

# SUCCESSION PLANNING ASSESSMENT

The cornerstone of a company's success is their talent. Having the right people in the right seat, at the right time, doing the right things, is the goal of a solid succession plan. Succession Planning is a systematic approach to ensuring continuity of leadership, knowledge, and expertise within an organization.

A true succession plan includes not only leadership positions but key knowledge roles such as those with technical, product, and creative expertise critical to an organization's ongoing success.

How prepared is your organization to create and implement a solid succession plan? This assessment is designed to measure your readiness to create and implement a succession plan. When completed you will have the necessary information to move forward with a successful plan.

## **Directions:**

1. For each statement rate your organization on a scale of 1–4
  1. You disagree
  2. You partially disagree; the company has this partially in place with no plans to complete
  3. You partially agree; the company has this partially in place and is currently working on completing
  4. You agree

2. In the next column, document the metrics and/or processes your company has in place to support your ratings.

3. Have other members of your succession planning team do the same analysis and then meet to determine which statements you are in agreement and what specific items you need to come to consensus. Once you agree on the ratings of each item, it's time to prioritize.

4. Discuss items with less than a 4 rating and prioritize the items you want to elevate to a 4 rating. Use the column to the far right to prioritize statements as a team. Assign each statement a priority of 1–3.

- 1 = needs to be completed before starting
- 2 = can be completed within 6 months
- 3 = can be completed after 6 months

Here are some suggestions on prioritizing:

- If there is a significant number of 1s and 2s then focus on items rated a 2 or 3 that, with a plan you, can move to a 4.
- What items are low-hanging fruit that can be quick wins?
- What items might not be appropriate due to the size of your organization?
- What roadblocks are in the way?
- Are there items that are related that can be incorporated into one project or a current project?

## Organizational Infrastructure

Role	Rating 1–4	What evidence exists to support rating?	Priority 1–4
A succession planning team is in place with specific roles and responsibilities.			
A performance management system is consistently used for all employees.			
A current, documented organizational chart exists.			
All job descriptions are current with core competencies included.			
The hiring process is consistently attracting top candidates to fill key positions.			
Managers have been trained and empowered to effectively deliver performance feedback.			
Career paths are defined.			
The development planning process is defined and implemented for all employees annually at a minimum.			
Managers have been trained on creating and monitoring development plans.			

## Organizational Key Roles

Role	Rating 1-4	What evidence exists to support rating?	Priority 1-4
A future organizational chart exists to align with business strategy.			
Key roles have been identified by evaluating current and future skills needed for the business strategy.			
Career Paths for key roles have been defined.			
Managers are trained on how to identify, develop, and coach high potentials.			
Roles and responsibilities of succession planning are clear and there are C-Suite members actively engaged in the process.			

## The Competency Ladder

Role	Rating 1-4	What evidence exists to support rating?	Priority 1-4
The business has defined core competencies supporting their values and specific competencies for leadership and subject matter experts.			
The key role profiles focus on a few key competencies.			
Competencies are defined in terms used within the business.			
Core competencies supporting company values have been communicated to all employees.			
The competencies are reviewed and updated on an annual basis to align with business strategy.			

## Assessment Process

Role	Rating 1-4	What evidence exists to support rating?	Priority 1-4
Company key roles have been analyzed to determine required knowledge, experience, and competencies; both required and desired.			
Assessments are based on the core competencies as defined in the job descriptions.			
Potential has been defined and is understood by those with direct reports.			
Talent Conversations take place on an annual basis to track key employee and high potential progress.			
The 9 Box Grid is understood and used to evaluate employees' potential and performance.			
The assessment process is viewed by employees as fair, objective, and without bias.			
The assessment processes are integrated into the succession planning process.			

## Development Process

Role	Rating 1-4	What evidence exists to support rating?	Priority 1-4
High potentials receive support from managers in preparing their development plans to align with their realistic career aspirations.			
Managers have been trained on creating and monitoring development plans.			
Types of development are aligned with the competencies associated with key roles.			
A variety of development options are available including stretch assignments, action learning sets, coaching, mentoring, and formal training.			
Managers have been trained on conducting career conversations.			
There are quarterly reviews and follow-up on personal development plans to measure progress.			
The organization monitors progress of development against key positions.			

## Implementation of Succession Plan

Role	Rating 1-4	What evidence exists to support rating?	Priority 1-4
There is a system to collect data so that the succession planning can be monitored and measured.			
Those not in line for key roles are developed, as well, and career paths have been communicated.			
Plans are in place to mitigate against the risks of not meeting the expectations of those in the talent pool.			
A communication plan for those identified as 'successors' is in place.			
A well-defined process has been implemented to track and manage, and assess all employees, especially the talent pool of successors.			