

Succession Planning Infographic

POTENTIAL

Lots

- 7**
- Underperformer but lots of potential
 - Definitely in wrong role
 - Crucial conversation
 - Move out of role or you will lose this person

- 8**
- Meets all targets
 - Demonstrates lots of potential - likely candidate for promotion
 - Develop & coach

- 9**
- Top talent
 - Strong candidate for promotion
 - Include in strategic initiatives
 - Provide special development

Average

- 4**
- Underperformer
 - Likely to be in wrong role
 - Crucial conversation
 - Move out of role or manage out of business

- 5**
- Meets all targets
 - Some potential for growth
 - Provide training & development opportunities

- 6**
- Exceeds targets
 - Needs greater challenge
 - Provide development
 - Give 'stretch' targets

Little/None

- 1**
- Underperformer
 - On an action contract
 - Exit if no improvement within 3 months

- 2**
- Typical 'Joe Average'
 - Little ambition
 - Meets basic requirements
 - Same job, same role forever

- 3**
- Over-performer but not ambitious
 - At end of their 'stretch'
 - Loves their job
 - Future holds same type of role, same type of team

Low
(unacceptable)

Med
(acceptable)

High
(exceeds objectives)

PERFORMANCE

Score

General Meaning

Identifying future potential leaders to fill key positions. Links excellent individual performance with better organisational performance.

0

Nothing planned

No forward looking process in place. Promotions are dealt with as & when needed. Possibly a 'dead mans shoes' mentality or finding it expensive to buy in to the organisation, the skills & experience needed.

1

Early stages, not yet properly implemented

Little in place. Reliant on external recruitment to fill positions. Wishes to be more systematic in growing internal talent. Has begun putting plans together & defining career paths/competencies.

2

Up and running

Personal development plans, links to appraisals. Career paths defined plus competencies & skills needed now & in future. Processes & documentation in place with links to training. Critical roles identified both short & long term.

3

High degree of implementation

Active 'Talent Pool' with assessment or development centres. Identifies/supports high potentials with a range of activities & training programmes. Regular management reviews & 'live' on organisational agenda. Leadership 'pipeline' in operation.

4

Full strategic support

Regularly discussed at board level. Good quality pipeline & talent processes in operation actively supported by senior management. Geared to fulfilling the organisations' future skills needs regarding business & strategic plans.

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