

Succession Planning

talentedge weekly



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11 Question Prompts to Help Think Through Succession

1 Purpose: What is the main purpose of our organization's SP? Describe in a clear statement.

2 Scope: Based on our purpose, what is the scope of our SP? Do we focus on roles at certain levels, critical roles regardless of level, or something else?

3 Role vs. Pool. Are there areas where SP will be based on 'successor pools'—where similar roles are grouped together and share a talent pool of potential successors?

4 Future-Focused. How will our SP process go about planning for roles or capabilities that don't exist today, but will be needed in the future?



5 # of Plans. How many distinct successions plans can a successor be on? How do we handle situations when a person is on more plans than what we deem feasible?

6 Readiness. How will we categorize successor readiness? Use 'time to readiness' (e.g., 1 year) or focus other measures (e.g. # of development moves' away?

7 Development. If a successor is on multiple succession plans, how do we determine what plan takes priority in terms of successor development?

8 Transparency. What is our philosophy on informing a successor that they have been identified as a successor? What do we communicate?

9 Hidden Talent. What measures will we take to ensure our succession pipeline surfaces overlooked internal talent with successor potential?

10 Retention. For those identified as key successors, what is our organization's philosophy on the tactics we will use to proactively retain these individuals?

11 Metrics. What are the key metrics we will use to evaluate the effectiveness of our SP? If we could only choose 3 metrics, what would they be?