

Critical Role Risks



Identifying Risks in Critical Roles to Guide Talent Actions

Top Talent Risk

This role is not occupied by top-performing talent capable of maximizing the value of the role.

Why it matters: The organization may be leaving significant value on the table if a critical role is not staffed with top talent.

Incumbent Retention Risk

There is a meaningful likelihood that the current incumbent may leave the role in the near future.

Why it matters: An unexpected departure could disrupt strategy execution, create knowledge loss, or leave the role vacant at a critical time.

Development Risk

Developing talent for this role requires significant time, investment, specialized experiences, or expertise.

Why it matters: Readiness may take longer to build, requiring earlier and more intentional development planning.

Internal Bench Risk

There is insufficient internal successor depth to confidently fill this role if it becomes vacant.

Why it matters: The organization may be overly dependent on a small number of people or forced to rely on external hiring.

External Talent Risk

Hiring qualified external talent for this role would be difficult, costly, or time-consuming.

Why it matters: External replacement may not be a reliable or timely option, increasing the importance of internal talent planning.

Role Change Sensitivity Risk

The skills, capabilities, or requirements of this role are likely to change significantly due to AI, automation, or changing business conditions.

Why it matters: The organization may be preparing talent for today's version of the role rather than the role that will be needed in the future.

List critical roles below and click boxes to the right to insert a check mark where you believe there is notable risk.

	Top Talent Risk	Incumbent Retention Risk	Development Risk	Internal Bench Risk	External Bench Risk	Role Change Sensitivity Risk
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