

Proposed Project Agreement: Leadership Transition Phase I

Lawyers Concerned for Lawyers |
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Contact Information

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About Lawyers Concerned for Lawyers

Lawyers Concerned for Lawyers (LCL) provides a free, confidential Lawyer Assistance Program for Minnesota lawyers, judges, law students, non-attorney legal professionals, and for their immediate families with any issue causing them stress or distress in their life. This program offers help to those affected by alcohol, drugs, and other addictions; depression, anxiety and other mental illnesses; stress and other life-related problems; and any condition which negatively affects the quality of one's life at work or at home.

LCL is a nonprofit 501(c)3 organization comprised of hundreds of volunteer members statewide, a volunteer board of directors, an Executive Director, two Case Managers, and an Administrative Assistant. LCL's membership community includes those who have been helped by the organization and others who are concerned for the well-being of LCL clients and the legal profession. They are ready to help others by providing peer support, by reaching out a helping hand and, sometimes, by facilitating interventions.

Project Outcomes

The described leadership transition process will result in:

- Board members will exercise their role in hiring and supporting the executive director
- Board members will identify the ideal profile for their next executive director
- Board members will identify areas for realignment and capacity building during the transition period

Approach

This proposal is for Phase I: PREPARE.

When working on leadership transition with Propel Nonprofits, our consultants utilize a method that leverages a Leadership Transition Team (LTT). The LTT is comprised of a representative group of the board chair, and 1-4 additional staff or board members. The role of the LTT is to champion the process within your organization and drive the process forward with the consultant, engaging with the correct broader set of stakeholders, and accomplish pre-work necessary to have powerful and informed engagements. In partnership with the LTT, Propel will provide an integrated solution.

Our leadership transition services are designed to bookend the middle phase of an executive director transition — the search — to make the transition process more generative and successful for everyone involved.

OUR 2-PHASE APPROACH



1. Prepare

In the prepare phase the transition team creates a shared understanding about what to know and what to be thinking about when it comes to the upcoming leadership transition. A readiness assessment with the executive leadership team and board will inform areas to focus on. Through leadership transition team meetings or a board retreat, we'll review the organization's current context and set expectations for the search process. After the leadership transition team meetings or board retreat, we'll work with your LTT to give you the tools to move into the search phase.

--The search process is conducted by the organization with an internal team or other external support.--

2. Onboarding

After the organization completes the search phase, the consultants will work with the LTT and the new executive to set the new leader up for success. This will also include an introductory meeting and review of the readiness assessment, followed by facilitated conversations between the new executive director and the board chair, full board, and staff. The consultants will identify areas where additional training and technical assistance could be helpful and help with implementation. Propel can also enroll the new executive director in one of its Leaders Circles or match them with a trained coach. For Lawyers Concerned for Lawyers, we recommend the following activities in this 2-phase approach:

PREPARE

Leadership transition preparation meetings or retreat

- Review leadership transition process and discuss roles and responsibilities of the leadership transition team
- Facilitate readiness assessment so LTT knows current state of organization
- Identify interim leadership options
- Identify E.D. key job duties and ideal candidate profile
- Prepare for search phase - refine job description, set search timeline and logistics, and engagement by board and staff

ONBOARD

Facilitated board retreat to support onboarding

- Refresh board members on their roles and responsibilities, with an emphasis on those roles during an executive transition
- Review leadership transition process and expectations of new executive
- Review readiness assessment with board and new executive director so they know current state of organization
- Identify capacity and professional development needs to recalibrate board roles given new executive's capacity and needs

ONBOARD

Facilitated conversations between executive director/staff and executive director/board chair

- Listening session for staff to share ideas, concerns, aspirations
- E.D.'s shares first assessment of organization's direction and their desired key next steps
- Build strong board chair/E.D. partnership and set partnership expectations

ONBOARD

Professional development and technical assistance for executive director

- Executive director connected to Propel Nonprofits trainings, Leaders Circles, technical assistance, and other resources
- Executive director supported in critical early stage of their leadership

High Level Work Plan

Below is a high-level workplan for this leadership transition project. Propel consultants will work with Lawyers Concerned for Lawyers to refine this plan before commencing.

MONTH	ACTIVITY
Month 1	Consultant and ED and Team meet to review and revise the work plan and assign readiness assessment homework
	ED and Propel Consultant to meet to sequence homework and discuss background information
Month 2-3	ED and appropriate staff/board members complete the organizational assessment
	Propel consultant conducts one on one conversations with ED, board and staff
	Propel conducts a financial analysis
Month 4-5	Propel compiles results and creates readiness report with recommendations
	Board receives readiness report and identifies related action items

Fee and Billing

- The \$5000 for this engagement is based on approximately 60 hours of consulting time for one consultant. This is calculated by the number of hours meeting with the client and allowing 2 hours of consultant prep per client hour with the client.
- Materials such as flipcharts and copies are included with this fee.
- Propel does not charge clients for travel within the Twin Cities metro area.
- An invoice for 50% of the fee will sent after this agreement is signed. An invoice for 25% of the fee will be sent at the mid-point of this engagement. The final invoice for the remaining 25% of the fee will be sent at completion of the project.

Roles & Responsibilities

Propel Nonprofits' responsibility: Consultant will come to agreement with the client as to how its needs can best be met within the scope of the contract and will work with client in making adjustments as needed during the process. Consultant will provide overall project management, design, preparation, training, coaching, and facilitation duties. Propel will handle contracting, invoicing, and fee collection, and will conduct follow-up evaluation. At all times consultants will uphold the highest possible standards of professional ethics.

Client responsibility: Client will work with consultant in refining process and will provide any materials or information that consultant may request in order to execute the contract. Client will communicate with key stakeholders about time, place, and nature of consulting, and will do everything possible to achieve high attendance. Client will provide appropriate facility for the project, including any equipment required, and any food/beverages it may want to offer participants.

About Propel Nonprofits

Propel Nonprofits fuels the impact and effectiveness of nonprofits with guidance, expertise, and capital. We provide loans, finance, strategy and governance services. Our vision is a diverse network of mission-driven nonprofits building a healthy, vibrant, and more just community. We provide leadership in the nonprofit sector, with research and reports on issues and topics that impact the sustainability and effectiveness of nonprofit organizations.

Experience and Qualifications



Amanda Ziebell Mawanda, Senior Strategic Services Consultant, Propel Nonprofits

Amanda has a background in organizational leadership and development, including change management, strategic planning and board development. She was formerly responsible for providing strategic network development in the areas of education equity and faith-based action at the Minnesota Education Equity Partnership and the Episcopal Church in Minnesota respectively. She has over a decade of experience working in the nonprofit sector as a consultant and is focused on building common vision, igniting creativity and unleashing energy for positive change.

Amanda holds a B.A. in Political Science and a M.A. in Organizational Leadership. She is certified in Ethics and Leadership, Conflict Transformation, and is a qualified administrator of several types of psychometric assessments including the Intercultural Development Inventory and Myers Briggs Type Indicator. She is trained in several types facilitation including Results Based Facilitation, the Art of Hosting, Design Thinking and more.

Conditions of Service

Propel has established these conditions for providing services to any nonprofit client:

- For purposes of this Agreement the term “consultant” is understood to include both Propel staff and any independent contractors that are assigned by Propel to work with Client.
- Consultants will guard the confidentiality of information they learn while working on a project,

disclosing such information to others only with client authorization and approval.

- Client agrees not to hire a Propel consultant to perform additional services for one year unless those services are procured through Propel or Propel agrees to an alternative agreement in writing.
- Client also agrees to release Propel, volunteers and consultants from any and all liability of any nature that arises from or in connection with providing consultant services and to indemnify, defend and hold Propel and its consultants harmless from any loss, cost and expense (including settlement costs, court costs and attorneys' fees) that arise from or in connection with providing this service.
- The client group may not ask a Propel consultant to fundraise on their behalf.
- Propel consultant may not try to raise funds from client.
- Propel asks its clients to permit use of their name and the nature of service materials, presentations and proposals. Clients may revoke this permission at any time by written notice.
- Except by prior written agreement, materials provided by Propel for Propel consulting projects cannot be utilized by consultant or client for non-Propel projects.
- Either party may cancel this agreement at any time by providing at least 30 days written notice to the other party. Client shall pay Propel for hours of service or the pro rata portion of any sum due for the Project completed to the date of cancellation.
- This Agreement may be modified, amended or any provision waived, only by a signed written agreement of the parties.
- Propel Nonprofits is committed to operating the organization and all activities in an equitable way with regard to sex, race, color, national origin, age, religion, disability, sexual orientation, gender identity and gender expression, marital or familial status or any other basis protected by applicable laws. This policy applies to all programs, employment, contracting, and partnership practices. By signing this document, you affirm that your organization adheres to Propel Nonprofits' Nondiscrimination Policy.
- This Agreement, upon submission by Propel, is valid to be signed for 45 days for work scoped as written.

Authorization to Proceed

By signing this document, you give Propel authorization to proceed. Please return a signed copy to Propel and retain a copy for your records.

Andrew Mohring, Chair Elect
Lawyers Concerned for Lawyers

Date

Amanda Ziebell Mawanda, Senior Strategic Services Consultant
Propel Nonprofits

Date