

Case Study: Preparing for Executive Transition

Client Type: One of the largest public pension systems in the United States

Membership: Nearly 1 million active and retired public employees

Assets Under Management: Over \$300 billion

CHALLENGE

With upcoming transitions in its two most senior executive positions, this leading public pension system recognized the need for a structured, governance-based approach to succession planning. The board sought to prepare thoughtfully—clarifying roles, aligning internal and external stakeholders and ensuring organizational continuity—before engaging in an executive search process.

OUR APPROACH

Mosaic partnered with the board and executive leadership in the years leading up to transition to ensure the organization was fully prepared to enter an executive search process with clarity, confidence and alignment. The work focused on succession readiness, not recruiting—equipping the board with the context, tools, frameworks and shared understanding needed to make sound, future-focused decisions.

Key areas of focus included:

Governance Groundwork for Succession

- Facilitated board-level education and discussions to clarify the role of governance in executive transitions.
- Helped define and document the board's responsibilities throughout each phase of the succession process.
- Outlined decision points, delegation parameters and oversight touchpoints to reduce uncertainty and ensure transparency.

Role Clarification and Future Needs

- Supported the board in assessing executive leadership style and current and future needs for each executive role.
- Facilitated conversations about organizational priorities and leadership capabilities necessary for the next chapter.
- Helped update or reaffirm role descriptions and leadership expectations in alignment with long-term strategy.

Internal Alignment and Communication

- Structured engagement across board committees and staff to align on goals and process.
- Identified key governance questions to resolve before engaging a search firm, including process ownership, evaluation criteria and stakeholder involvement.
- Provided guidance on internal and external communication approaches to build trust and maintain momentum.

OUTCOME

By the time the search process began, the board had a clearly defined governance role, aligned priorities and a strong foundation for decision-making. Transitions were approached with discipline, continuity and clarity of purpose—ensuring the organization remained mission-driven and future-focused throughout.

Mosaic's succession readiness process enabled the board to lead confidently during a period of significant change—without relying on reactive decision-making or external guidance to define their approach.

