

Consultants in Succession Planning

Succession Planning assures that leadership continuity plans are in place for all key positions in an organization, thereby providing for managed change in organizational leadership.

Additionally, and importantly, effective succession planning allows executive leadership to take a discerning look at leadership requirements and capabilities, both now and into the future, and build plans of transition, career development and fill gaps of consequence.

Done well, succession planning:

- ◆ Creates a roadmap for executive succession and leadership continuity
- ◆ Guides development activities of key executives
- ◆ Serves to anticipate and manage issues of responsibility readiness/ career ambition
- ◆ Avoids transition problems and premature promotions
- ◆ Provides the pipeline of leadership capability necessary to deliver strategy

Our succession planning process helps clients determine:

- ◆ Key position requirements, now and into the future (2 – 5 years out), taking account of likely organizational architecture shifts
- ◆ Potential successors (or the lack of) to each key leadership position, together with readiness/requirement needs and timelines
- ◆ “Next move” readiness assessments so that opportunities can be identified or departures anticipated
- ◆ Development necessary to prepare to current incumbents for continuing performance improvement, capability development and future career opportunities

A combination of organizational mapping, performance, capability and potential assessments, structured interviews and facilitated meetings creates a Succession Plan that defines succession matches and mis-matches, restrained incumbents, blocked potential and where valued leaders or the organization is at risk. Outputs include development plans for key leaders and high potentials that incorporate experiential and competency-developing activities, developmental programs and executive coaching support.

Our process works effectively at corporate, division or unit level; we focus on future performance/structural needs as well as developmental requirements; it is particularly well suited for geographically distributed or global organizations.



How We Work

We consider strategic, operational and organizational factors, think across different time and priority horizons and assure an integrative view across functions.

We bring to bear current expertise and knowledge of other industries and best practices; we provide an assessment of readiness to change and what will be needed.

We transfer skills and build the capability to make change happen; we help executive teams make difficult decisions and tradeoffs; we earn trust, but stay independent.

We Deliver Results, Not Reports