

Succession Planning: Key Action Steps

- I. Identify specific priority roles
 - a. Which roles require the most immediate attention
 - i. If something happened to the current employee, to what degree would the business suffer?
 - ii. May include C-suite and other, specialized roles
 - b. Identify those with possibility of backfills or benchstrength internally
 - c. Identify what critical roles are unique and specific – no one with similar technical ability in employee base?
 - i. Highlight roles that require external talent mapping and profiling exercise
 - d. Map out roles
 - e. Phase roles
 - i. What is a reasonable focus now?
 - ii. Over the next two – three years?
- II. Create job targets for priority roles:
 - a. Stakeholder sessions
 - b. Interview stakeholders – establish ideal profile (future state?)
 - c. Completion of job targets
 - i. Agreement and fine-tuning
- III. Assess organization
- IV. Identify talent that could align with priority roles in the future
 - a. What are behavioral gaps?
 - b. What are experiential gaps?
 - c. Interview talent
 - i. Also establish career interests and aspirations
 - d. Agree on talent for succession paths
 - e. Develop plans and timeframes
- V. Create talent cards for identified benchstrength (optional)
- VI. Coaching and development plan for each employee identified
 - a. Include mentorship and experiential learning assignments
- VII. Assess incoming employees and those through integration of acquisitions
- VIII. Revisit succession planning every six months or following a significant organizational event

