



# PROGRESS EXPECTATIONS IN SUCCESSION PLANNING

SO, YOU'VE IMPLEMENTED A SUCCESSION PLAN...  
WHERE AND WHEN CAN YOU EXPECT TO SEE RESULTS?



### Level 1: Individual Progress

- Alignment of program with individual career plans
- Employees' perceptions of the succession plan

### Level 2: Program Progress

- Fulfillment of program objectives
- Developmental progress of candidates



### Level 3: Organizational Progress

- Effective placements in critical roles
- Contributions to the performance of the firm



Different metrics should be used to measure progress at each level; For example, surveys, 360 assessments, and ROI analyses

Level 1

**2-6**  
months

Level 2

**6-24**  
months

Level 3

**3-5**  
years

In general, it takes longer to see progress at the organization level versus the individual and program levels

SUCCESSION PLANNING WORKS...  
BUT PROGRESS ISN'T ALWAYS IMMEDIATE



Non-linear  
progress is  
normal



Good things  
take time!

If you stay the course, conduct regular check-ins,  
and adjust as-needed, you will see results