

A GUIDEBOOK FOR HR MANAGERS

# 8 Questions to ask your business leaders about **succession management**



# Aligning people and profit for growth

As an HR manager in a mid-sized business, one of the most impactful ways to align people and profit for growth is through effective talent management.


We designed this guide to help you understand where to start.

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Succession management is critical for ensuring your organization's long-term success and stability.

As an HR manager, engaging business leaders with the right questions can help align talent strategy with organizational goals.

Here are **eight key questions** to guide your discussions.

# Have we identified our **High-Impact Positions?**

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## 01

### **THE FIRST STEP TO EFFECTIVE SUCCESSION MANAGEMENT**

**Understanding which roles are vital to your organization's success is the first step in effective succession management.**

These positions often drive the most significant impact on business outcomes and should be prioritized in succession planning.



 **IDENTIFY YOUR HIGH-IMPACT POSITIONS**

#### DEFINITION

### **HIGH-IMPACT POSITIONS**

High-Impact Positions have a disproportionate effect on people, processes, product and profit.

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# Do we have **High-Impact Talent** in these key roles?

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## 02

### **MAKE SURE YOU HAVE TOP PERFORMERS IN YOUR HIGH-IMPACT POSITIONS**

**Once High-Impact Positions are identified, it's essential to ensure that you have top performers in these roles.**

High-Impact Talent is critical to sustaining growth and driving the company's strategic objectives.



✓ **IDENTIFY YOUR HIGH-IMPACT TALENT**

#### DEFINITION

### **HIGH-IMPACT TALENT**

High-Impact Talent are the people who have a significantly positive effect in their position.

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# Are we confident they are **committed to stay?**

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## 03

### **ASSESS HOW LIKELY THEY ARE TO STAY**

**Retaining High-Impact Talent is just as important as placing them in key roles.**

Assessing their engagement levels and likelihood to stay with the organization helps in planning for continuity.



**DETERMINE IF YOUR HIGH-IMPACT TALENT ARE LIKELY TO STAY**

### **RETENTION**

High-Impact Talent are more likely to leave their jobs if their day-to-day experiences with colleagues and management don't match their expectations.

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# What are the **potential risks** if these key roles become vacant?

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## 04

### **FOCUS YOUR EFFORTS ON THE HIGH-RISK ROLES FIRST**

Understanding the risks associated with sudden vacancies in critical positions allows you to prioritize succession planning and prepare for potential disruptions.



✓ **FOCUS ON THE HIGHEST  
RISK POSITIONS FIRST**

#### **POTENTIAL RISKS HIGH-IMPACT VACANCIES**

Risks could include loss of revenue, relationships or productivity, a decline in team morale or additional recruitment costs.

# Have we identified **potential successors** for each **High-Impact Role**?

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## 05

### **GET ACCURATE PREDICTIONS OF READINESS FOR ALL YOUR HIGH-IMPACT ROLES**

Having a pipeline of ready successors ensures that the organization can maintain stability and performance even when key roles turn over.



- ✓ **DEVELOP A PIPELINE OF SUCCESSORS**
- ✓ **ACCURATELY ASSESS READINESS USING THE RIGHT TOOLS**

#### **ASSESS SUCCESSION READINESS**

Succession readiness assessments should provide you with an accurate prediction of readiness (in days) based on multiple readiness factors.

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# Are we providing **development opportunities** for potential successors?

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## 06

### **PROVIDE INDIVIDUALIZED AND TARGETED DEVELOPMENT OPPORTUNITIES**

It's crucial to nurture and develop potential successors through targeted training, mentorship, and leadership development programs to prepare them for future roles.



#### **CREATE DEVELOPMENT OPPORTUNITIES**

#### **CREATE DEVELOPMENT OPPORTUNITIES**

This will differ for each person, but may include leadership development programs, cross training, skills development, mentoring and job shadowing.

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# How well do our successors align with our organizational **culture and values**?

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## 07

### **ASSESS CULTURAL FIT.**

**Cultural fit is essential for seamless transitions.**

Evaluating how well potential successors align with the company's values ensures they can uphold and reinforce the culture.



**MAKE SURE CHOSEN SUCCESSORS ARE ALIGNED WITH COMPANY VALUES**

#### DEFINITION **CULTURAL FIT**

Cultural fit is the degree to which an individual's beliefs, behaviors, and work style match the core values and mission that define the company.

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# How does our **succession plan** align with our long-term **business strategy**?

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## 08

**THE PEOPLE WHO BROUGHT YOUR COMPANY THIS FAR MIGHT NOT BE THE ONES TO LEAD IT FORWARD.**

Finally, ensuring that your succession planning is in sync with the broader business strategy guarantees that your talent management efforts support overall growth and sustainability.



**ALIGN YOUR SUCCESSION PLAN WITH YOUR BUSINESS STRATEGY**

### ALIGN **PEOPLE & STRATEGY**

Identify and nurture successors who can drive the company's vision forward. But first, make sure you have a vision and an objective for where you want the company to go.

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# Here's how to **get started:**

## STEP 01

Sit down with your business leaders to work through these 8 succession questions.

## STEP 02

Take the Succession Maturity Assessment to create a personalized succession strategy in just a few minutes.

## STEP 03

Use the answers from the 8 questions, and the results from the Succession Maturity Assessment to put together a business case.

**SUCCESSION PLANNING CAN FEEL LIKE A DAUNTING TASK. BUT IT'S ONE THAT PAYS OFF IN THE LONG RUN.**

There are four elements that make up a sustainable succession plan:

- Processes
- Data
- Tools and technology
- People/culture

At Peopletree Group, we offer talent management as a service for a scalable solution to managing your workforce.

By leveraging our expertise in talent identification, performance management, talent development, and people analytics, we help businesses optimize their talent strategy without the complexity or expense of an in-house build.

# Get in touch

Have questions about this document or need assistance with developing a succession plan?

**Contact our team, we're happy to help:**



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