

Succession Planning Process Overview

Phase One Orientation & Competency Profiling

Review Org. Strategy,
Goals, Structure &
Current Job
Standards

Review Current
Performance
Management
Process

Determine
Key Positions

Build Comprehensive
Model of Key
Positions

- Performance Standards
- Competencies
- Experience
- Attributes

Assess Position and
Leader at Risk
Level

Phase Two Assessment & Development Planning

Build and Administer
Assessment Tools
based on
Competency Model

- 360 Assessment
- Leader Style/
Derailment Assmt.
- Performance
Reviews

Review 360 Results

- Key Themes &
Opportunities

Build
Development Plans

- 360 Issues/
Development
Planning
- Next Level/
Succession
Development
Planning

Phase Three Succession Process Modeling

Identify Internal
Succession Candidates

- Assess Candidates
- Determine
Readiness
Level of Candidate
- Development Plng.
Current Position
Next Level/
Succession Plng.

Coordinate External
Candidate
Recruitment
Process
Requirements

Phase Four Succession Plan Review

Develop Succession
Master Plan
Document

Succession Map

- List of Key
Positions
- Risk Levels
- Succession Plans
- Development Plans

Succession
Management
Review/Finalize
Process

- Ongoing
Identification
- Ongoing Review
- Ongoing
Development