

## 8 Example Scenarios and Sample Questions to Guide Actions

### Multiple-Plan Successor

**Description:** Successor is on several plans as a potential candidate.

- Which roles or paths best align with this successor's strengths and aspirations?
- Are we overextending this individual across too many plans?



### Lead Successor for a Role

**Description:** Successor is the primary candidate for a single identified role; transition likely within a known timeframe.

- What specific capabilities or experiences must this person gain before transition?
- How are we managing expectations about timing and communication?



### Emergency Successor

**Description:** Successor is named as a contingency in case of sudden vacancy; must be ready for interim leadership.

- What quick-deployment development or shadowing could improve readiness?
- Are there risks (e.g., burnout, overcommitment) if asked to step in unexpectedly?



### Ready-Now in Waiting

**Description:** Successor is fully ready but there is a low likelihood of position becoming vacant in the near future?

- What is the retention risk if advancement remains delayed? If high, what action should we take to reduce risk?



### Declining Readiness

**Description:** Successor was previously on a plan, but readiness has stalled.

- What factors have contributed to the decline? Skill gaps, motivation, or external shifts?
- Is the role still the right fit, or should we redirect to another opportunity?



### Role No Longer Relevant

**Description:** Successor's targeted role has changed or been eliminated due to restructuring, strategy shift, etc.

- What alternative paths align with their skills and career goals?
- How do we adjust development plans to support the new business reality?



### Moved Off a Plan

**Description:** Successor has been removed or deprioritized from a succession plan after a review cycle.

- What drove the change in status?
- What lessons can we take from this reassessment for future succession decisions?



### HiPo Not on Plan

**Description:** High potential talent (HiPo) not currently on a succession plan but should be.

- What has changed that the person should now be on a specific succession plan?
- How can we increase their visibility with senior leaders?

