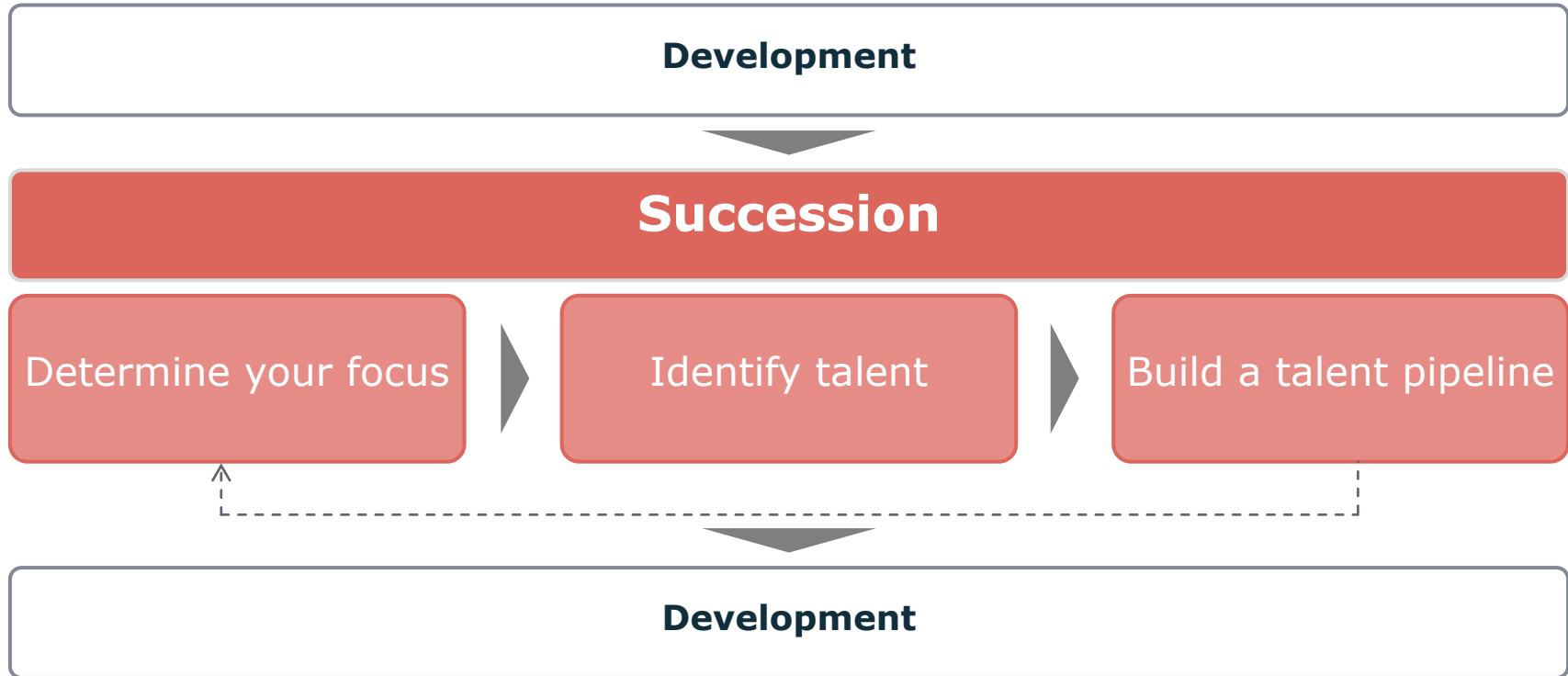


SOLVING SUCCESSION:
Leadership evolution in times of uncertainty

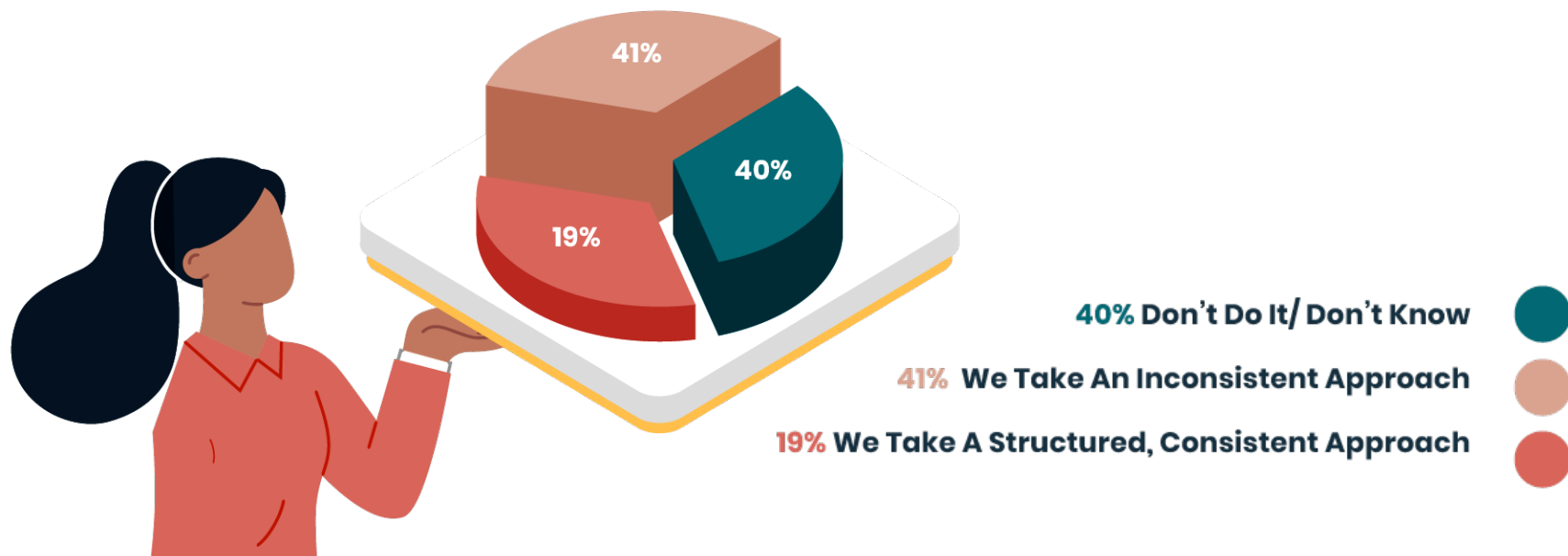
Succession Framework



Determine your focus

Approaches to Succession Planning

Only **19%** of respondents take a structured, consistent approach to succession planning in their organisation.



Determine your focus

01

Find champions
in leadership



02

Consider which
roles are the
most critical to
start with



03

Determine the
success criteria
for each role



Questions to ask about critical roles

- What is the day-to-day impact of role X on our company or department? Consider short, medium and long-term
- If the person currently in role X left, how would that affect our operations?
- Are there some big risks if this position became vacant? What are they?
- Does this role require scarce experience, skills or knowledge?

Identify talent

Subjective

Management opinions
Manager ratings

Objective

Psychometric assessments
KPI's



How Decisions Are Made

Organisations that take a consistent approach to succession balance subjective and objective data

Identify talent

01

Understand
performance in
the current role



02

Objectively
measure
potential and
Agility



03

Gather
feedback in a
structured way



Objectives of Succession Planning

The number one reason to engage in succession planning is to ensure business and leadership continuity. Organisations also view succession planning as a lens through which to identify and develop talent.



34% Develop
Existing Talent

35% Create
Career Paths

38% Identify
Future Talent

51% Ensure
Continuity

Build a talent
pipeline

Build a talent pipeline

01

Map out your
succession
pipeline



02

Balance short-
term and long-
term
perspectives

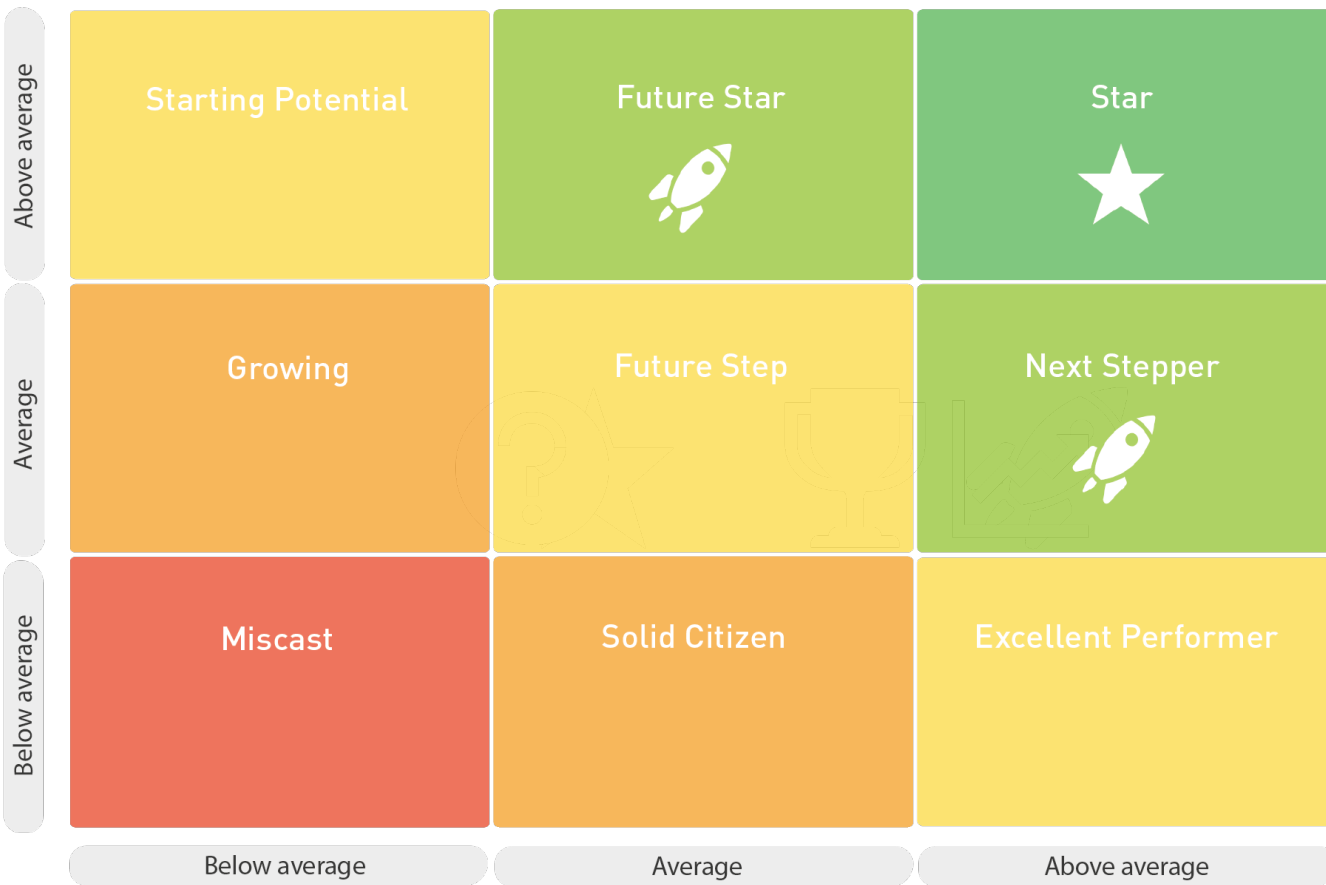


03

Make data
available for
decision making



Potential →



Succession Outcomes

Performance →

