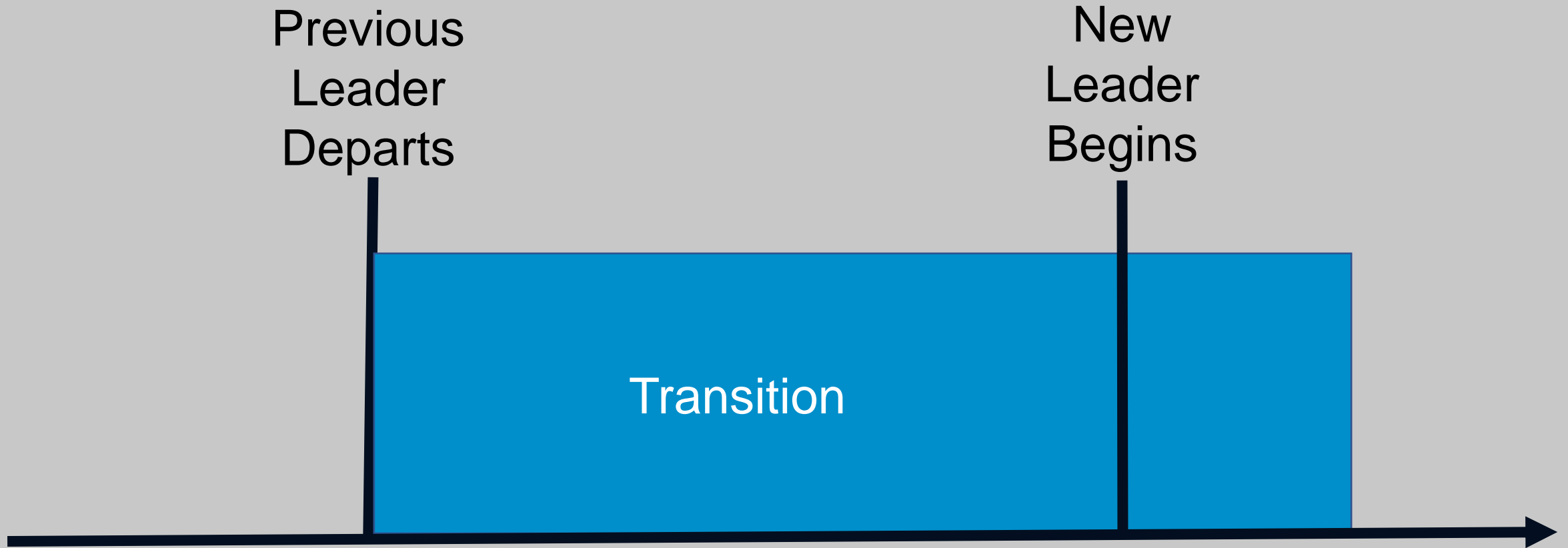


# Threats impair

1. Judgement
2. Analytical thinking
3. Creative insight
4. Problem solving



# Transitions vs. Change



## 2) Demonstrate empathy



- Accept that those impacted will have emotional reactions
- Sensitivity to the feelings of those who are impacted
  - Putting yourself in “their shoes”
  - Seeking to understand “their feelings”
  - Care about “their feelings”

### 3) Drive engagement

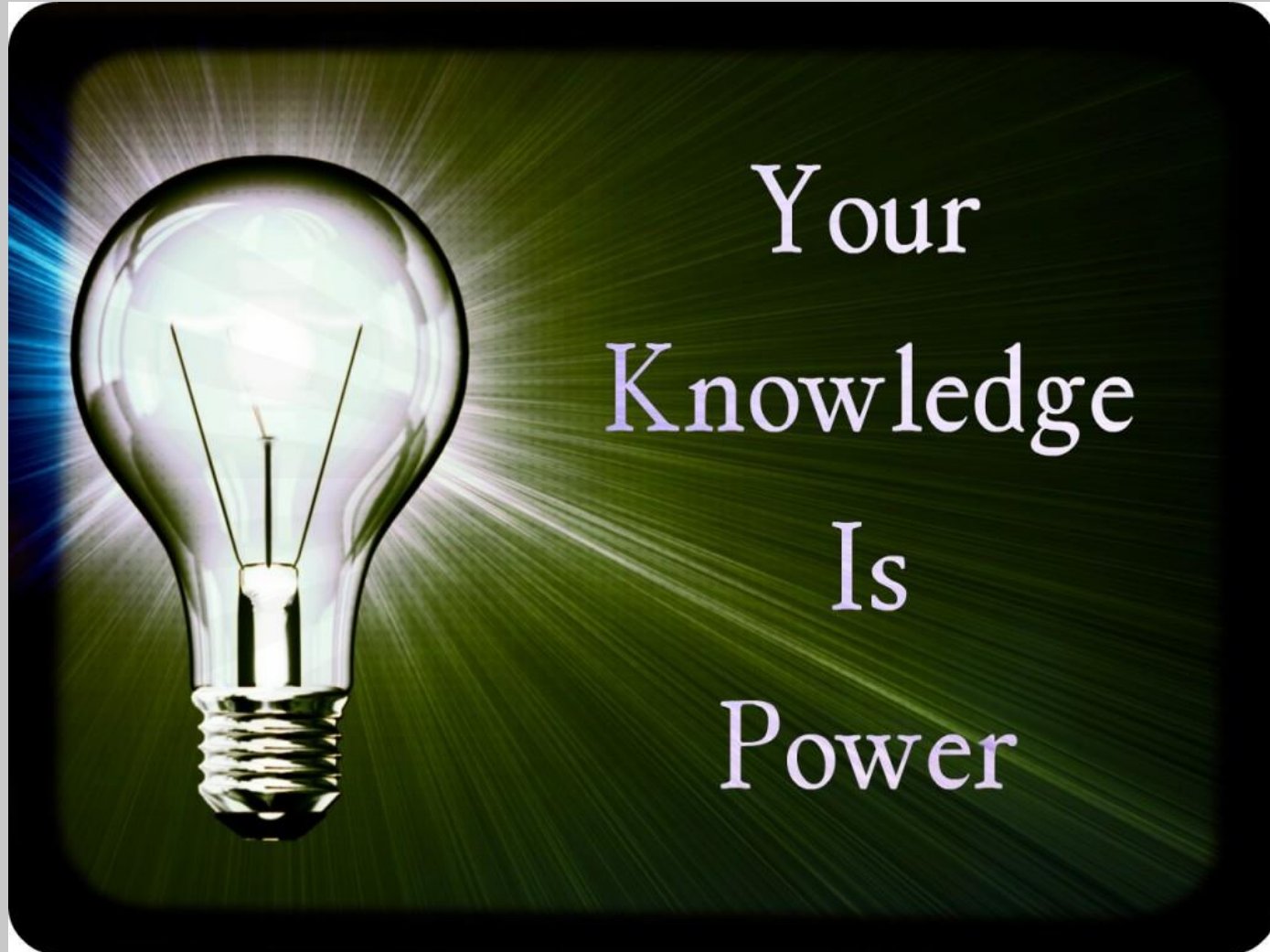
*Increased engagement = Increased support*

Engagement of:

- Departing leader
- Staff/volunteers
- Governing board
- Constituency, e.g. donors, members, etc.



## 4) Exchange knowledge



## 4) Exchange knowledge



- Frequent
- Transparent
- Address issues staff and constituents want to know
- Feedback loops

# Tips regarding

1. Departing leader
2. Governing body
3. Search process
4. New leader

# Governing Body



- Interim leadership?
- Search process is your responsibility
- Choose a broad-based search committee
- Don't rush the decision
- Insure communication
- Seek out input & feedback



# Departing leader - Offboarding

- Leadership transition
- Farewell
- Stay or Go?
  - Mutual agreement with Governing body



# A desire to remain – what is the answer?

- Can you accept that you are no longer the senior leader?
- Can you accept that programs and initiatives that began under your leadership will change and may even end?
- Can you keep your personal opinions regarding the new leader or changes being made to yourself?
- Are you willing to share your knowledge and connections to assist the new leader in being successful?

# Search process



- Divide the work up within the committee
- Interviewing candidates
  - By phone or Virtually – consider 1 person to moderate
  - The goal is for the candidate to talk more than the committee members

# Interviewing candidates

- Focus on what's important to learn
- Questions tend to get specific responses to that question
- Example: “What are your outreach programs?”
- Example: “Tell us about what you do for stewardship”



# Interviewing candidates



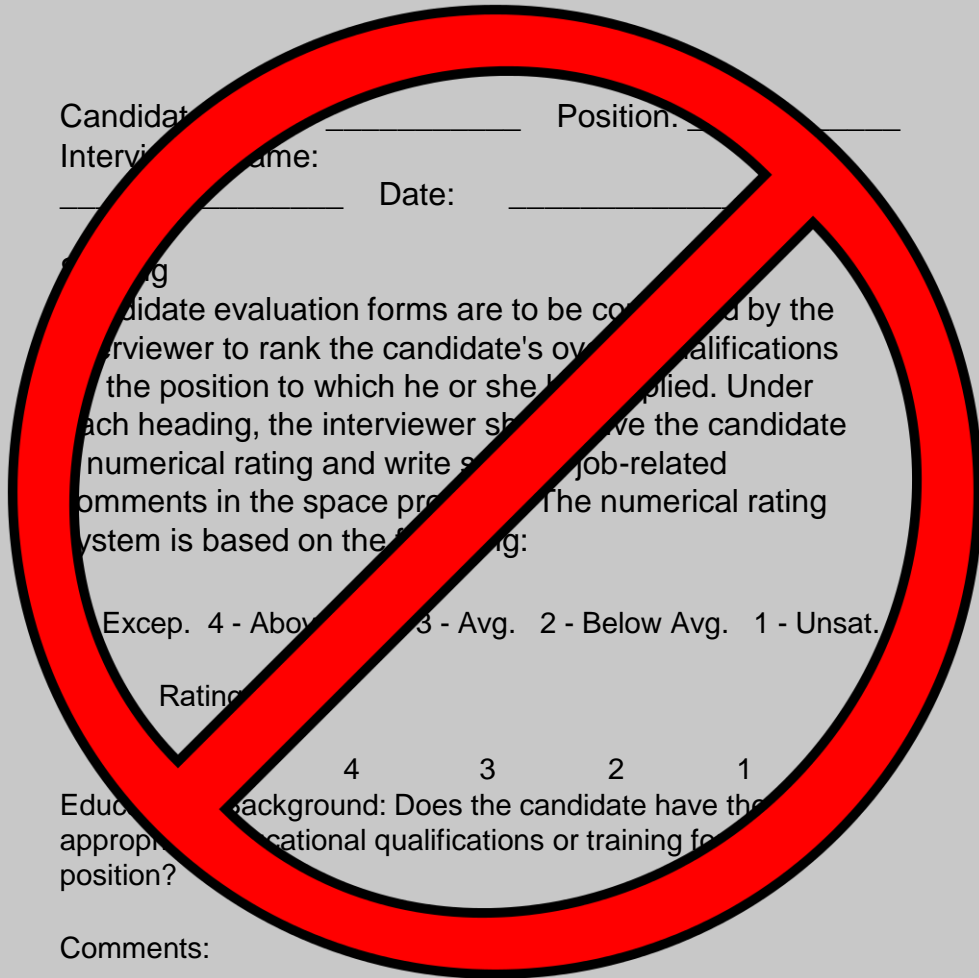
- Go broader - asking them to respond to a topic of importance
- Example: Share your thoughts with us regarding
  - Stewardship
  - Worship
  - Outreach
- Then use follow up questions to explore further

# Search Process

- More interviews = more feedback about the candidate
- Group interviews
  - Target 6-8, never more than 12
- Open forums
  - Opportunity for a large group to meet a candidate
    - 1) Candidate sharing personal & learning
    - 2) Limited questions



# Candidate Feedback



Candidate \_\_\_\_\_ Position: \_\_\_\_\_  
Interview Name: \_\_\_\_\_  
Date: \_\_\_\_\_

g  
Candidate evaluation forms are to be completed by the interviewer to rank the candidate's overall qualifications for the position to which he or she has applied. Under each heading, the interviewer should provide the candidate with a numerical rating and write some job-related comments in the space provided. The numerical rating system is based on the following:

Excep. 4 - Above Avg. 3 - Avg. 2 - Below Avg. 1 - Unsat.

Rating

4 3 2 1

Educational background: Does the candidate have the appropriate educational qualifications or training for this position?

Comments:

Good feedback is not a voting or number scoring system

Structure feedback based upon

- What's important
- What you want to know

# Sample candidate feedback questions

- What do you believe are the candidate's strengths?
- What assistance do you think the candidate will need to be successful?
- Do you have any concerns about the candidate's ability to ...?



# Governing Board – New leader onboarding



- Set clear objectives
  - 90 days, 6 months, 1<sup>st</sup> year
- Identify key constituents for them to meet with
- Seek out feedback at an agreed upon time, e.g. 90 days, and share with new leader
  - Consider a Coach

# New leader onboarding

- Get to know people
- Don't make quick changes unless necessary
- Don't just do what you've done before
- Provide candid feedback
- Incorporate the word “*Even*” into your vocabulary



 **bjectives**

Recognize  
*Emotions*

Demonstrate  
*Empathy*



E4 Transition  
Framework  
for Leaders

Drive  
*Engagement*

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Knowledge

# Do you have questions?



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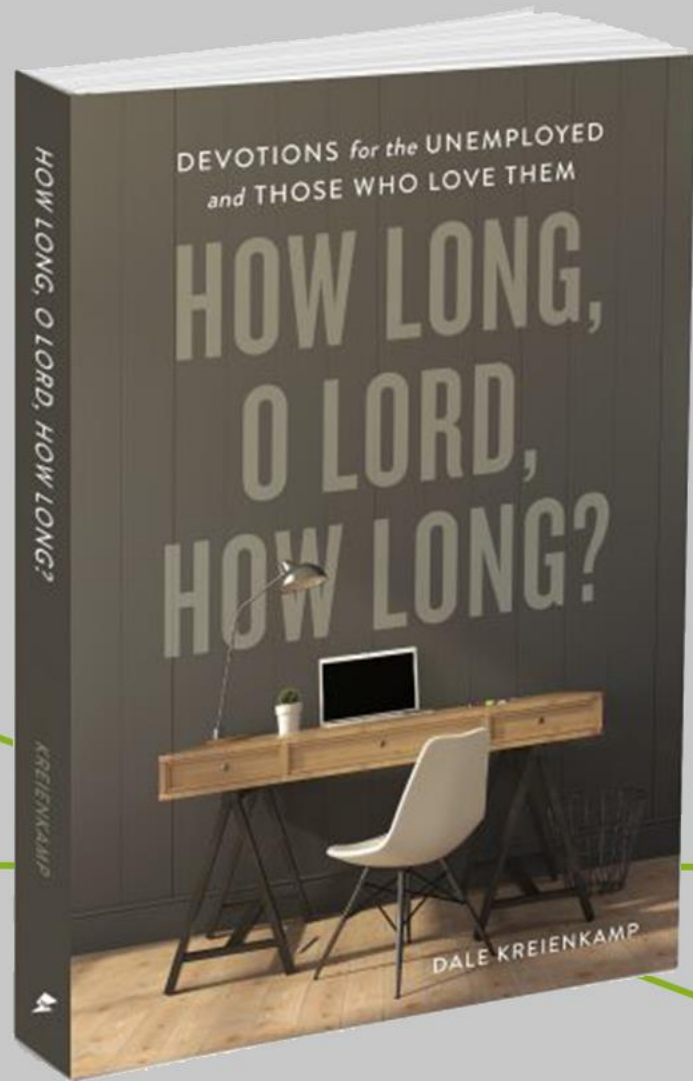
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# HOW LONG, OR LORD, HOW LONG?

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