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<jobswatch@deweykaye.com> to your address book.

Wednesday, January 9, 2008



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Jobs Watch

Featured Jobs

Executive Director, The First Tee of Pittsburgh – Pittsburgh, PA

Manager, Schenley Park, Pittsburgh Parks Conservancy – Pittsburgh, PA

Tree Vitalize Director, Western Pennsylvania Conservancy – Pittsburgh, PA

[Click here to view the full list of Jobs Watch postings](#)

Mosaic Tip

When writing job announcements for open positions, don't forget to "sell" the organization and the opportunity. The value of internet recruiting is that you're not bound by "word count" as with print recruiting. Make that extra space count!

To find out about posting a position on Mosaic, please contact Dawn Kopp at 412-434-1335 or dkopp@deweykaye.com

Calendar of Events

Job Search Strategies

Dewey & Kaye is pleased to offer this Career Development Center workshop for job seekers. You will learn everything you need to know

Executive Transitions

With the start of a new year comes a wealth of opportunity for individuals seeking to advance their careers in a nonprofit organization, or those looking to transition into the sector. Similarly, the new year is a good time for organizations to "take stock" of their succession planning practices, and think about how they would face an executive transition. I recently attended the senior consultant training in Executive Transition Management at CompassPoint in San Francisco. The training was exhilarating, and provided us the opportunity to review and participate in role-play scenarios representing real-world transition situations that nonprofits face every day. A few key learnings that I brought home with me are:

Opportunities Abound. Both the 2001 and 2006 Daring to Lead studies reached the same conclusions: nearly 75% of founders and long-time executives will be leaving their current positions (but not necessarily the sector) at an alarming rate over the next five years. This represents an opportunity for those within and outside of the sector to advance their careers

Planning is Key. A rushed transition leads to poor hires most of the time. There is an adage that states, "Hire slowly, fire quickly." In an organization with a volunteer Board of Directors, this statement is most applicable. Quickly hiring an individual that you feel is the right person for your organization, handing the keys over to them, and then waiting until the next monthly board meeting to check in is not something you'd do in your own business. Why then is it okay to do this for your nonprofit? Filling an open slot is not the goal; evaluating the organization, assessing its needs, and transforming the organization should be your goal.

Emergency Succession Plans (At the Very Least). You've heard about the importance of succession planning over and over. So, why does your organization still not have one? At the very least, develop a one-page statement that affirms what your organization values in terms of employee development, how that impacts cross-training and upward mobility, and what would happen in the event of an unplanned transition. This at least allows your board and executives to begin to approach what is at times a delicate and neglected topic of conversation.

about your job search, from researching job leads to accepting offers. Call to reserve your spot in this FREE upcoming workshop which will be held on Tuesday, February 12, 2008 from 12:00 – 2:00 at Dewey & Kaye. Space is limited, so please call Linsey Marshall to reserve your spot at 412-434-1335. [Click here](#) to view a schedule of upcoming workshops.

Announcement

Dewey & Kaye is pleased to announce that we will continue offering the Career Development Center workshops for area job seekers. Job Search Strategies, The Art of Networking, and Magnetic Resumes/Cover Letters will continue to be offered with the new addition of "The Interview: Questions Answered". [Click here](#) for more information and the 2008 schedule.

Mosaic Subscribers

Since our last issue, 569 new subscribers have joined the Mosaic community!

War for Talent. All sectors are facing talent shortages, and also are working desperately to attract diverse workforces. If your nonprofit organization can't offer more money, sell your opportunities based on what you can offer. This includes flex scheduling, cross-training, opportunity for advancement, growth through challenges, and the opportunity to work for competent and skilled managers. Most studies show that while some employees leave positions for more money, many leave due to bad management or lack of upward mobility.

Staff /Board relationships. Internal executive hires are the minority at nonprofits, representing approximately 25% of hires in the Daring to Lead study. While some executives are threatened when staff build relationships with board members, the absence of this relationship is very challenging for staff members who want to advance within an organization. Finding a way for senior and appropriate staff to support a board committee or board project is one way to address this disconnect and enhance the relationship.

Our Region has to Bring Diversity to the Fore. Many other regions of the country are far more diverse than we are in the tri-state region. Diversity is present in most everything that takes place in many other cities. If we are not purposefully bringing the issue of diversity in hiring to the table, it can all too easily be brushed aside.

Interim Executives Ease Transitions. Interim talent is a proven, effective strategy for "stabilizing" organizations during leadership transitions. One statistic is that nearly 70% of executives who come in on the heels of a founder leave within the first 18 months. Other regions have employed the interim strategy successfully, and it's time for us to begin to do the same. Hiring is transactional; transition is transformational.

In thinking about executive transitions, take your time. Stabilize the organization and "sell" your opportunity. Assess all possible candidates, look at a diverse slate of possibilities, use an interim if need be, and develop a plan to lead to your success. If you follow these steps, you'll increase the effectiveness of your next transition process.

Todd Owens directs Dewey & Kaye's Executive Transition Management practice. Contact Todd at towens@deweykaye.com.

PLEASE NOTE: Due to the holidays, each of the January issues of Mosaic will be delayed one week. Mosaic will be distributed January 9th and January 23rd. Mosaic will return to its normal schedule in February.

Please click on the appropriate date to view previous issues:

[September 2007](#)

[October 2007](#)

[November 2007](#)

[December 2007](#)



The Dewey & Kaye division of McCrory & McDowell LLC provides strategy development, planning, financial sustainability, facilitation, training and executive search services to help nonprofits, foundations, community collaboratives and government agencies address strategic, operational and administrative issues.

Founded in 1951, McCrory & McDowell LLC today ranks as one of the largest accounting and consulting firms in the region, offering a wide range of services through distinct, but integrated groups that include Dewey & Kaye, Diversified Medical Management, Three Rivers Institute, and McCrory & McDowell's accounting, tax, and business consulting practices.

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