![The Bridgespan Group logo]

Your next step: Create a Plan A

Collaborating to accelerate social impact

Drafting your Plan A

- Plan A is a vision of your organization's future leadership team (say, three to five years out), including the capabilities and roles needed to achieve your strategy, and an overview of the development steps you plan to take to build that team

- Step One:
  - Identify "Key Roles" by watching the Understanding Future Needs video and filling out the Future Needs Assessment

- Step Two:
  - Identify future leaders for key roles by watching the Performance-Potential Matrix video and filling out your own matrix

- Step Three:
  - To better understand how to develop future leaders to take on these key roles, watch the 70/20/10 Development Plans video and fill out a development plan for a future leader

For more resources, examples, and information visit:
www.bridgespan.org/leadershiptoolkit

Sample Plan A

Key role	2013	2014	2015	Comment
Executive Director	Jane Michaels	Jane Michaels	Jane Michaels	No change
Senior Program Director	n/a	n/a	George Mendoza	George should take on additional operational roles across 2013-14; if he delivers, he will move into this senior program director role in 2015
Program Director	George Mendoza	George Mendoza	n/a	If George is promoted, this role will be replaced by the new senior program director role in 2015
Program Director	Sarah Miller	Sarah Miller	Sarah Miller	No change
Chief Development Officer	Tom Smith	Cynthia Reed	Cynthia Reed	Cynthia should use 2013 to build her skills with corporate and foundation donors, and implement a development metrics dashboard; if she delivers, she will be ready to move into the CDO role
HR Director	Ellen David	Ellen David	Ellen David	No change
Chief Financial Officer	TBH in 2013	TBH in 2013	TBH in 2013	TBD – This will likely be an external hire, due to the junior finance bench

Create your own Plan A using your Future Needs Assessment and Performance-Potential Assessment

Key role	2013	2014	2015	Comment
Executive Director				
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