



## Planning for the Next Generation of Leaders

Organizations positioning themselves for continued success face two key challenges—identifying their future leaders and ensuring these leaders are prepared for the opportunities coming their way. Even companies with strong leadership teams realize they need to be planning for tomorrow's leadership needs today.

As organizations seek to enhance their supply of leadership talent, they grapple with questions such as:

- What new skills will our future leaders need?
- How can we determine their readiness and development gaps?
- Can we supplement our opinions on talent with a more objective assessment?
- What should future leaders be doing now in order to be ready for future assignments?
- How can we create effective and actionable development plans?

A disciplined succession planning process offers organizations a way to move beyond simply backfilling leadership roles with the “next in line” candidate. It enables strategic talent planning that offers a flexible and deliberate approach to ensuring the readiness of future leaders. It also encourages the consideration of leaders who may be earlier in their careers—in effect creating a succession pool that will feed the organization's leadership pipeline.

By establishing consistent definitions for leadership performance and potential, organizations can communicate a point of view that helps leaders at all levels of the organization understand the ground rules related to talent. Providing managers the tools to have better development conversations engages them in the succession process and leads to better, more sustainable outcomes.

**Markwood Partners** works with its clients to put in place processes that enable them to:

- Define future leadership needs— not simply replicate today's leadership team
- Identify likely successors from across the organization
- Look beyond immediate succession candidates to identify emerging leaders
- Objectively assess the readiness and development needs of identified leaders
- Engage in productive conversations about leadership performance and potential
- Create actionable development plans and monitor their ongoing effectiveness
- Refresh succession plans as leaders advance and organizational needs evolve

To create a succession process that will ensure your leaders are ready when you need them, contact **Markwood Partners** today.

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in the areas of:*

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PO Box 490  
Uniontown, OH 44685  
p: 330-768-7035

w: [markwoodpartners.com](http://markwoodpartners.com)