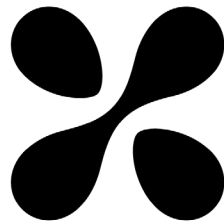


# Succession Planning

Preparing Organizations  
for the Future

# Thank You to Our Sponsor



**OpenSesame**

# The Report

Visit [www.td.org/research](http://www.td.org/research)

## Succession Planning

Preparing Organizations  
for the Future



# The Report

243 unique organizations participated

**Succession planning** is the process organizations use to identify key positions, candidates, and employees needed to meet the short- and long-term challenges inherent in conducting operations. The process also encompasses companies' efforts to develop and advance selected employees in the succession pipeline.

# What are High Performers?

## Defining High Performers

This report identifies practices associated with being a high performer. In this report, high-performing organizations are those that met two criteria:

- They reported themselves as performing as well as or better than their competitors in financial performance, customer and client satisfaction, employee engagement, and growth potential for the next five years.
- They strongly agreed that their talent development functions helped them achieve their business goals.

# What Do Organizations Do?

-50 percent of respondents had a succession planning process

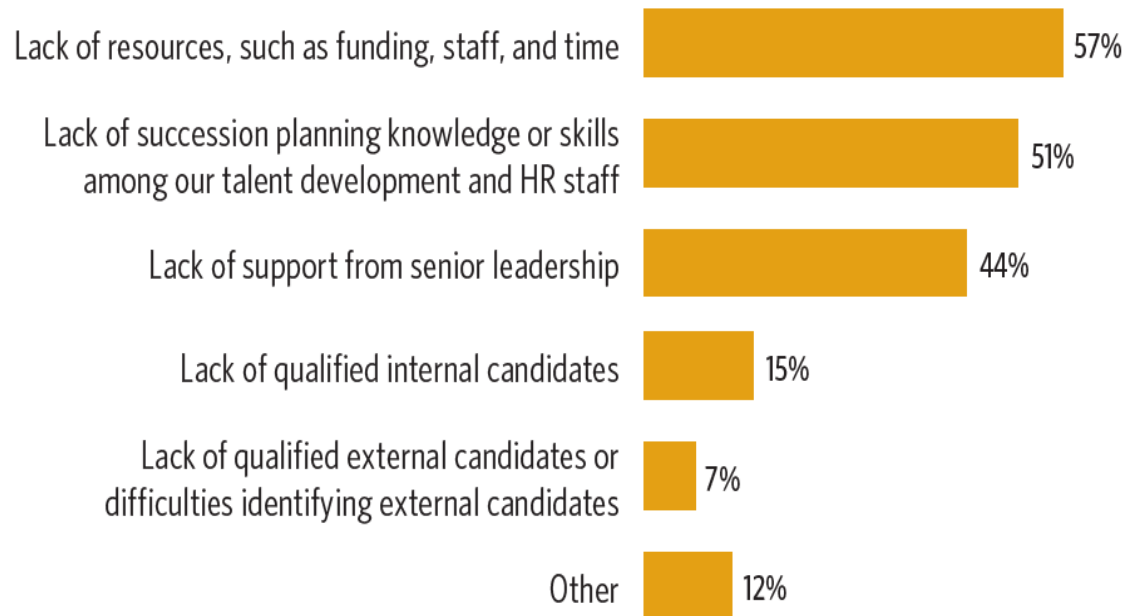
-compare to 35 percent from 2018

-60 percent of those that did not have a succession planning process planned to create one

-compare to 47 percent from 2018

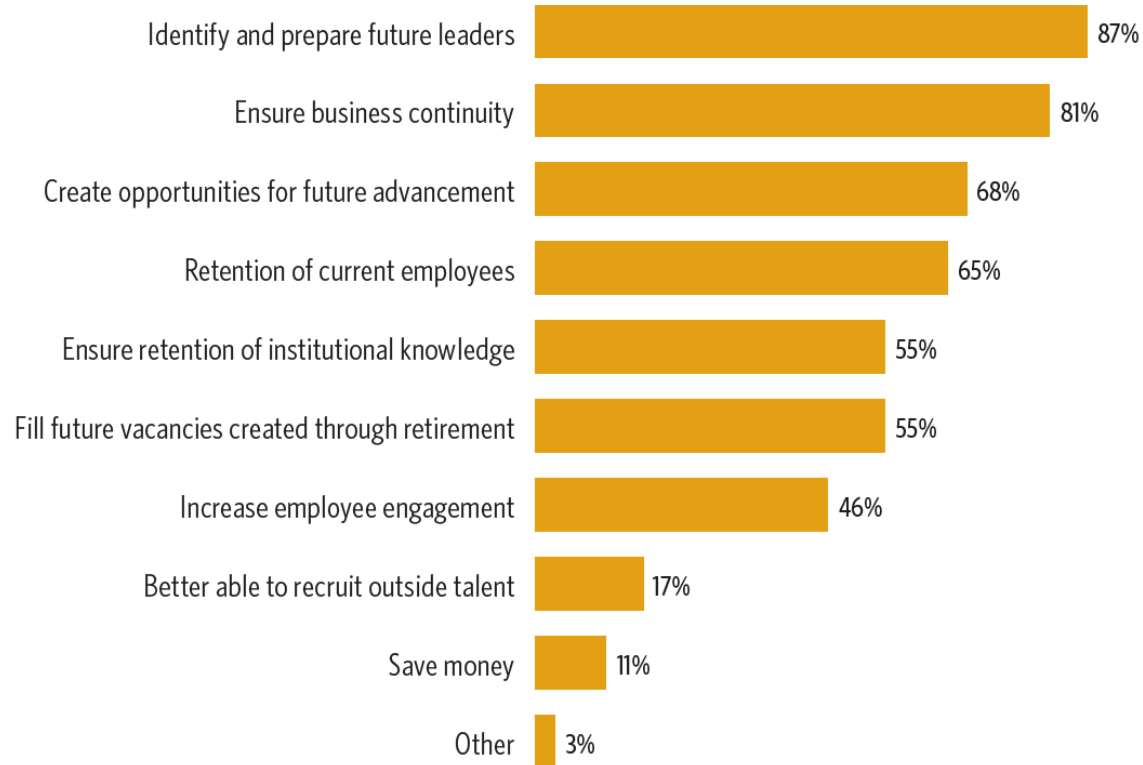
# What are the Biggest Barriers?

*What are some of the reasons your organization does not currently have a succession planning process? (Choose all that apply.)*



# What are the Biggest Benefits?

*For what reasons did your organization adopt a succession planning process? (Choose all that apply.)*





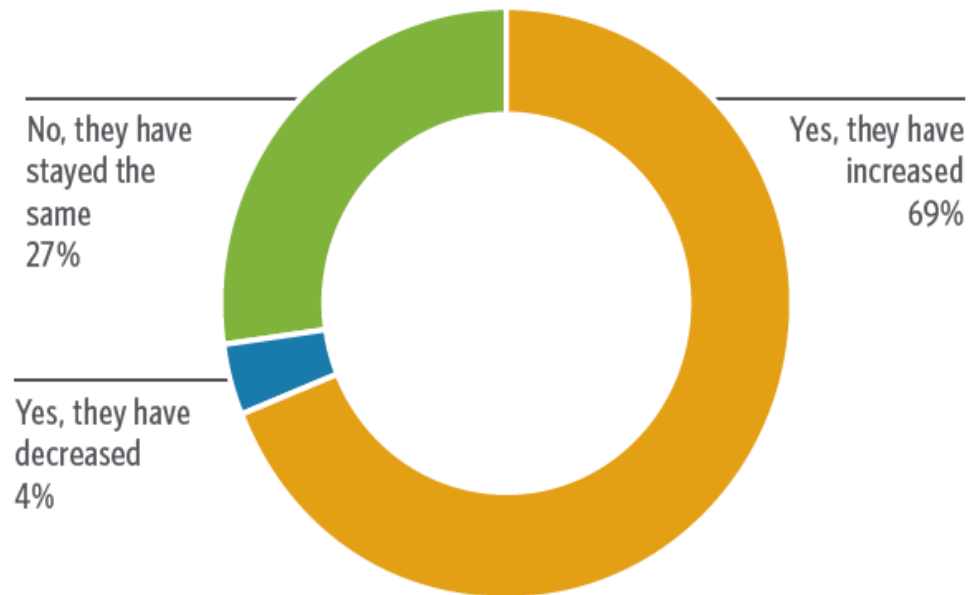
# What are the Biggest Challenges?

*In your experience, what are the top challenges in succession planning? (Select up to three.)*



# Changes in Succession Planning

*Have your organization's efforts at succession planning changed in the last two years?*



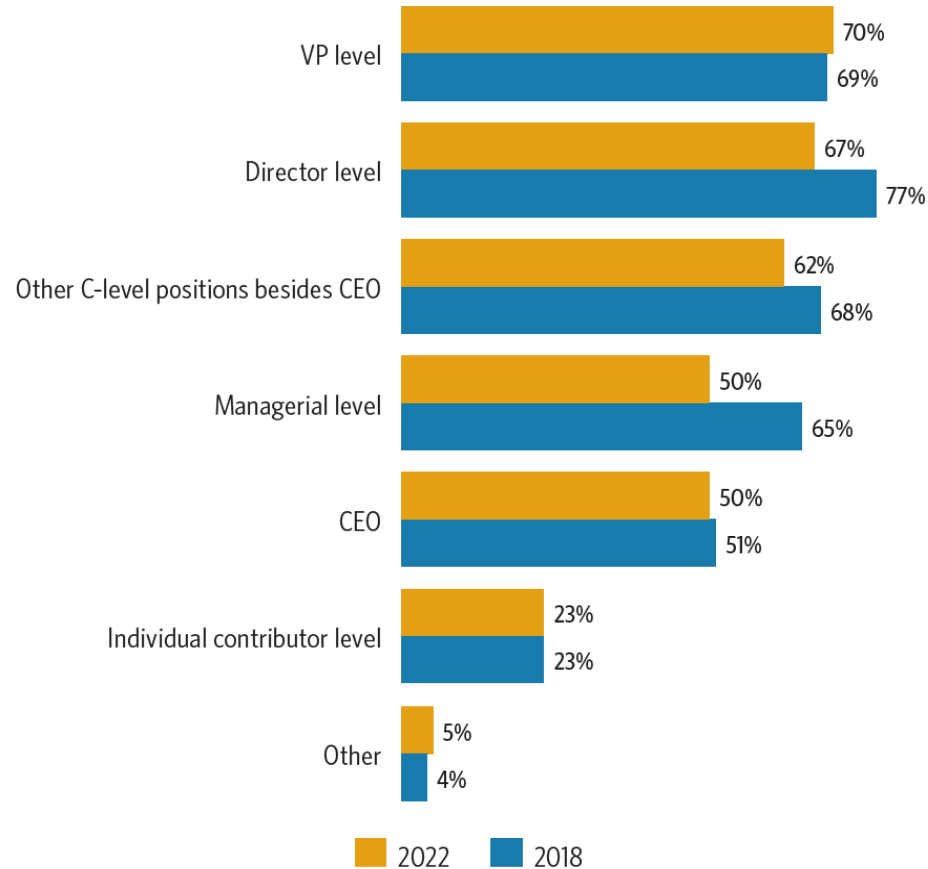
# Knowledge Management

*What strategies do you employ to capture knowledge from retiring employees? (Choose all that apply.)*



# Positions Addressed

Which position(s) does your organization's succession plan address? (Choose all that apply)



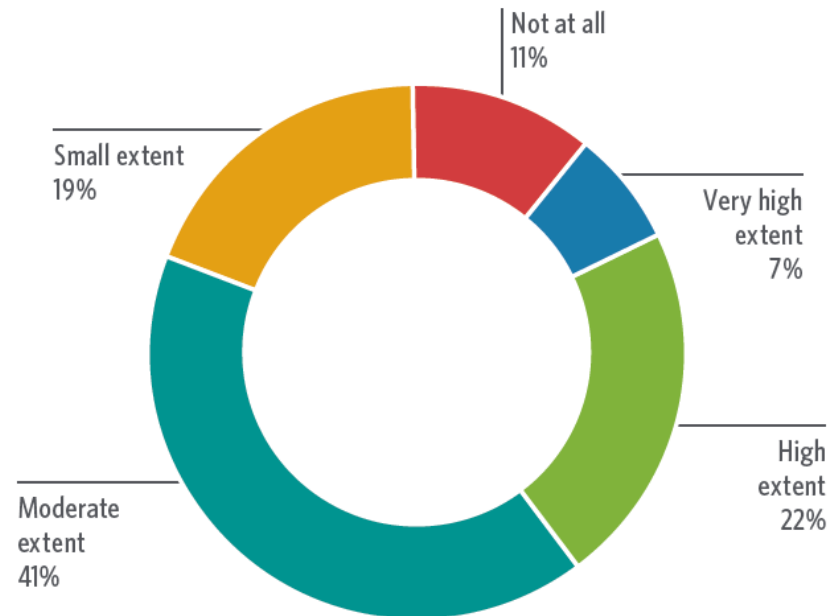
# Identifying Candidates

Which of the following methods does your organization use to identify internal candidates for succession planning? (Choose all that apply.)



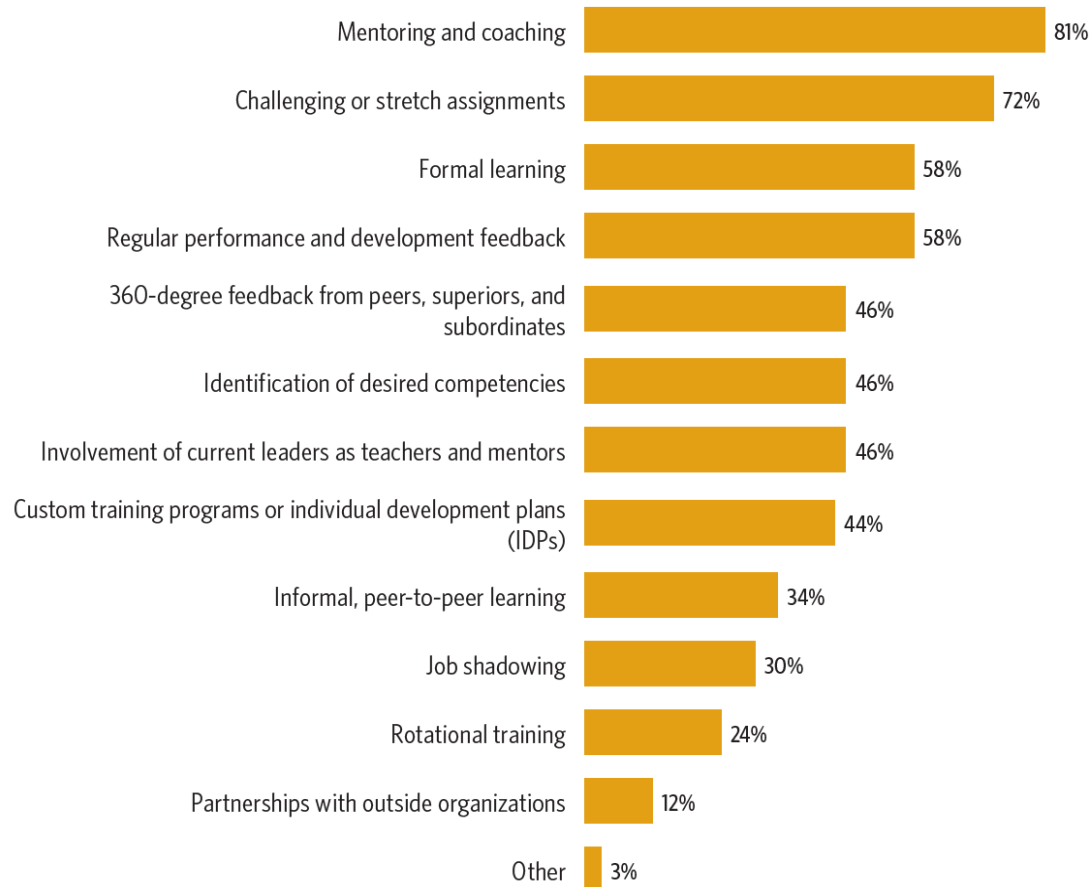
# External Candidates

*To what extent do you seek talent outside your organization for your succession planning pipeline?*



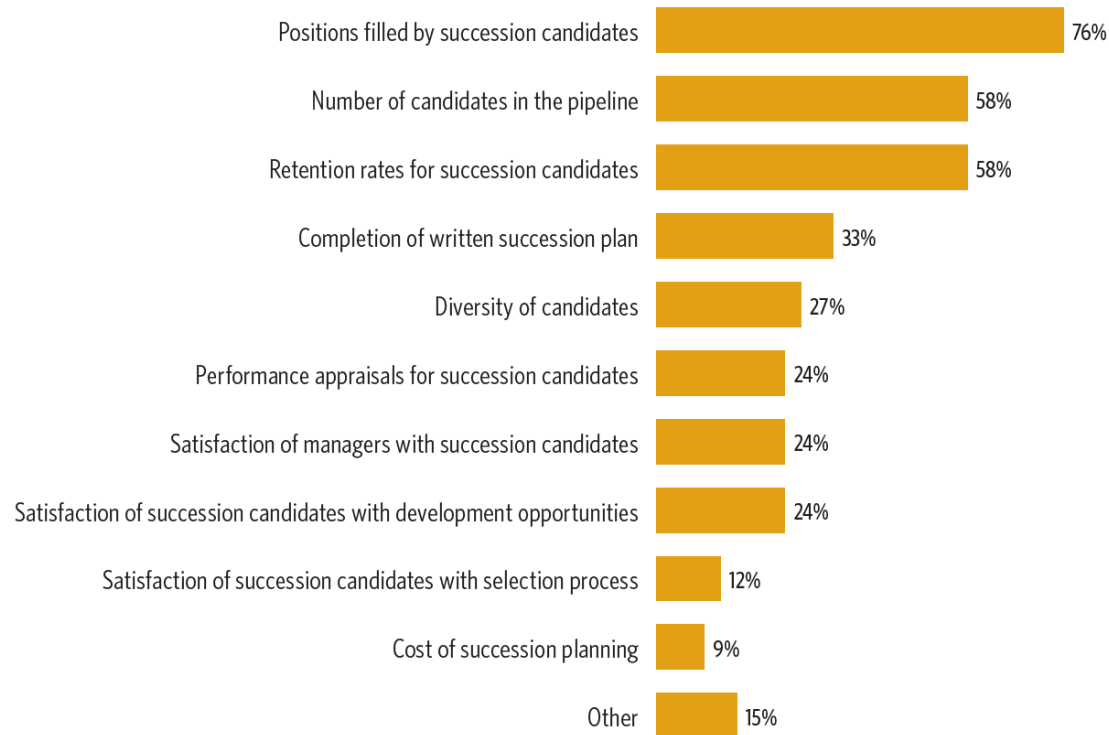
# Developing Candidates

When developing internal candidates for succession, which of the following practices does your organization use? (Choose all that apply.)



# Evaluating Succession Plan

*How do you measure the success of your succession planning efforts with internal candidates?  
(Choose all that apply.)*





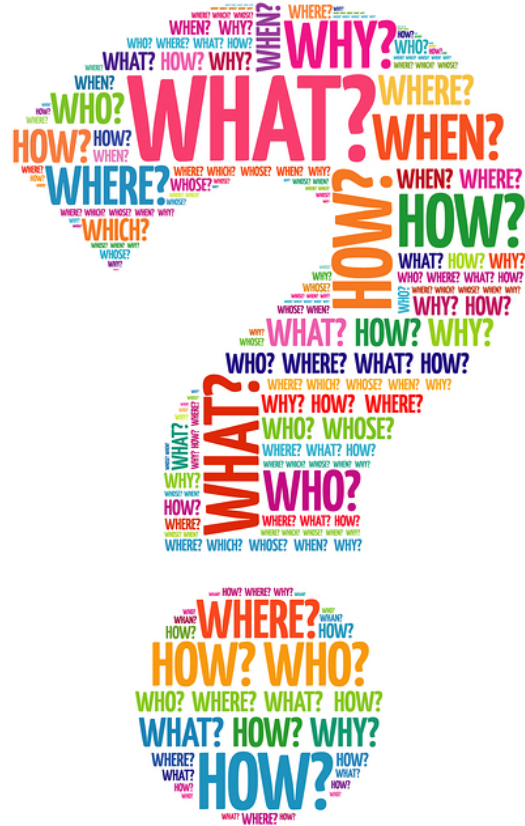
# Best Practices

- ✓ Measure Your Progress
- ✓ Develop an Internal and External Strategy

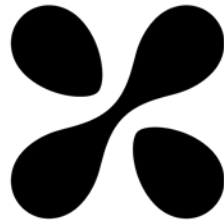
# Best Practices

- ✓ Even Small Changes Matter
- ✓ Knowledge Management is Key

# Audience Questions



**Thanks Again to Our Sponsor**



**OpenSesame**

# Resources Mentioned in the Webcast

ATD Capability Model: <https://capability.td.org/>

Christee Gabour Atwood, Succession Planning Basics:  
<https://www.td.org/books/succession-planning-basics-2nd-edition>

ATD Research, Bridging the Skills Gap,  
<https://www.td.org/research-report/bridging-the-skills-gap-workforce-development-in-changing-times-pdf-download>