



**LEADERSHIP
PATHWAYS**



PEACE, Inc. Leadership Pathways

January 2026

Strategic Design



By enhancing our programs and operational capacity,
By driving cohesion and leadership development,
By elevating staff and client voice, Peace, Inc. can provide Central New York with the anchor partner that it needs to navigate a rapidly changing future.

Develop current and future leadership for our agency and community

We will create and execute an agency-wide leadership approach that increases cross-program coordination, employee mobility, and professional skills development.

LEADERSHIP PATHWAYS

Foster an environment where staff and clients alike feel seen, heard, valued, and respected

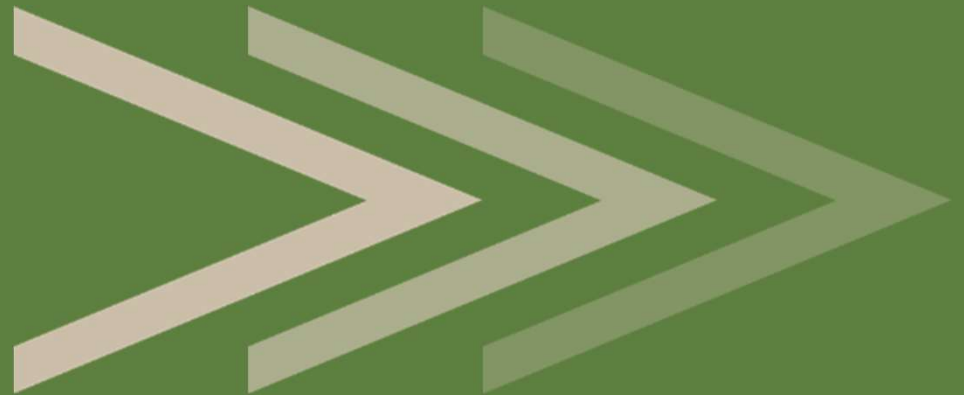
We will strive to be an agency that embraces and reflects its communities and workforce.

Modernize technology platforms to securely meet the needs of our staff and community

We will analyze, create, and update technology systems that better secure, measure, and respond to emerging agency and community needs.



LEADERSHIP AT PEACE, INC



OVERVIEW

- Project Overview
- Employee Lifecycle
- Leadership Competencies
- Succession Plan Overview

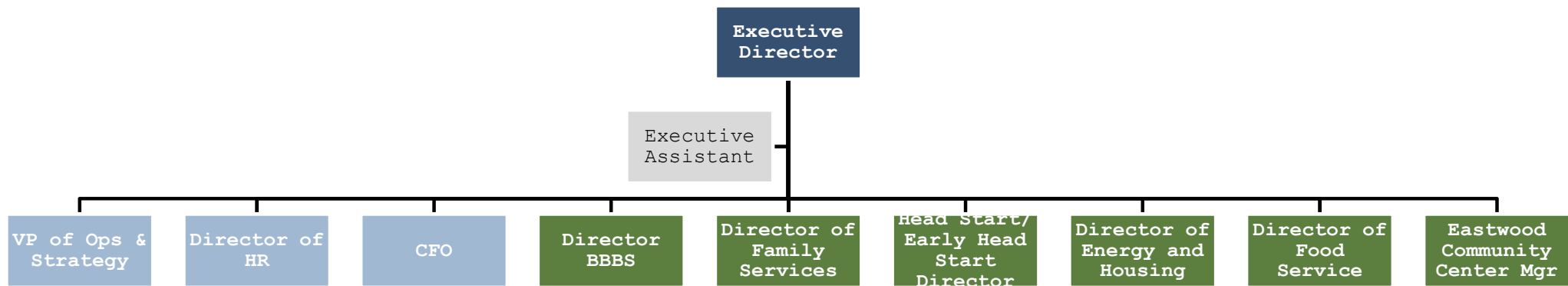
LEADERSHIP PATHWAYS AMBITION

Together, we're creating a culture where every person sees a future at PEACE: a place to learn, grow, and lead in service to our community.

OBJECTIVES

- 1 To provide structured growth opportunities for Peace, Inc. employees**
- 2 To create a succession plan for the executive leadership at Peace, Inc.**

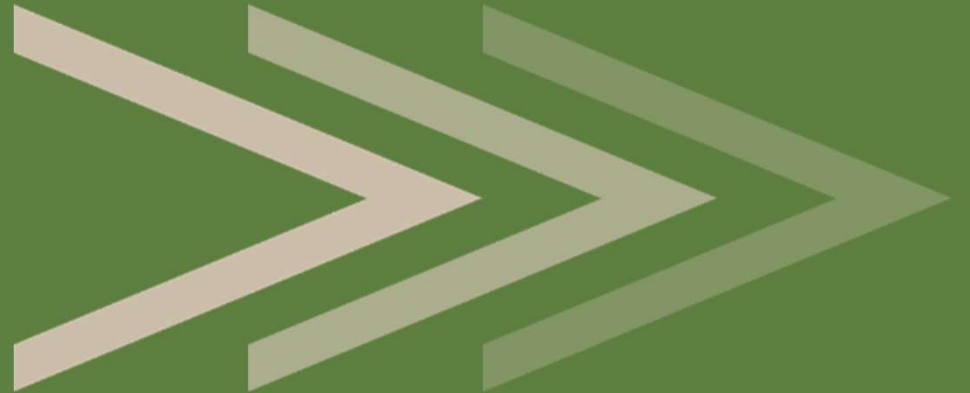
Existing Peace, Inc. Leadership Reporting Structure



Challenges:

- 10 Direct Reports
- Flat reporting structure
- Program-level oversight
- Near term retirement cliff

LEADERSHIP PATHWAYS: AN OVERVIEW



PEACE, Inc. will take a competency-based approach to the Employee Lifecycle

Attract/Hire

Enables a consistent approach to competency-based job descriptions and screening criteria

Engage

Integrates into performance management practices and systems as the “how” of performance

Perform

Use in conjunction with goals and metrics to drive performance consistent with the Leadership Culture

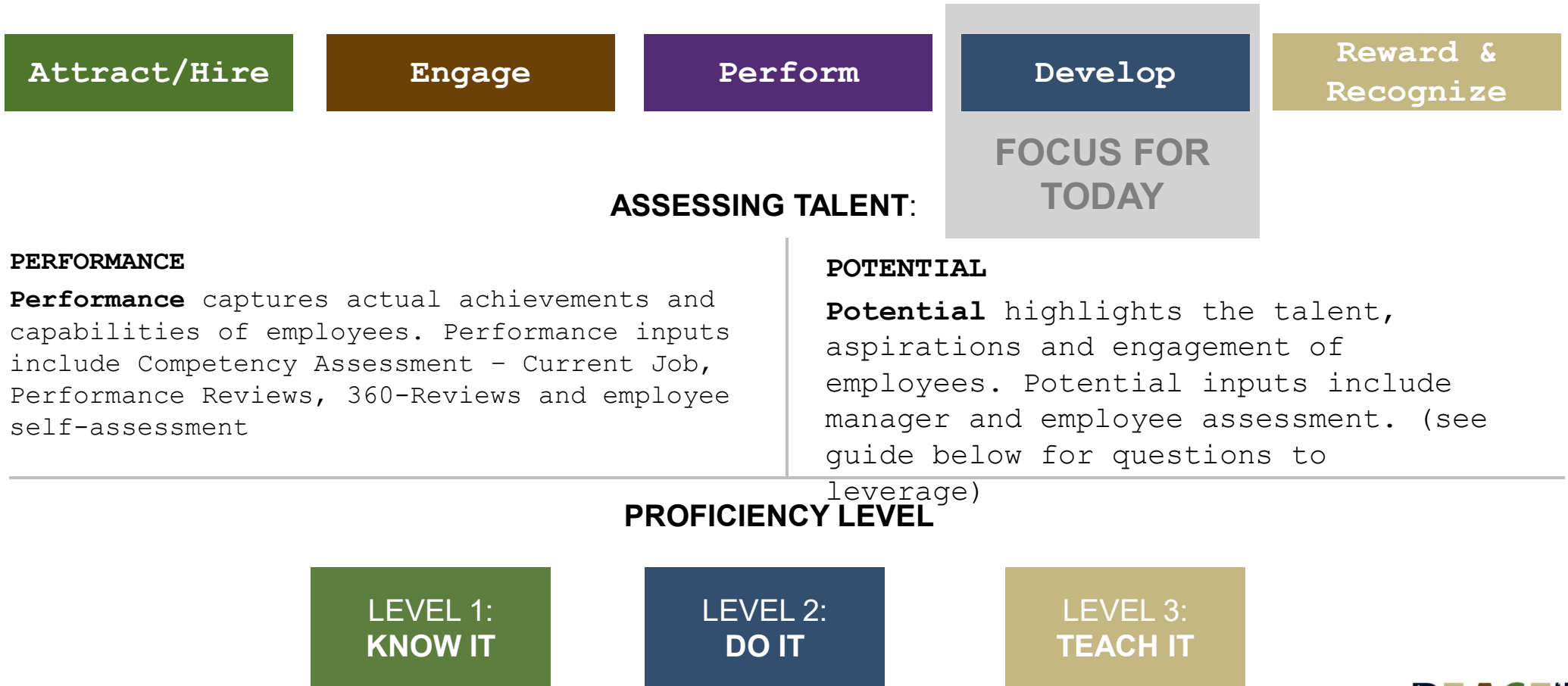
Develop

Conduct employee gap analysis for current and aspired-to positions for ongoing development planning

Reward & Recognize

Supports the ongoing compensation strategy and employee feedback conversations

Creating a talent development mindset



Establishing Leadership Competencies



LEADING
SELF

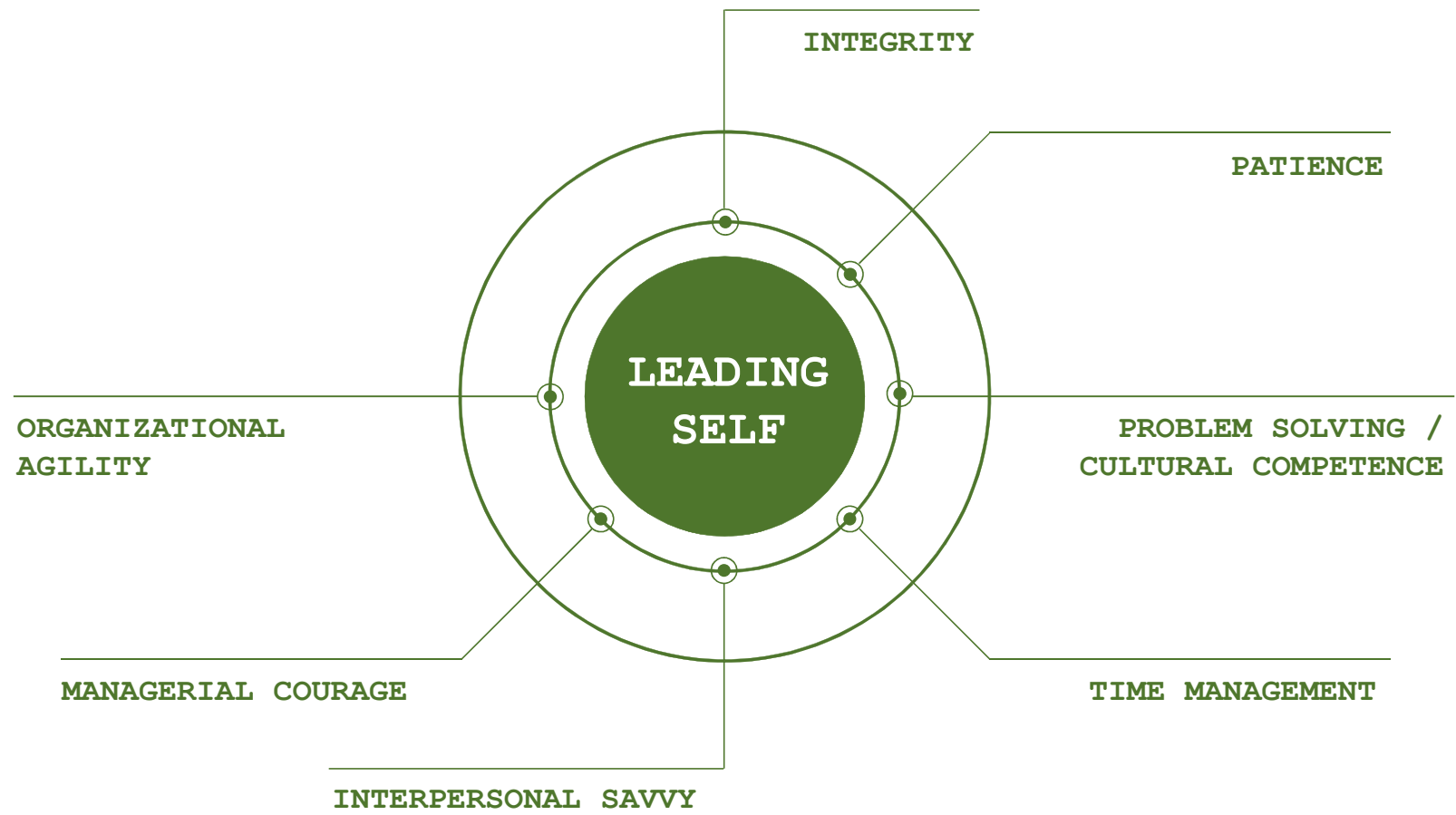


LEADING
OTHERS



TECHNICA
L
SKILLS

PEACE, Inc. Leadership Competencies



PEACE, Inc. Leadership Competencies

Leading Self

Integrity

Leads with honesty and consistency. Builds trust by being transparent, honoring commitments, and owning both successes and mistakes. Demonstrates accountability and earns the confidence of others by doing what's right, even when it's hard.

Patience

Brings steady, respectful presence to people and processes. Listens deeply, seeks to understand before acting, and approaches challenges with empathy and care. Recognizes that growth and clarity take time and creates space for both.

Problem Solving/Cultural Competence

Approaches challenges with curiosity, care, and creativity. Looks beneath the surface to understand root causes. Invites diverse perspectives to find thoughtful, effective, and sustainable solutions that serve the greater good.

Time Management

Interpersonal Savvy

Connects with others through warmth, respect, and emotional intelligence. Builds relationships grounded in trust, and a spirit of collaboration.

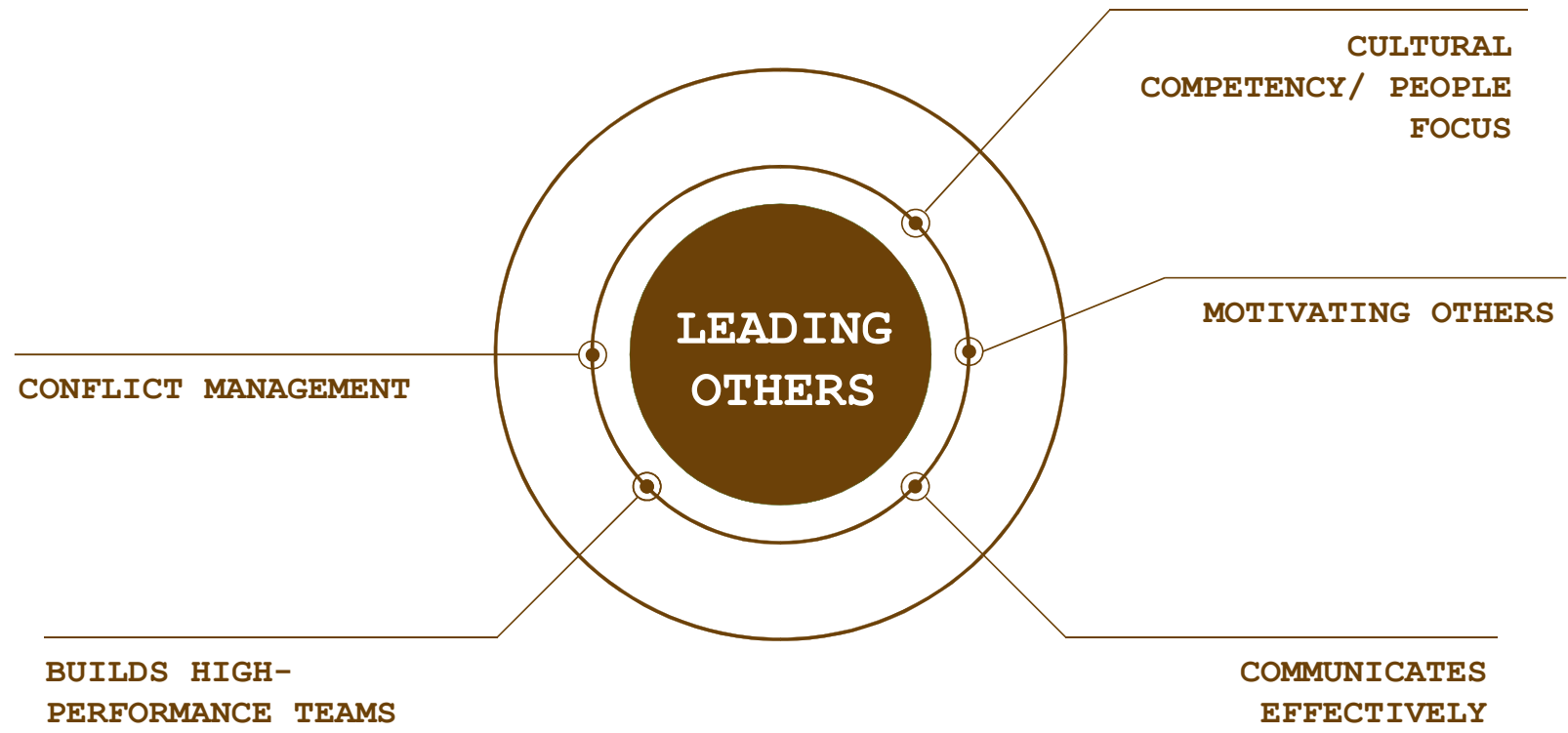
Managerial Courage

Leads with strength and compassion. Speaks with clarity and care, especially in hard moments. Offers honest feedback and stands up for what is right, while holding space for growth, dialogue, and accountability.

Organizational Agility

Understands how to make things happen within the organization's unique ecosystem. Remains steady and solution-oriented amidst uncertainty. Navigates formal structures and informal networks.

PEACE, Inc. Leadership Competencies



Cultural Competency/People Focus

Centers the needs, hopes, and experiences of those we serve both internally and externally. Builds trust by actively listening, anticipating needs, and following through with care. Delivers solutions that reflect empathy for the culture, background, and experience of others. Demonstrates a commitment to creating an inclusive and psychologically safe environment.

Motivating Others

Inspires action by connecting people to purpose. Recognizes strengths, celebrates progress, and helps others see what's possible. Fosters a positive environment where individuals feel seen, supported, and energized to grow.

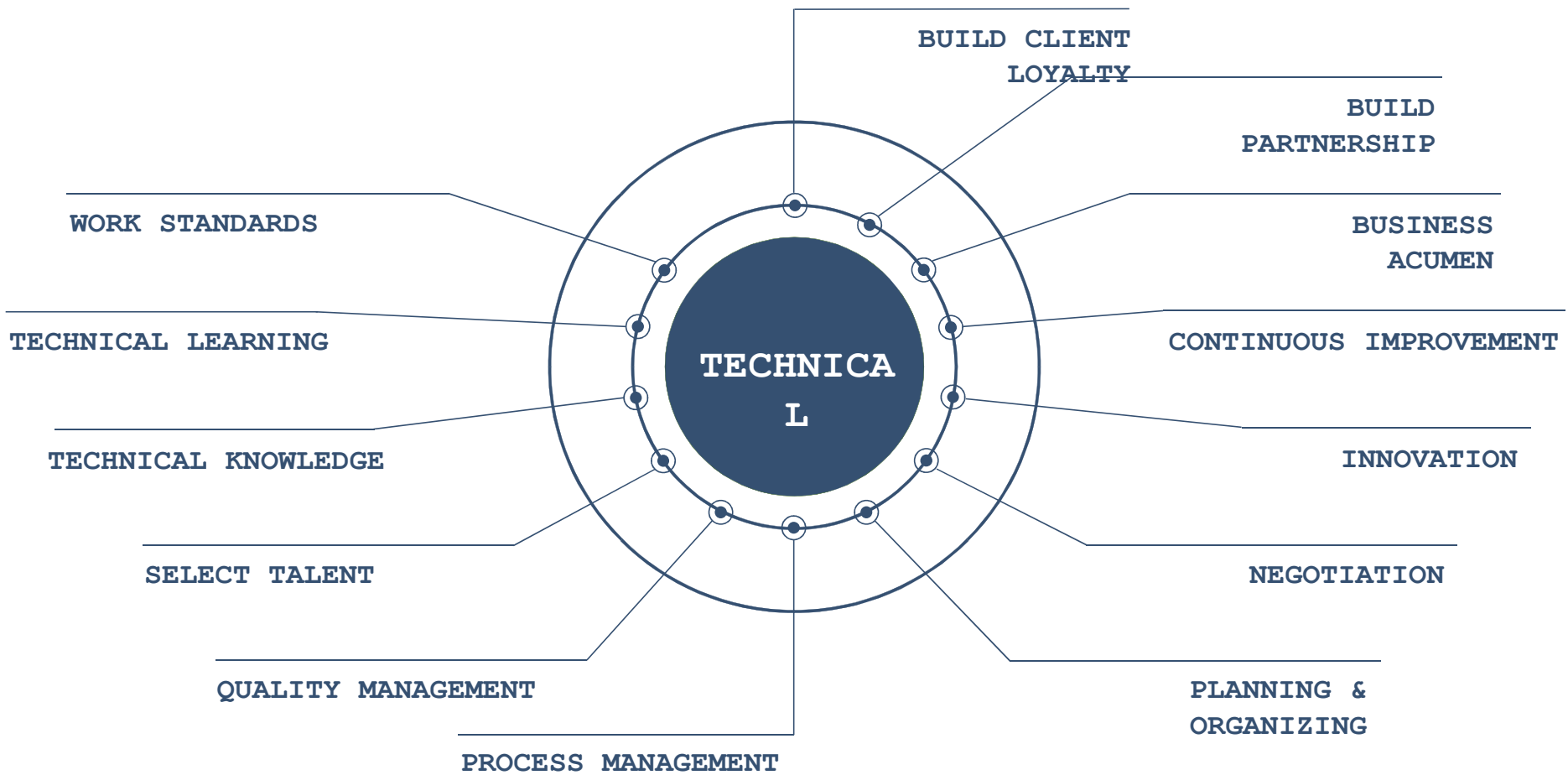
Communicates Effectively

Shares information clearly, respectfully and with purpose - tailoring messaging to diverse audiences while fostering understanding and connection. Practices active, empathetic listening to create space for all to be heard. Builds trust through transparency and active listening - encouraging dialogue and collaboration.

Builds High-Performance Teams

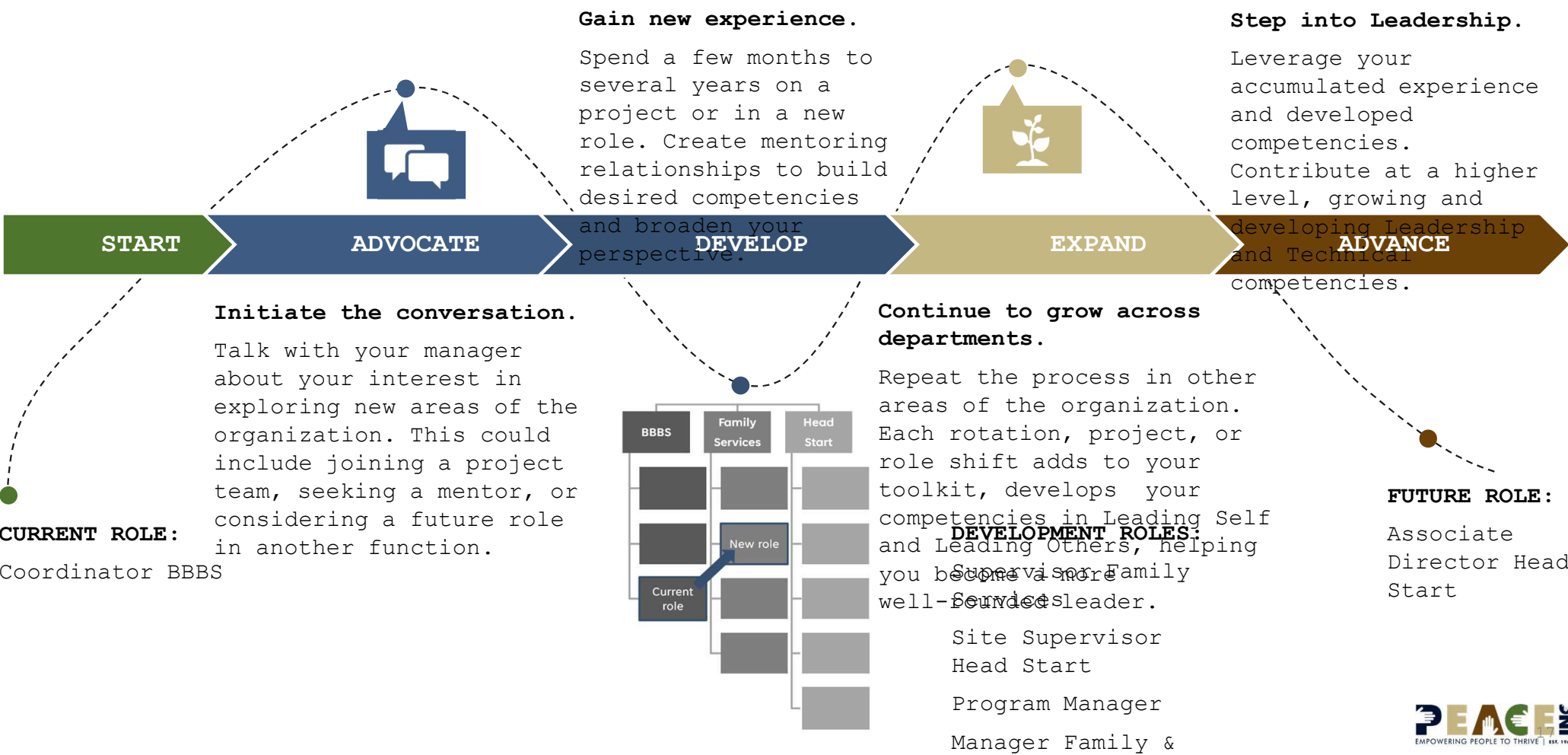
Cultivates dynamic and diverse teams, recognizing the strength in diverse perspectives and backgrounds and intentionally fosters an inclusive environment where everyone contributes and thrives. Sets shared goals, nurtures belonging, and builds on individual strengths. Ensures accountability, collaboration, and a shared commitment to service.

PEACE, Inc. Leadership Competencies

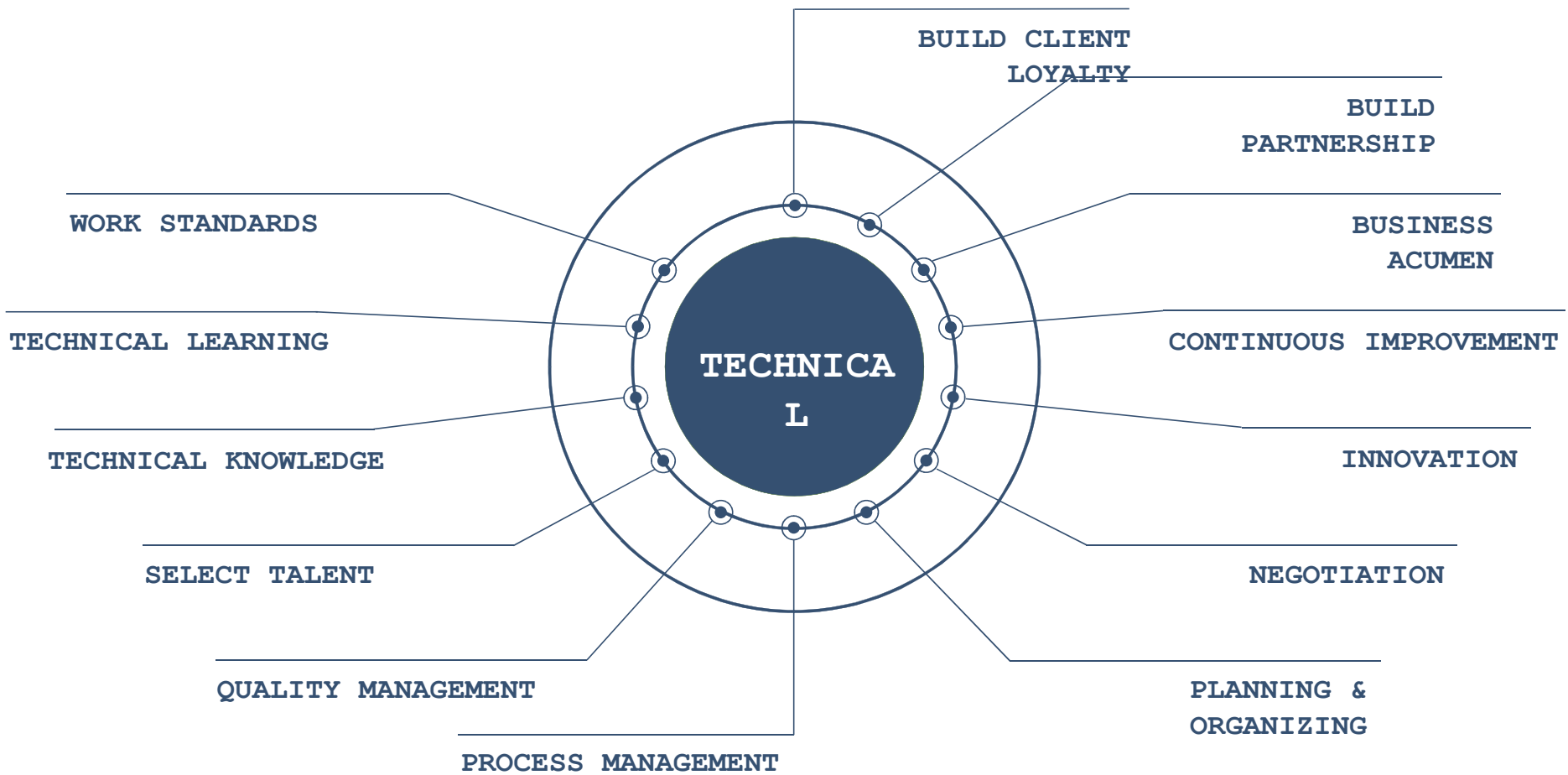


Possible Career Pathway

Example Ambition: Associate Director Head Start



PEACE, Inc. Leadership Competencies



PEACE, Inc. Technical Competencies

Senior leaders can pull from this list/bank when developing a competency grid for their department

Build Client Loyalty - Understand customer requirements and needs; ensure exceptional customer experiences; deliver on customer commitment.

Build Partnership - Works collaboratively with others to get work done; able to identify common ground and shared goals. Demonstrates a commitment to collaborative success.

Business Acumen - Knows how organizations work; knowledgeable in current policies, trends and developments across the business, is aware of how strategies and tactics work in the marketplace.

Continuous Improvement - Demonstrates a proactive mindset, identifying opportunities to improve processes, systems and outcomes. Embraces feedback, data and experimentation to drive efficiency and effectiveness. Shows an ability to learn and adapt to meet evolving needs.

Innovation - Generating creative solutions to work situations; trying different and new ways to deal with organizational problems and opportunities.

Negotiation - Effectively exploring alternatives and positions to reach outcomes that gain support and

Process Management - Figures out processes necessary to get work done; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it.

Quality Management - Accomplishing tasks by considering all areas are involved; accurately checking processes and tasks OR Dedicated to providing high quality products and services which meet the needs and requirements of internal and external customers.

Select Talent - Hires best people available from inside or outside the organization; unafraid of selecting strong and diverse candidates; assembles talented staffs.

Technical Knowledge - Keeping abreast of current development and trends in area of expertise; knowing how to apply a technical skill or procedure.

Technical Learning - Picks up on technical information and tasks quickly; can learn new skills and knowledge or technical knowledge developments.

Work Standards - Setting standards of performance for self and others; assuming accountability for

PRIORITY ROLE SUCCESSION PLANNING

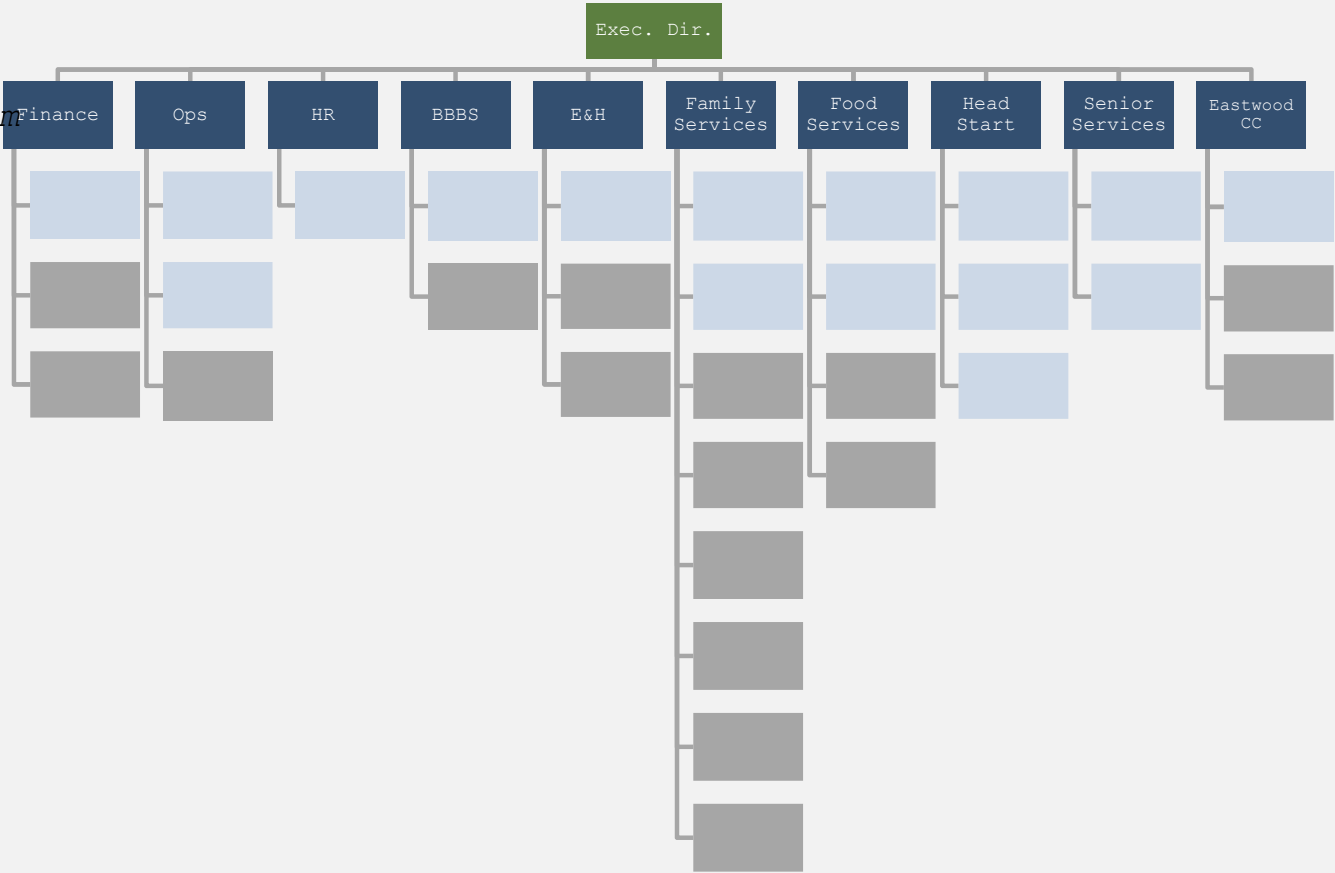


Peace, Inc. Priority Roles

Top roles across the organization have been identified to create a job competency profile and succession plan for:

The leadership team created succession plans for the top ~30 roles across departments at Peace, Inc. with input from:

- Executive Leadership
- Supervisors
- Employees



Each Role will have a Job Competency Profile

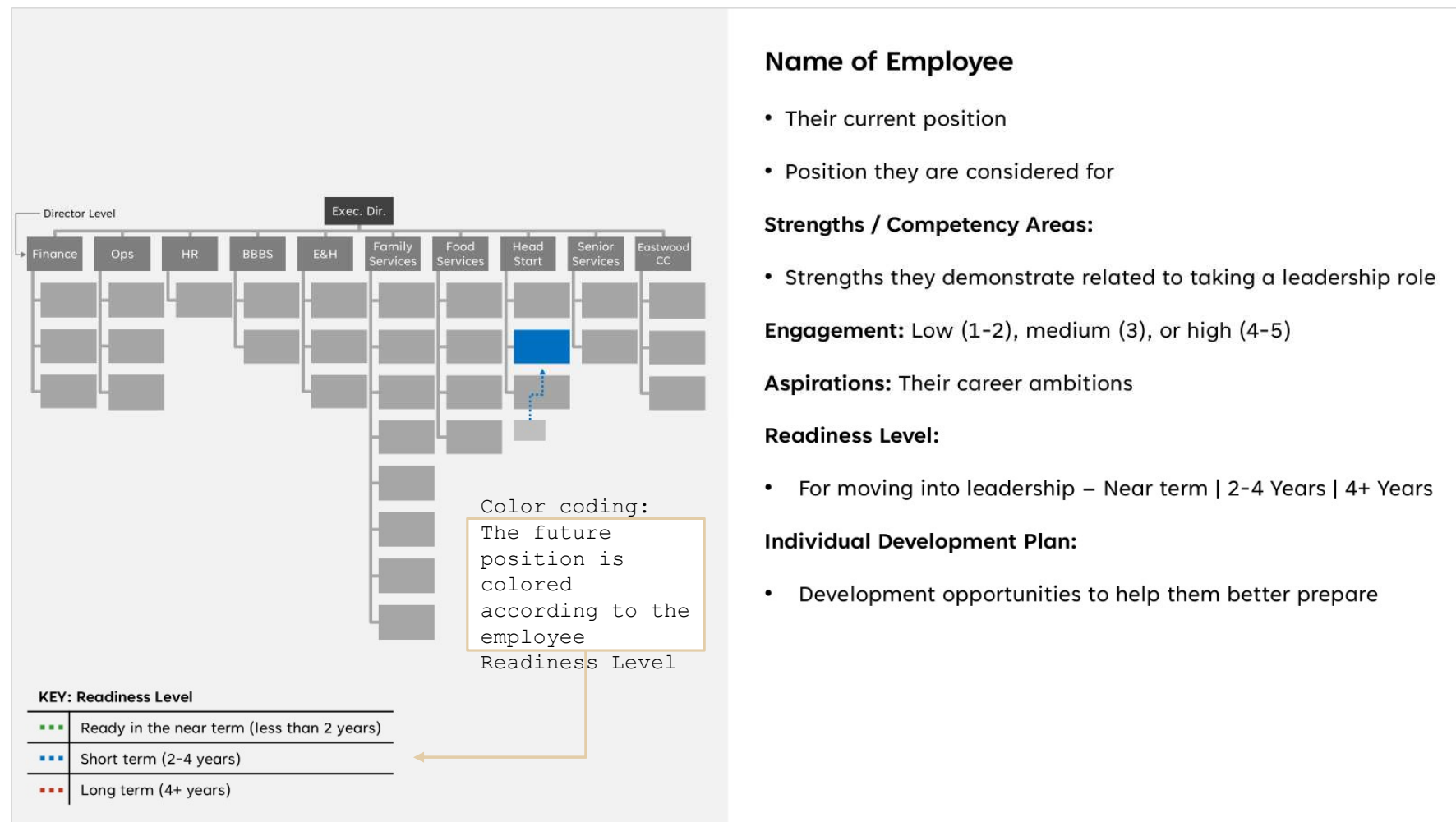
Profile Examples:

	Leading Self Competencies																		Leading Others Competencies																	
	Integrity			Patience			Problem Solving			Time Management			Interpersonal Savvy			Managerial Courage			Organizational Agility			Cultural Competence /People Focus			Motivating Others			Communicates Effectively			Builds High-Performance Teams			Conflict Management		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3			
Level																																				
Director Family Services			X		X			X				X			X			X	X			X				X			X				X			
Associate Director Family Services			X		X			X		X		X			X			X		X			X			X		X			X					
Workforce Coordinator		X				X	X			X			X			X	X				X	X				X				X		X				
Coordinator Family Resource Center		X				X	X			X			X			X	X				X	X				X				X		X				
Role																																				

Leadership Assessment: Future leaders were rated according to their potential and readiness to move into roles across PEACE, Inc.

High Potential	Next Up Gems	Emerging Leaders	Ready Now Stars
	Develop and Watch	Solid Bench	Steady Successors
Low Potential			
Ready in the Long Term (4+ years)			Ready in the Short Term (2-4 years)
			Ready in the Near Term (<2 years)

How to read each succession plan:



Name of Employee

- Their current position
- Position they are considered for

Strengths / Competency Areas:

- Strengths they demonstrate related to taking a leadership role

Engagement: Low (1-2), medium (3), or high (4-5)

Aspirations: Their career ambitions

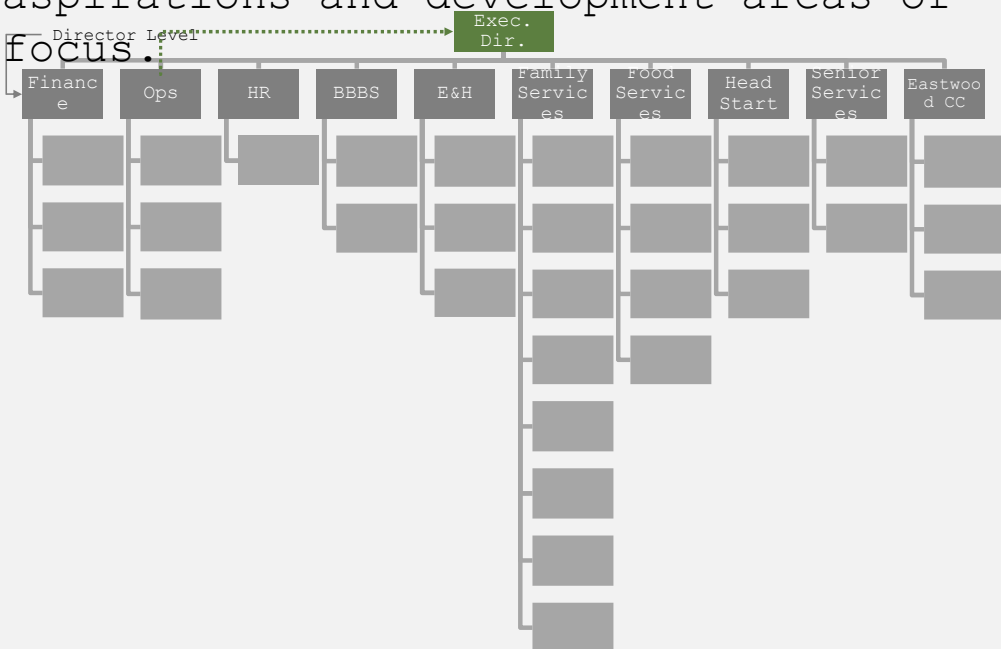
Readiness Level:

- For moving into leadership – Near term | 2-4 Years | 4+ Years

Individual Development Plan:

- Development opportunities to help them better prepare

EXAMPLE OUTPUT: Each considered individual has a robust summary of possible positions, readiness level for each, individual strengths, aspirations and development areas of focus.



KEY: Readiness Level

■■■	Ready in the near term (less than 2 years)
■■■	Short term (2-4 years)
■■■	Long term (4+ years)

Todd Goehle

- Currently: VP Operations and Strategy
- Considered For: Executive Director

Strengths / Competency Areas:

- Oral/written communication
- Community connections
- Analytical/problem solving
- Humility + financial acumen
- Team building & people development

Engagement: High

Aspirations: Remain in current role while kids are young; ultimately ED; retirement horizon 20+ years

Readiness Level: Near term (less than 2 years)

Individual Development Plan:

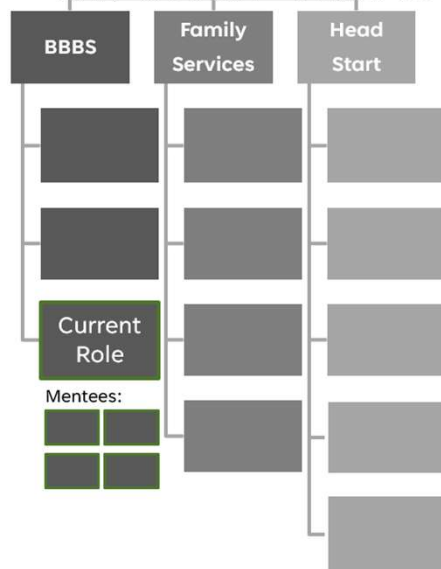
- Comfort with higher-power stakeholders
- Operate on-the-fly
- Delegation and coaching (e.g., spreading grant-writing skill)

Outlining Three Pathways for Growth

For all employees at Peace, Inc. there are three possible ways to grow at Peace, Inc.

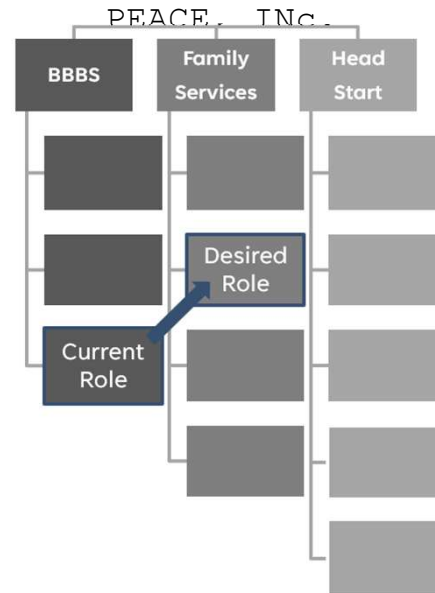
GROW IN ROLE

Deepen expertise, expand scope, tackle new projects and mentor others.



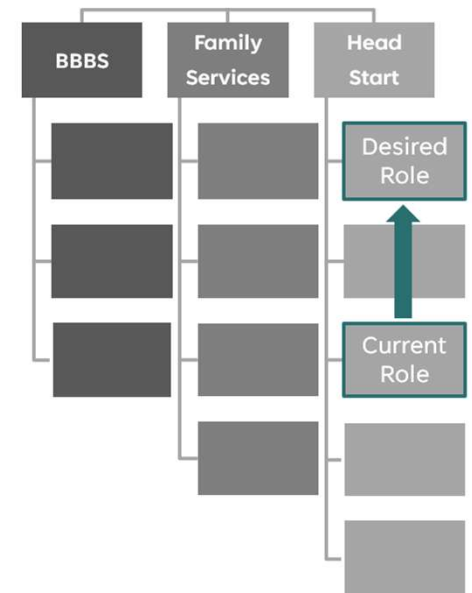
GROW ACROSS THE ORG

Take on assignments or projects in other areas of



GROW UPWARD

Prepare for leadership or management positions.



70-20-10 LEARNING Framework

70	20	10
Experience Learning (Manager facilitates)	Social Learning (Skill Owner Facilitates?)	Content Learning
Leverage Org Clarity processes (mapped to skills)	Leverage different collaborative "communities" Be coached / mentored by Share / Coach others on learning	On-Line Courses (many options) Books Videos (i.e. TED Talks, YouTube)

70-20-10 Constructs & Summary

70	20	10
KNOW: • Participate in meetings • Volunteer for project / event / task • Document a task / process DO: • Participate in meetings – Represent team / group / project • Present / share information • Volunteer • Substitute / fill-in for LEAD: • Facilitate / train coach others • Lead a project • Substitute / fill-in for	KNOW: • Leverage different collaborative “communities” - Cohorts - Post-session participants get together - Support / discussion group - Office Hours - Network / partner • Observe others DO: • Coach / Mentor • Knowledge – SME Forums • Onboard others • Be observed • Partner with someone on skill • Collaborate with SME on a skill	KNOW: • On-Line Courses (many options) • Books • Videos (i.e. TED Talks, YouTube) • Guest Speakers (including SME’s)

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