

Succession Planning Diagnostic

Please respond to the questions below by selecting from the following responses:

- 1 = Not yet or not sure
- 2 = Sometimes
- 3 = Definitely

- ___ Our succession planning process is well understood by our executive team.
- ___ Our senior leaders are clear on their role in the succession planning process.
- ___ Our senior leaders actively support the succession planning process.
- ___ Our senior leaders have identified a core of critical roles in our organization.
- ___ Our senior leaders have defined criteria to objectively identify and select successors.
- ___ Our organization does succession reviews at least once a year - identifying and discussing slates of successors for each key role.
- ___ Our organization actively develops successors in targeted ways to prepare them for key roles.
- ___ Our organization typically produces a diverse slate of successors.
- ___ Our senior leaders seek to understand the career aspirations of our key successors.
- ___ Our organization retains diverse successors at the same rate or higher than our broader leadership population.
- ___ Our organization fills the majority of key positions with internal candidates.
- ___ Our organization regularly measures the effectiveness of our succession planning process, based on key metrics we have established.

- ___ Now, total the number of points assigned from your responses. Once you have a total number, note which category it's in.

12-20 points

Your organization has **significant work to do** in succession planning and is likely not realizing ROI from the process.

21-28 points

Your organization has **targeted work to do** in certain aspects of succession planning. You are likely realizing only partial ROI from the process.

29-36 points

Your organization is **doing effective work** in succession planning. You are likely realizing significant ROI from the process.