

Executive Succession-Planning Results Board Presentation Template

A Board Presentations Library Template

Why succession planning is important right now

79%

of board members surveyed in the 2023 Gartner Board of Directors Talent Survey rated executive succession as a very or extremely important talent issue.¹

Data That Boards Want to See From CHROs Today

Percentage Selecting “Very Helpful” or “Extremely Helpful”



n = 200 board directors; all respondents

¹2023 Gartner Board of Directors Talent Survey: This study was conducted to understand boards' relationship with the CHRO, critical talent issues that are important to boards, and how boards are managing CEO and C-suite succession. The research was conducted online from 6 February through 1 March 2023. The survey contains responses from 200 boards of directors with representation across various countries and industries

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How to use this template

- CHROs should use this template to report to the board on the results of their succession-planning process.
- The template provides CHROs with guidance on presenting the results of their executive succession planning process to the board, including overview of bench strength, successor profiles and plans for next steps.
- This template serves a starting point for CHROs. The slides can be used as a group or individual slides can be pulled out as needed. CHROs should personalize the content of each slide for their own organization to make a compelling presentation.
- Gartner clients can find additional resources for creating presentations and presenting to the board, [here](#).

Find directions on how to use each slide and prompts for key messages in the notes section below each slide.



Title of Presentation

Name of CHRO

Today's goals

Succession: The act of preparing for leadership vacancies that will happen in the future.

Objectives



- Review our succession-planning strategy and roadmap.
- Share the current state of our leadership portfolio and findings from the succession-planning process.
- Provide a view of identified successors and planned next steps for their future success .

Outcomes



- Understanding of the current state of our leadership portfolio.
- Prioritize next steps to strengthen our succession plan and leadership portfolio.
- Reduction in succession risks to our organization.

Our Succession-Planning Goals and Processes

Our Executive Succession-planning Charter

Approach: Introduce a structured approach to understand bench strength for critical executive roles, create action plans for succession risks and identify and develop successors.

Goals

- Understand bench strength and diversity of talent pool for critical executive roles.
- Create action plans to mitigate any succession risks.
- Identify, develop and engage potential executive successors.
- Use insights from this process to improve leadership development and planning more broadly.

Scope

Select executive roles to start, with the potential to expand to additional roles over time.

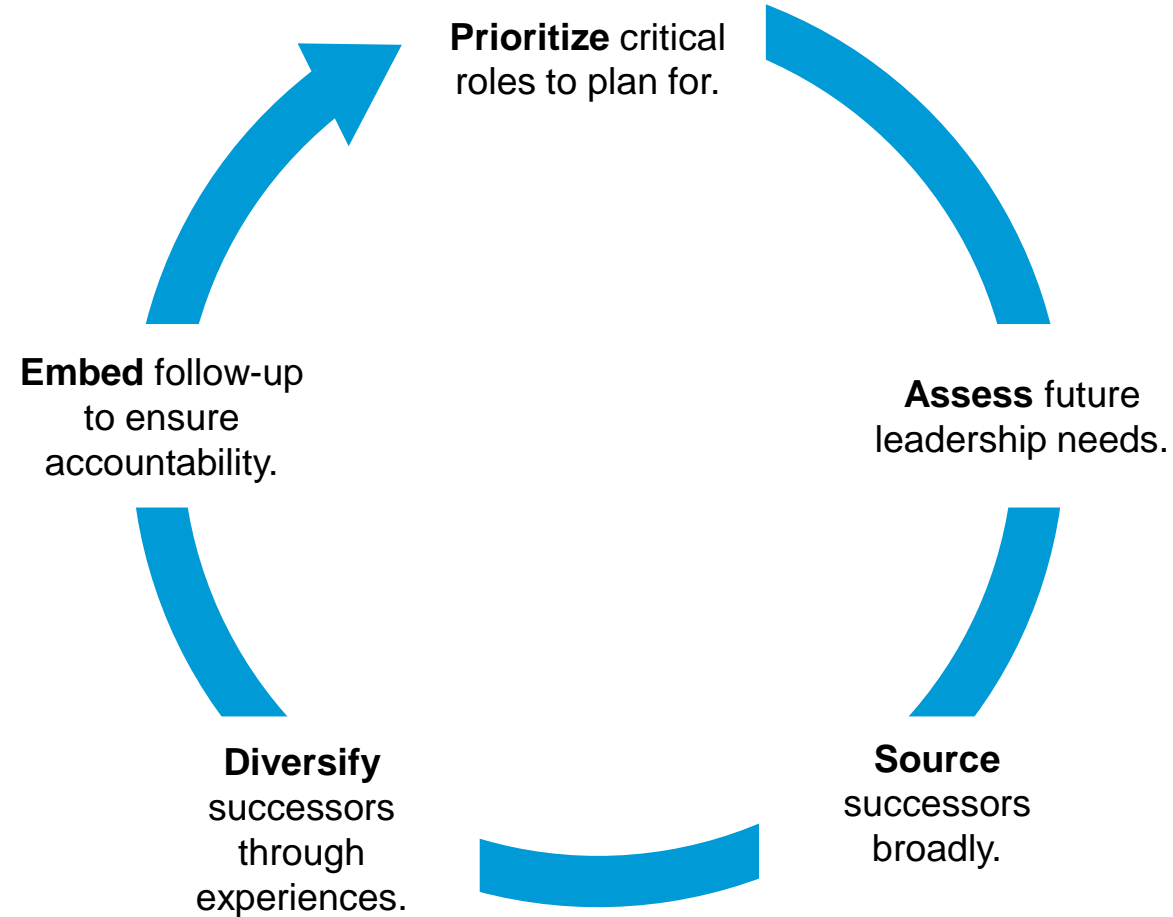
Benefits

- Build a leadership pipeline and talent pool to ensure leadership continuity and optionality.
- Increase our internal fill rate for leadership positions and reduce the risk of under-performance during transitions.
- Provide reassurance to the board (and investors) that a proactive plan exists to prepare talent for senior leadership roles.

Key Metrics

- Number and readiness level of successors per role
- Diversity of successors for roles
- Completion of successor development plans
- Internal/external fill rate for future vacancies

Our Succession-Planning Roadmap



Current State of Our Leadership Portfolio

Progress against succession-planning goals





Succession Management Goal	Current State
Internal/external fill rate	<div>Strong</div> <ul style="list-style-type: none">We have exceeded the benchmark of 28% by filling X% of our executive roles with identified internal successors.
Bench strength (number and readiness level of successors per role)	<div>Weak</div> <ul style="list-style-type: none">CEO and CFO candidates recently left the organization and no additional candidates were identified.
Successor diversity	<div>Steady</div> <ul style="list-style-type: none">While we have not yet met our goal of having X% diverse successor candidates, we have added X number of diverse successors in the last year.
[Insert goal here]	<div>Strong/Steady/Weak</div> <ul style="list-style-type: none">Indicate why you have selected the above indicator for this goal.

Critical leadership role analysis

Critical Role	C-Suite Role A	C-Suite Role B	C-Suite Role C	C-Suite Role D	C-Suite Role E
Incumbent retention risk level (i.e., High, Medium, Low)					
Degree of change within role (i.e., Large, Average, Small)					
Current capabilities of the role					
Future capabilities of the role					

Executive succession — internal candidates

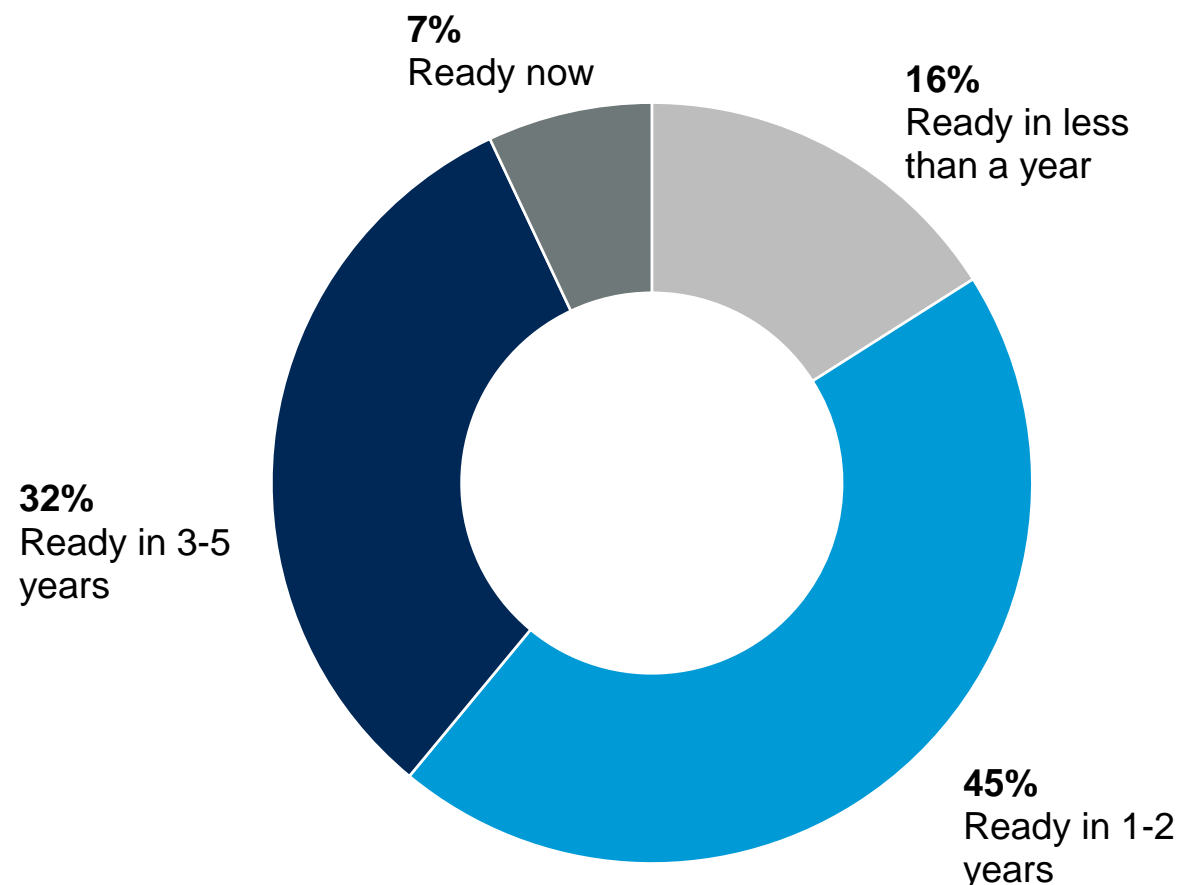
Candidates for positions that are immediately at-risk

		Risk Driver	Interim	Ready Now	Ready 1-2 Years	Ready 3-5 Years
	Role (fill in as needed)	For example: Retirement			[Successor]	[Successor]
	Role	For example: Restructuring		[Successor]		
	Role	For example: Strategic Misalignment		[Successor]		
	Role	[Insert Risk Driver]	[Successor]		[Successor]	[Successor]

Strength of our leadership bench

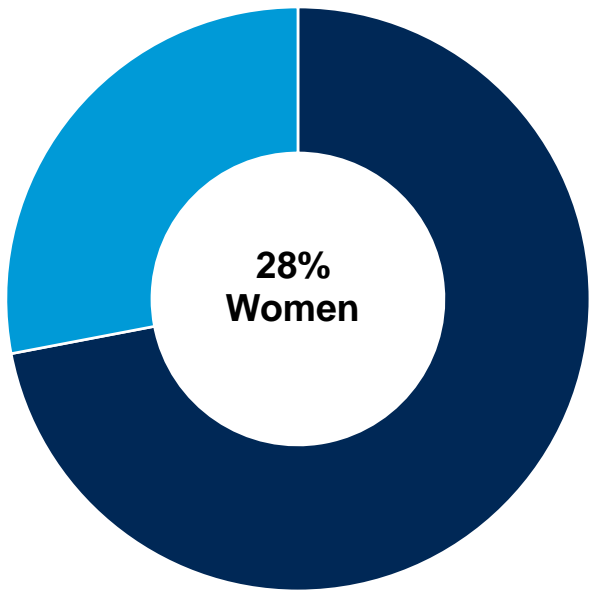
Readiness of Executive Successors

- The strength of our leadership bench is growing, with about 20% of the successor pool ready for their next roles this year and another 45% ready in 1-2 years.
- This does leave 2 at-risk positions without ready (this year) successors identified.
- We will continue to grow the pool and develop successor candidates with potential to fill critical roles in 3-5 years, focusing these efforts on identifying a diverse portfolio of candidates.



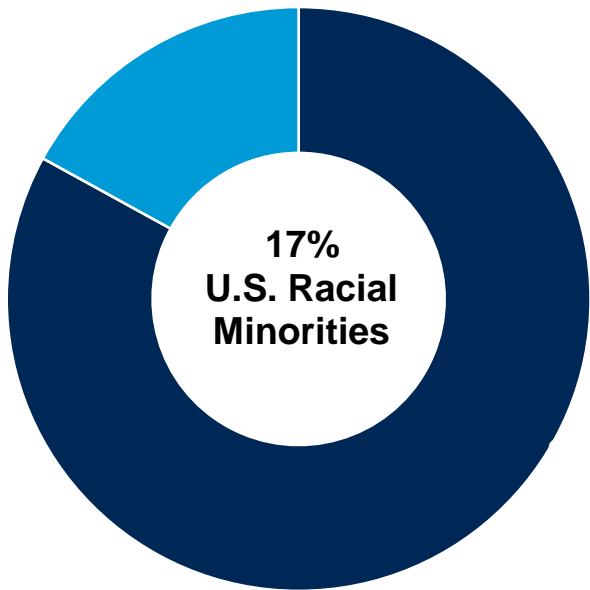
Diversity of our successor pool

Gender Diversity of Successor Pool



- We have nearly reached our goal of having X% of female successor candidates, adding X number in the last year.
- Continued efforts to increase representation include HIPO mentoring program sponsored by CEO and CHRO and targeted external hiring for vacant leadership roles.

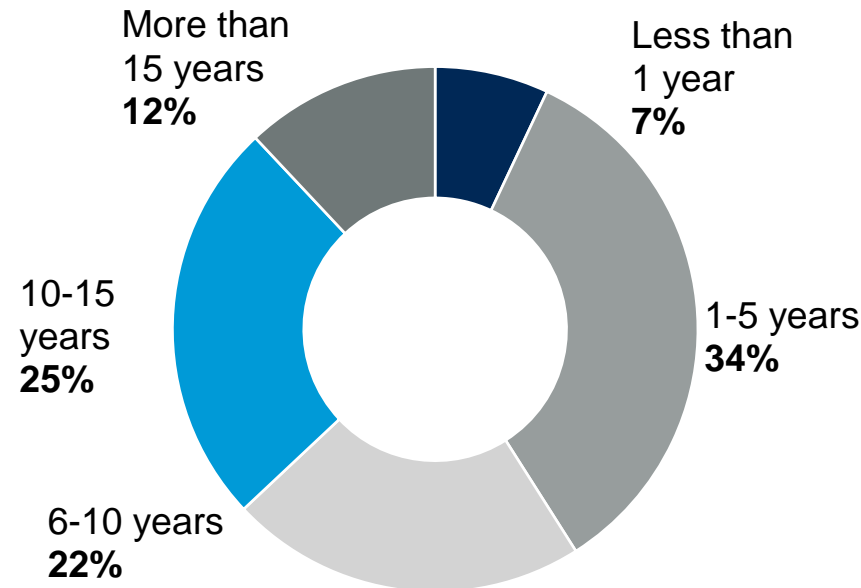
Racial Diversity of Successor Pool



- While we have not yet met our goal of having X% diverse successor candidates, we have added X number of diverse successors in the last year.
- On track to close the remaining gap within the next 2 years via closer partnership with ERG leaders and HIPO mentoring.

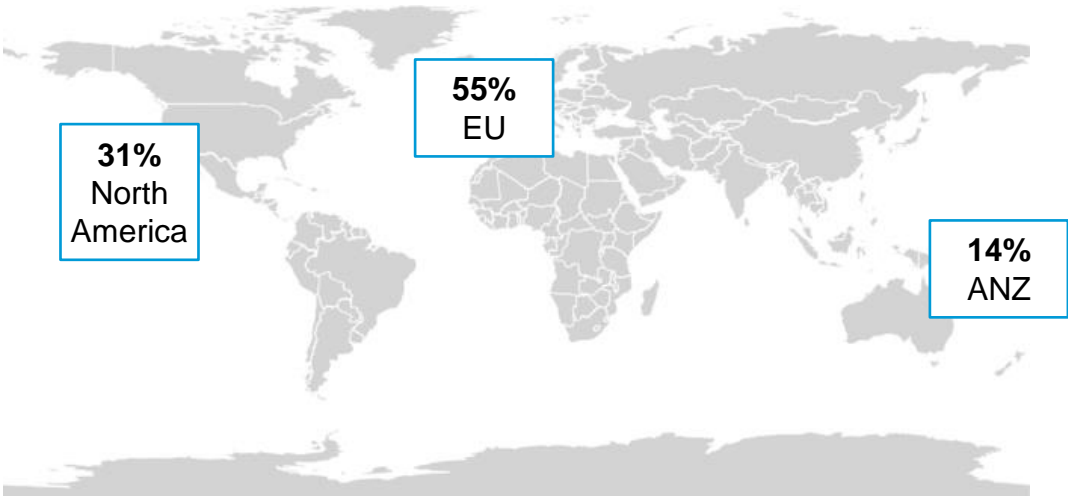
Diversity of our successor pool

Tenure at Organization of Successor Pool



- Our successor pool is highly tenured with the organization, which ensures institutional knowledge is not lost in our leadership ranks.
- As we think about expanding through acquisition in the next three to five years, we will need to make sure this group has capabilities aligned with future strategy.

Geographic Distribution of Successor Pool



- The geographic distribution of our successor pool reflects the same distribution of our employee base, with strong leaders in all major countries of operation.
- Relocation may be necessary for successors in two critical roles and is currently part of conversations with these potential candidates to build their global expertise.





Key development needs of our successors

	Business priority 1 (i.e., Integration of Acquired Company X)	Business priority 2 (i.e., Double-Digit Growth)	Business priority 3	Business priority 4	Business priority 5
Organization Capabilities	<ul style="list-style-type: none"> • Resilience • Ability to work in ambiguous environment 	<ul style="list-style-type: none"> • Flexibility • Innovation 	<ul style="list-style-type: none"> • [Insert organizational capabilities here] 	<ul style="list-style-type: none"> • [Insert organizational capabilities here] 	<ul style="list-style-type: none"> • [Insert organizational capabilities here]
Leadership Capabilities	<ul style="list-style-type: none"> • Change management • Effective communication 	<ul style="list-style-type: none"> • Risk-taking • Collaboration across the organization 	<ul style="list-style-type: none"> • [Insert leadership capabilities here] 	<ul style="list-style-type: none"> • [Insert leadership capabilities here] 	<ul style="list-style-type: none"> • [Insert leadership capabilities here]
Key Development Trends of Successor Pool	<p>Minimal Development Gap</p> <p>Given recent, rapid change, leaders are well prepared to lead through change and communicate effectively</p>	<p>Moderate Development Gap</p> <p>Leadership development to focus on collaborative risk-taking; successor candidates have more experience operating in silos</p>	<ul style="list-style-type: none"> • [Insert development trend here if applicable for this business priority] 	<ul style="list-style-type: none"> • [Insert development trend here if applicable for this business priority] 	<ul style="list-style-type: none"> • [Insert development trend here if applicable for this business priority]

Successor Development and Next Steps

Risk mitigation plans for at-risk leadership roles

Action plan for at-risk leadership positions

		Risk Driver	Current Gap	Planned Actions
	Role (fill in as needed)	For example: Retirement	No “ready now” successor available if retirement occurs earlier than planned	<ul style="list-style-type: none">• Accelerate development of identified successor with one-on-one mentoring/coaching, cross-functional assignment and/or new role• Initiate initial search for potential external hire
	Role	For example: Restructuring	“Ready now” successor is available but may leave organization if role is not opened in next year	<ul style="list-style-type: none">• Use restructuring as opportunity to create new role for “ready now” successor• Conduct broader internal search for candidates who may be ready in 3-5 years
	Role	For example: Strategic Misalignment	[Insert Description of Gap]	[Insert planned actions (e.g., targeted external hiring, accelerate development)]
	Role	[Insert Risk Driver]	[Insert Description of Gap]	[Insert planned actions (e.g., targeted external hiring, accelerate development)]

Strategy for developing successors

Our Approach: Diversify Successor Through Experiences

Work with the executive leadership team to create tailored experience-based development plans that close the highest priority capability gaps for each identified successor.



Next steps for our succession-planning process

Next Step	Output	Board Input Required
1. Finalize development plans for successors with incumbent feedback	<ul style="list-style-type: none">• IdP for all successors	<ul style="list-style-type: none">• Provide support as needed for development of key successors
2. Expand succession planning to further roles and revisit current plans as key triggers arise	<ul style="list-style-type: none">• Report on the bench for added roles• Regular summary of overall succession risks	<ul style="list-style-type: none">• Review the bench for each role• Discuss the succession risks in context of business strategy
3. Include recurring talent spotlights and the socialization of top talent in upcoming board meetings.	<ul style="list-style-type: none">• Accountability and visibility to the board on top talent	<ul style="list-style-type: none">• Engage with the top talent introduced at board meetings

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