

Succession Readiness Checklist

When the following 12 conditions are in place, an organization can expect a relatively smooth transition to new CEO whenever it might occur. Take a few minutes and grade your organization's succession readiness.

Instructions:

Write a grade of A, B, C or DK in the ___ found in, or at the end of each of the items.

Grading Key: A =Yes/Always B= O.K./Sometimes C= Needs Work DK= Don't Know

1. We have a long-term strategic vision and plan with goals and objectives for the near-term ____, including objectives for leadership talent development. ____
2. The board evaluates the CEO/ top executive annually on general performance and achievement of strategic goals. ____
3. The board, based on its semi-annual self-audit, is satisfactorily performing its major governance jobs – financial oversight, executive support and oversight, policy development, and strategic direction guidance. ____
4. The CEO's direct reports, based on annual evaluations, are judged as solidly skilled for their positions and have a personal plan to grow to the next level. ____
5. Top management is a high performing team, which:
 - a. Has a cohesive culture where team members support one another, can reach decisions as a group efficiently and execute well ____
 - b. Shares leadership of the organization with the CEO in having significant input in all major organizational decisions; ____
 - c. Has authority to make and carry out decisions within their respective areas of responsibility. ____
6. Another executive or board member shares important external relationships (non-profits, community leaders) that are maintained by the CEO. ____
7. A financial reserve or line of credit is in place to meet operating capital needs. ____
8. Financial systems meet industry standards ____. Financial reports are up to date and provide the data needed by the board and senior managers responsible for the organization's financial strength and viability. ____
9. Operational policies and manuals exist for key administrative systems and are easily accessible and up to date. ____
10. Top staff members have documented their key activities and have identified another staff person who can carry out their duties in an emergency. ____
11. The Board has discussed and documented who would be in charge and actions to be taken in the event of the unplanned absence of the CEO. ____
12. See AGRM Website: Planning Resources / Succession for details and templates.