

## FREQUENTLY ASKED QUESTIONS

### **1. *What is the mission of Transition Management Solutions (TMS)?***

“Transition Management Solutions provides Interim Executive leadership and consulting services for Texas nonprofit organizations.”

This mission statement also embodies TMS’s ability to develop “individualized transition management plans” for nonprofit organizations based on their needs.

### **2. *What is the value of TMS?***

TMS is dedicated to assisting our client’s transition through leadership change during that unsettling period after a chief executive departs and before the new executive is hired. Our value includes our ability to step in as the organization's top executive with a highly qualified Interim Executive, insuring continuity and stability in maintaining your organization's operations until permanent leadership is employed.

Further, we can develop an individualized comprehensive transition management plan to suit the needs of your organization if you need more than an Interim Executive. The nonprofit organization can choose from the following services offered: Executive Search; Interim Executive Placement; Continued Support, Coaching and Evaluation; and Communications Planning and Development for internal and external stakeholders. Depending on the needs of your organization’s transition, you may need one or all of the services provided by TMS.

TMS partners designing your plan have over 80 years of experience in nonprofits and leadership, giving them unique industry insights and market intelligence.

### **3. *What are the advantages of using TMS?***

We are a Texas firm, small enough to give you the personal service you deserve with the industry expertise you are looking for in a provider. Our pricing structure is uniquely affordable for nonprofit organizations. We offer a complete package that can meet one or all of your executive leadership needs.

TMS is poised to assist with an individualized comprehensive executive transition management plan including: Interim Executive Placement, Full Executive Search; Continued Support, Coaching and Evaluation; and Communications Planning and Development for internal and external stakeholders.

We appreciate the extraordinary value of your nonprofit dollars, so we stick by your side to ensure the investment you have made in your new executive leadership, whether it is interim or permanent, is a worthy investment.

### **4. *Where can I learn more about TMS?***

You may contact us (please see contact info at the end of this document) to schedule a free consultation with an experienced consultant to learn specifically how we can help your organization. If you choose to use TMS, our staff will conduct a brief assessment, evaluate your organization's needs, and provide recommendations for our sense of the best course of action. Whether you choose to hire an Interim Executive or conduct an independent search, the initial time with our program consultant can help to identify the most effective steps your organization will need to succeed in providing internal leadership during your executive transition upheaval.

### **5. *What might the initial assessment cover?***

In order for us to best assess your needs we normally review the organization's budget/financials, strategic plan, employee policies and procedures, programs, staffing and board meeting minutes. It is always beneficial to understand why the previous executive departed and to also get a clear understanding of the

organization's culture and environment. It is helpful to understand the organization's governance profile, i.e., who are the board of directors, their roles, how active are they in the operations, what is the committee structure, etc. Lastly, we always try to determine what the hiring official is looking for in an Interim Executive . . . what do they want him/her to accomplish during the interim period?

**6. *Who, generally, are TMS clients?***

We focus on 501(c)(3) and 501(c)(6) nonprofit organizations in Texas.

**7. *What is an Interim Executive?***

An Interim Executive's responsibilities typically include assessing and managing finances, overseeing program operations, executing fundraising goals, addressing immediate and/or potential resource issues, supporting managers, and meeting the needs of the Board. At the same time, the Interim Executive is diligent in attending to the many additional needs typical of an organization going through a major leadership transition. Your Interim Executive will be sensitive to the usual needs and tasks of staff, supporters, and collaborative relationships - while working with the Board to facilitate a successful hiring process for a permanent executive director.

**8. *Tell me about the qualifications of the Interim Executives from TMS?***

Whether your executive has already left or you need options for a period of transition, TMS has a pool of trained and experienced Interim Executives who can meet your Interim Executive needs. TMS's Interim Executive candidates are prepared to effectively handle whatever special challenges your organization faces in its transition to permanent leadership. All TMS Interim Executives are seasoned veterans in leadership positions and are individuals who have "been there, done that" in their successful careers. Our professionals have 25+ years of business and nonprofit experience, and as a team represent a wide array of seasoned leadership skills and expertise. Many have advanced degrees. Our goal is to make the best match between the needs of the client and the expertise of the Interim Executive.

**9. *Why are TMS's executives normally only on an interim basis?***

It allows our executives to be more focused on the immediate needs of the client rather than their own long-term employment prospects. Since our Interim Executives bring no personal agendas to the position they focus entirely on the critical task of providing effective executive leadership and getting the job done.

**10. *I noticed your mission states that TMS also provides enhanced consulting services and you also mention you provide individualized transition management plans. What are these?***

Often we find that the board leadership requests enhanced services beyond those pertaining to our executive transition management services. Our team is skilled in conducting: strategic planning retreats; board development (board assessments and workshops) sessions; organization assessments to include covering the key areas of effective organizations; mediation services; and facilitation for staff relationships, conflict resolution, visionary efforts, etc.

**11. *Tell me about TMS's pricing structure for interim services?***

We pride ourselves in being competitive in the marketplace as an affordable provider. There is no fee for an initial consultation with a transition consultant. The pricing structure varies depending on the type of service or services you require. We have a flat fee based pricing structure customized for your organization based on the complexity of the project.

For the Interim Executive, you are charged a one-time placement fee. For the Executive Search there is a flat fee based on a percentage of the executive's annual compensation. A competitive flat fee is assessed for executive coaching and the communications plan.

The days when only large budget nonprofit organizations could afford quality consulting services are over.

***12. If I am potentially interested in using your Interim Executive services, or having you develop a complete transition plan, what is the process of getting started?***

If you choose to use the services of TMS, we will work with you to quickly determine the needs of your organization. We will share our specific operating philosophy and pricing structure with you and, more importantly, listen to your needs and requirements. If it is only an Interim Executive you want, we will then provide you candidates to interview who best fit your organization's needs. Once your organization has selected one of our executives, TMS will remain in contact with you and the Interim Executive to ensure your organization is completely satisfied.

***13. What if an Interim Executive doesn't work out?***

As we mentioned, our goal is to make the best match between the needs of the clients and the expertise of the Interim Executive. In the event that circumstances prevent that from occurring we will make a change to better meet the client's needs.

***14. How is TMS different from other executive or employment services?***

TMS's uniqueness is in its market niche as we focus on providing Transition Management Plans for nonprofit organizations in Texas. By limiting our market and geographical boundaries we are able to provide quality services for prospective clients.

***15. How long is the typical engagement for an Interim Executive?***

Normally, it would be based on the length of the search for a new permanent executive. Our experience is that average executive search takes 3-6 months to recruit the right candidate.

***16. How can I contact TMS?***

Our Headquarters is in San Antonio and our contact information is:

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