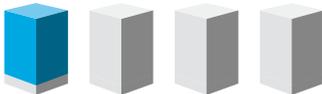


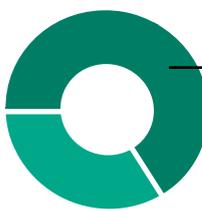
Succession Matters

ONLY 51% 

of respondents are confident in their organization's ability to identify potential leaders.

Less than 1 in 4 

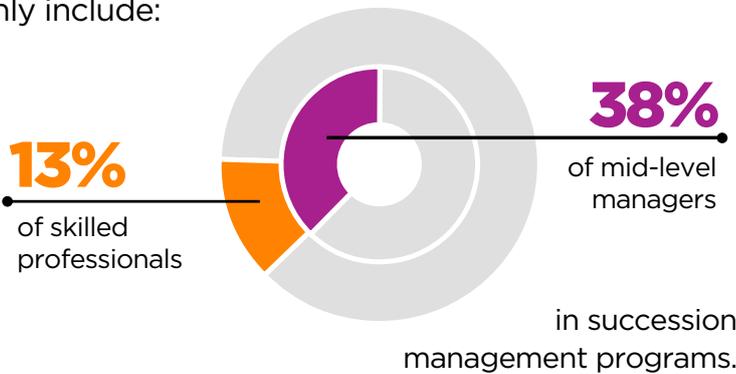
companies believe they have a "ready now" talent pipeline.

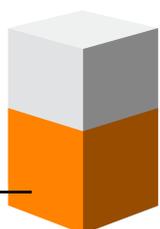
63% 

of respondents listed lack of well-suited traits and dispositions as the single most important factor in failed promotions.

IGNORING THE COMPLETE TALENT PIPELINE

Organizations typically only include:



ONLY 52% 

are confident that they have identified "ready now" candidates for promotion into specific roles.

39% 

at director level and below are dissatisfied with their recent succession management outcomes.

SEVEN SIGNPOSTS:
The unmistakable markers that identify high-potential leaders.

- LEARNING AGILITY
- FORMATIVE EXPERIENCES
- SELF-AWARENESS
- LEADERSHIP TRAITS
- MOTIVATION TO LEAD
- LOGIC AND REASONING
- DERAILMENT RISK

JUST 6 IN 10 leaders rated **"READY NOW"** are promoted **TO FILL KEY VACANCIES.**

