

Succession Planning

Identifying the Number of Development Moves Away From Being Ready

1) Target Role

What is the specific position we are developing this person for?

✓ If there are multiple roles, focus on the one where the person is most likely to be placed.

2) Required Skills & Experiences

What are the vital few critical skills, experiences, or competencies required for success in this role?

✓ Prioritize the non-negotiables that distinguish high performance in the role.

3) Validating Requirements

How do we know these are the most critical requirements?

✓ Do we have supporting data (e.g., talent analytics, performance trends)? If not, how can we increase confidence that we've targeted the right areas?

4) Existing Gaps

Which of these skills or experiences does the candidate currently lack, and what are we basing this assessment on?

✓ Cite specific evidence (e.g., feedback, performance data, assessment results, observed behaviors).

5) Closing Gaps in Current Role

Can any of these gaps be addressed through opportunities in the person's current role?

✓ Identify stretch assignments, cross-functional collaborations, or leadership of new initiatives.

6) Gaining Experience Outside the Current Role

Where else could the person gain these experiences—within or outside the organization?

✓ Consider temporary assignments, job rotations, external learning, or mentorships.

7) Success Criteria

What would success look like after each development move?

✓ Define clear, observable outcomes or milestones for each targeted experience.

8) Timeline

What is the ideal timeline for completing these development moves?

✓ Set realistic, time-bound goals needed to gain value from the move. Factor in the development tactics used, the successor's learning agility, etc,

9) Mapping Development Moves

Based on the answers, what specific development moves are needed to close the readiness gap?

✓ List each development move, the skills or experiences it targets, and the timeframe for completing it. Establish clear accountability for implementation and progress updates.

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