

Building an Effective Executive Succession Plan

Effective succession strategies maintain business continuity during periods of leadership transition. How do HR professionals build effective strategies? Where can they improve?



Organizations prioritize strategic thinking, decision-making and communication skills when sourcing new leadership



HR professionals report dissatisfaction with their organizations' ability to develop future leadership



Most organizations include DEI in their executive succession planning, or plan to in the future

Data collection: Mar 7th - Nov 22nd, 2023

Respondents: 59 HR professionals whose organization has a strategy in place for executive succession

About Gartner Peer Community One-Minute Insights:

Gartner Peer Community is for technology and business leaders to engage in discussions with peers and share knowledge in real time.

Surveys are designed by Gartner Peer Community editors and appear on the Gartner Peer Community platform. Once the respondent threshold is met, survey results are summarized in a One-Minute Insight.

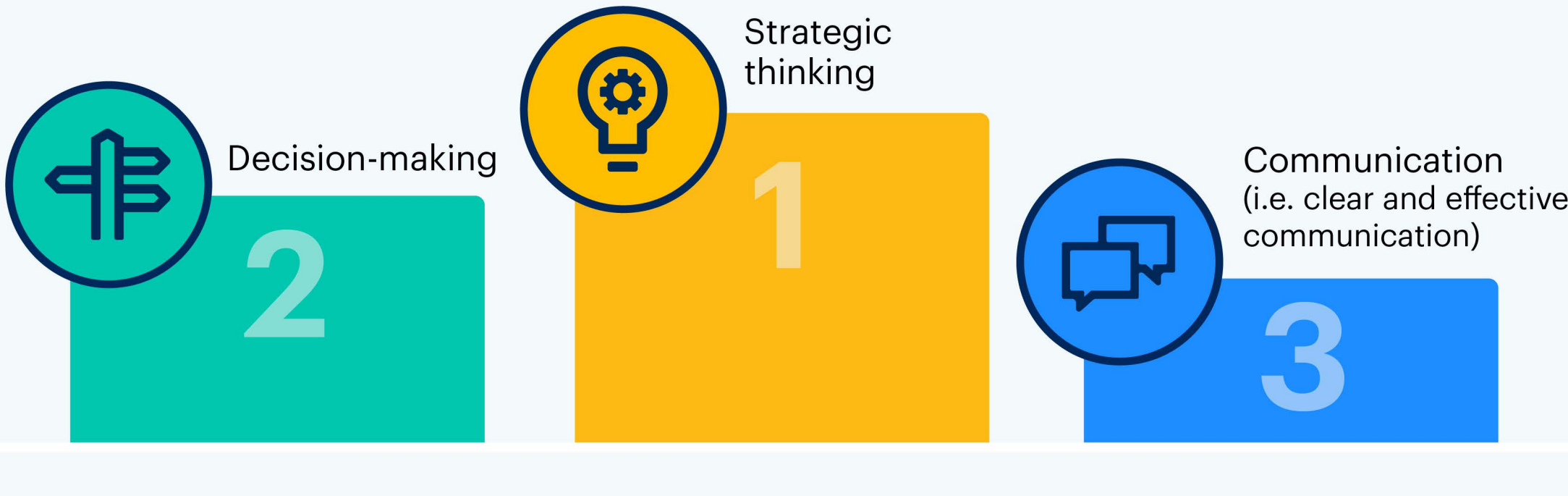
The results of this summary are representative of the respondents that participated in the survey. It is not market representative.



Look for strategic thinkers within the organization when succession planning

When sourcing new corporate leadership, respondents note their organization prioritizes **strategic thinking, decision making and effective communication** above other competencies.

Which three competencies does your organization prioritize most? Rank three (3).



Technical subject matter expertise | Collaboration | Adaptability | Empathetic/Emotional intelligence | Data-driven | Influence/persuasion | Team building | Integrity

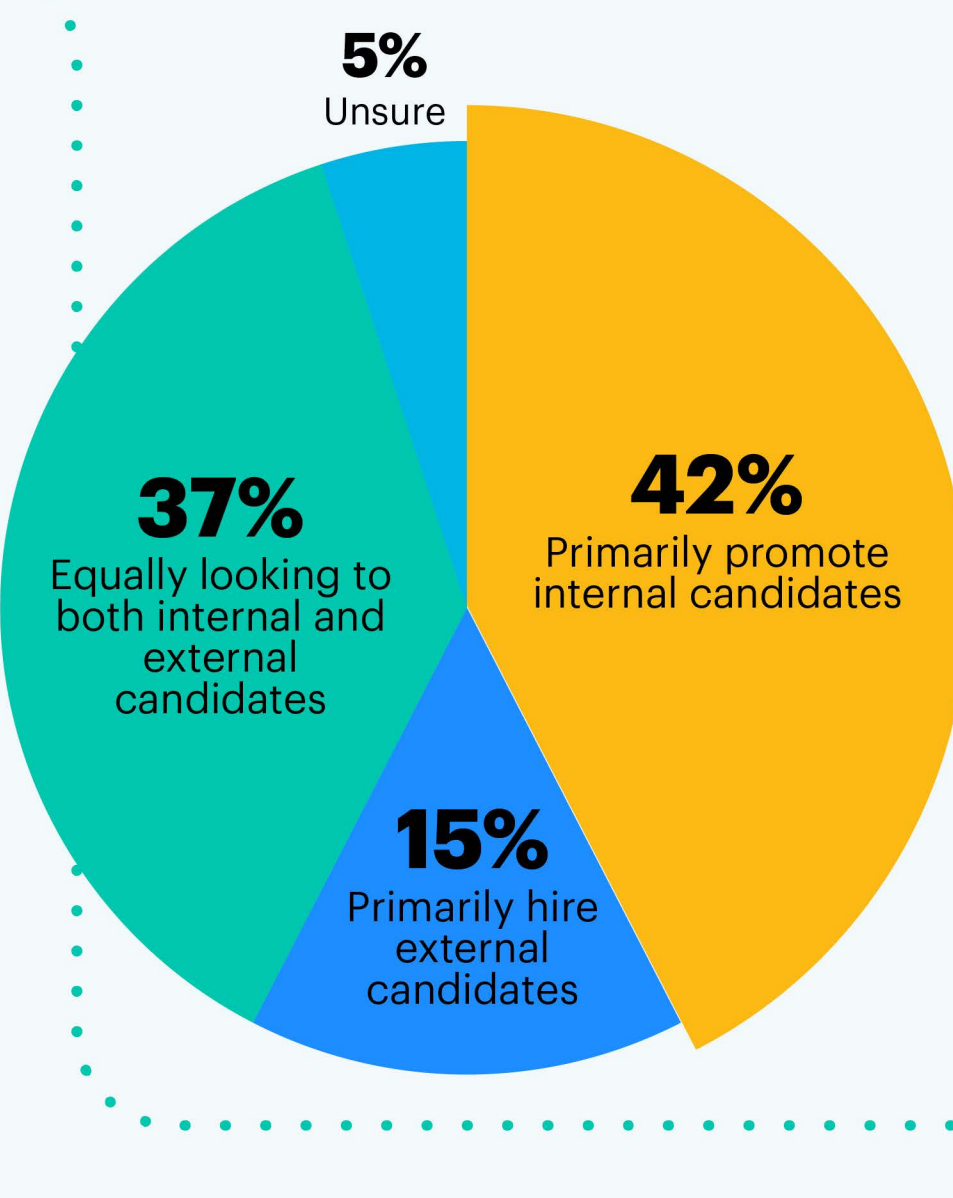
n = 59

42% of HR professionals report their organization primarily looks to **promote internal candidates** when sourcing new corporate leadership. Just 15% report looking outside the organization.

When sourcing new corporate leadership, does your organization look to primarily promote internal candidates or hire externally?

n = 59

Note: May not add up to 100% due to rounding



“Integrate succession planning with the entire employee experience, and a commitment to deliberate development for all managers.”

C-suite, finance industry, <1,000 employees



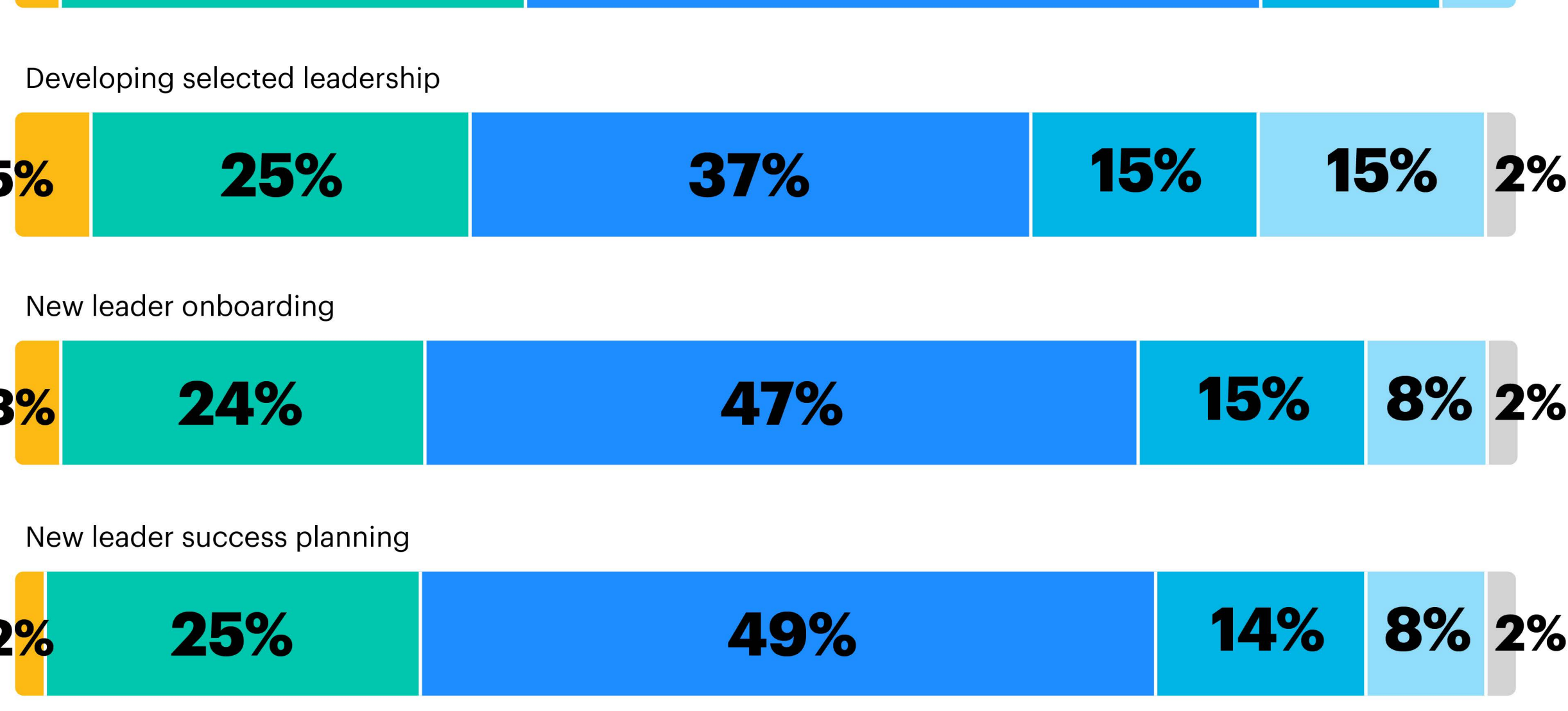
Question: What advice would you give to organizations who have just started their executive succession planning?

For an effective succession strategy, focus on leadership development

HR professionals are **most satisfied** with their organizations' strategy for **identifying potential future leadership (80%)**. Respondents are **least satisfied** with their organizations' ability to develop selected leadership (17%).

How satisfied are you with the following aspects of your organization's executive succession strategy:

Too early to tell | Very satisfied | Somewhat satisfied | Neutral | Somewhat dissatisfied | Somewhat dissatisfied



Note: May not add up to 100% due to rounding

n = 59

“Maturity takes time. Be patient. Set clear guidelines/criteria. Invest in the identified development.”

Director, manufacturing industry, 5,000 - 10,000 employees

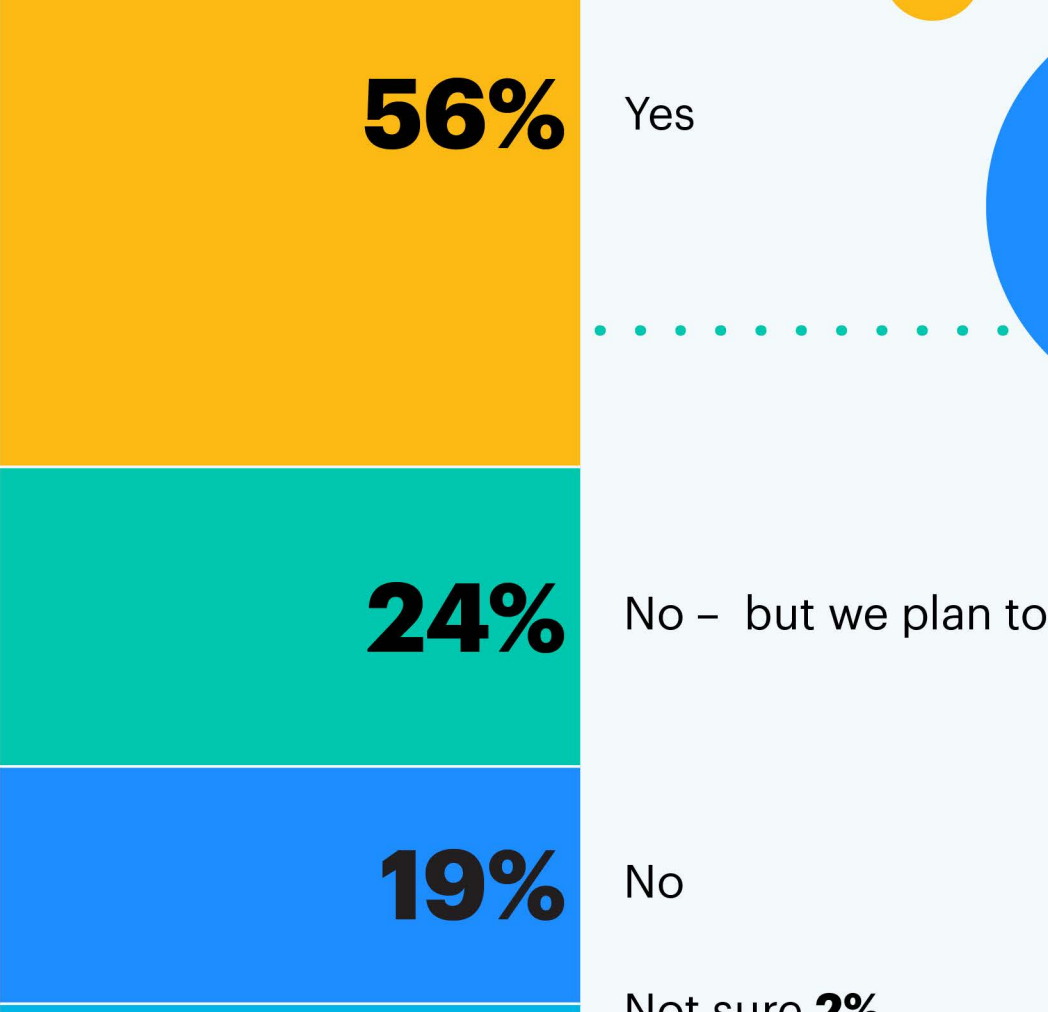


Question: What advice would you give to organizations who have just started their executive succession planning?

Include DEI in your strategy

Over half (56%) of HR professionals report their organization **includes DEI** as a criterion in their **executive succession strategy**. An additional 24% reportedly plan to include DEI in the future.

Does your organization include DEI (diversity, equity, and inclusion) as criterion in your executive succession strategy?

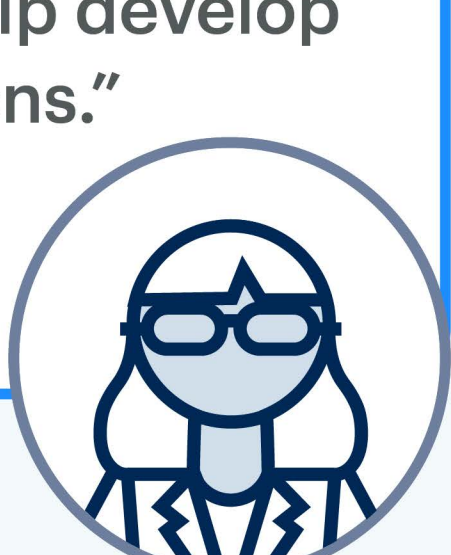


n = 59

Note: May not add up to 100% due to rounding

“Varied brains help develop global corporations.”

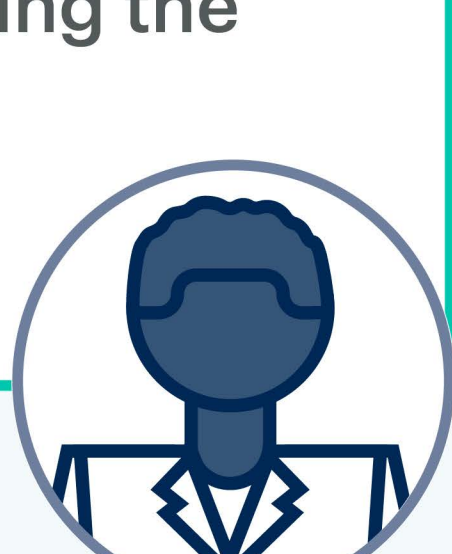
C-suite, real estate industry, <1,000 employees



Question: Do you have any final thoughts to share about including DEI (diversity, equity, and inclusion) in your executive succession planning?

“Value it, but don't over prioritize it at the expense of making the best decisions.”

VP, healthcare industry, 1,000 - 5,000 employees



Question: Do you have any final thoughts to share about including DEI (diversity, equity, and inclusion) in your executive succession planning?

In their own words...

“It is always better to start this process sooner than later. It is quite rewarding if you have a proper succession plan in place. Time to fill the position reduces drastically, and it helps [the] organization in maintaining business continuity better.”

- Director, real estate industry, 5,000 - 10,000 employees

“Start early, align succession planning with business strategy, involve key stakeholders, identify critical positions, assess current talent, provide development opportunities and create a talent pipeline to ensure a smooth transition in leadership.”

- Director, telecommunications industry, 1,000 - 5,000 employees

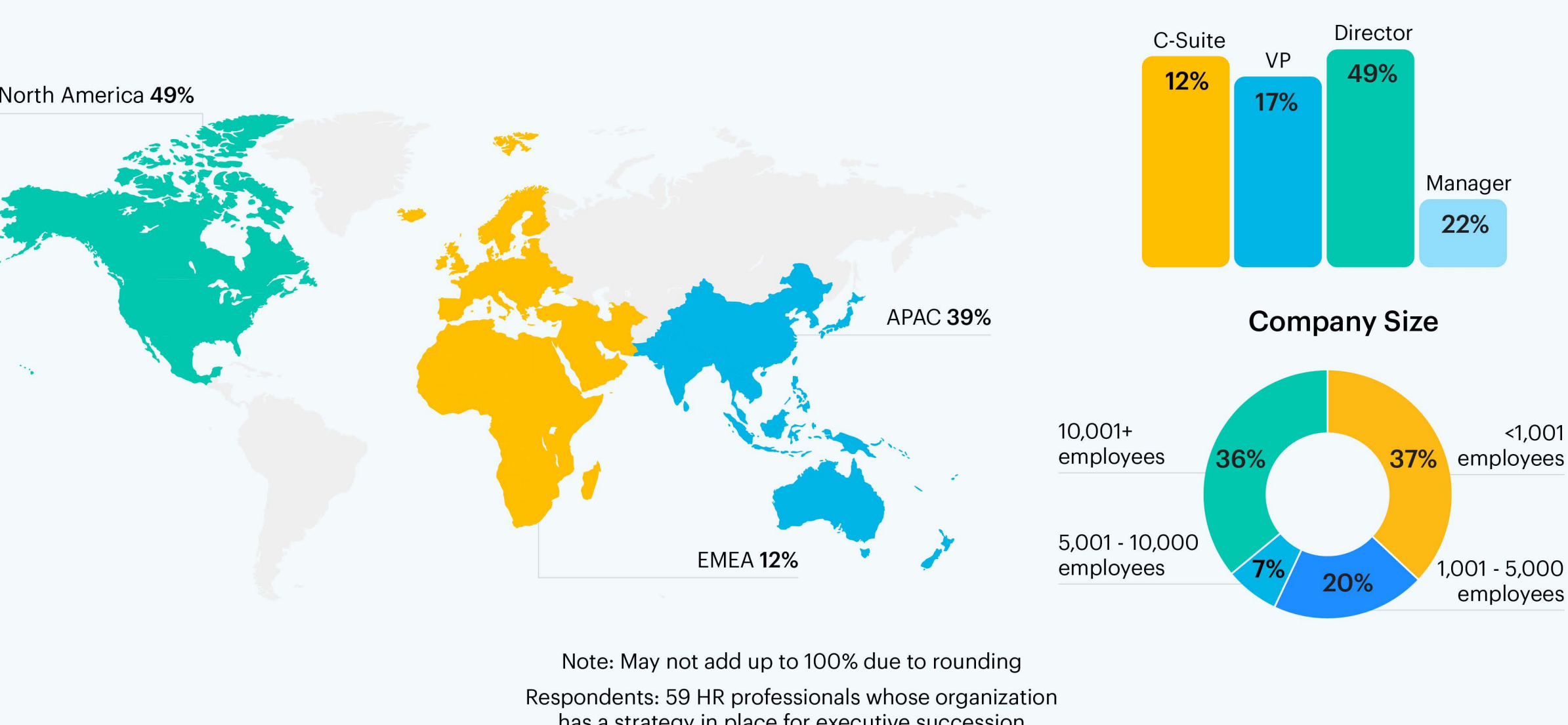
“Consider DEI and representation (gender and racial/ethnic) when succession planning, however be careful just focusing on improving representation or setting DEI goals that exist in a vacuum from business or organizational priorities. Try, as much as possible, to consider broad dimensions of diversity when assembling or planning for effective teams”

- VP, consumer goods industry, 10,000+ employees

Question: Do you have any final thoughts to share about including DEI (diversity, equity, and inclusion) in your executive succession planning?



Respondent Breakdown



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Source: Gartner Peer Community, Executive succession planning survey

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