



Succession Management



Design **Build** Attract

When you plan for succession, you plan for success.

Board members and executive leaders know the importance of succession management to long-term viability. They also know how challenging it can be.

Why? These executives often do not share a common vision for the organization's future or understand how to translate business strategy into talent strategy. Without a roadmap with a marked destination, it's hard to know what kind of leaders you need to get there. Secondly, companies often lack a formal, sustainable succession approach. Yet, succession management is not only knowing who can step into the CEO's role at any given time.

It's about planning for sustained success through leadership. At every level.

Did you know...

- ▶ Most companies have to replace 50% of their top leadership team about every 10 years.
- ▶ It takes 20 years for a company to develop an internal candidate for the C-Suite.
- ▶ It is very expensive to rely on external candidates— an external candidate can cost 65% more than an internal one.
- ▶ Internal candidates tend to be better for a company's sustained performance and for superior long term shareholder value.
- ▶ The "window" to spot talent is narrow...the typical age moving to the C-Suite now is 46-56, which means you need to identify talent at about the age of 30.

Start here.

Korn Ferry's Succession Management solutions help you continuously identify potential, drive development for pivotal roles, and assess readiness for the next level.

Succession management hinges on having the right data to inform decisions, coupled with seasoned insight into human potential and development. Korn Ferry uses deep analytics to inform your individual and talent pool decisions, and create a systemic succession process across your organization. We are the only provider that excels at both accurately *identifying leadership potential* and *measuring* a candidates' readiness to step into a more advanced role.

In other words, we'll tell you what a leader *can* do, and what a leader *will* do at the next level.

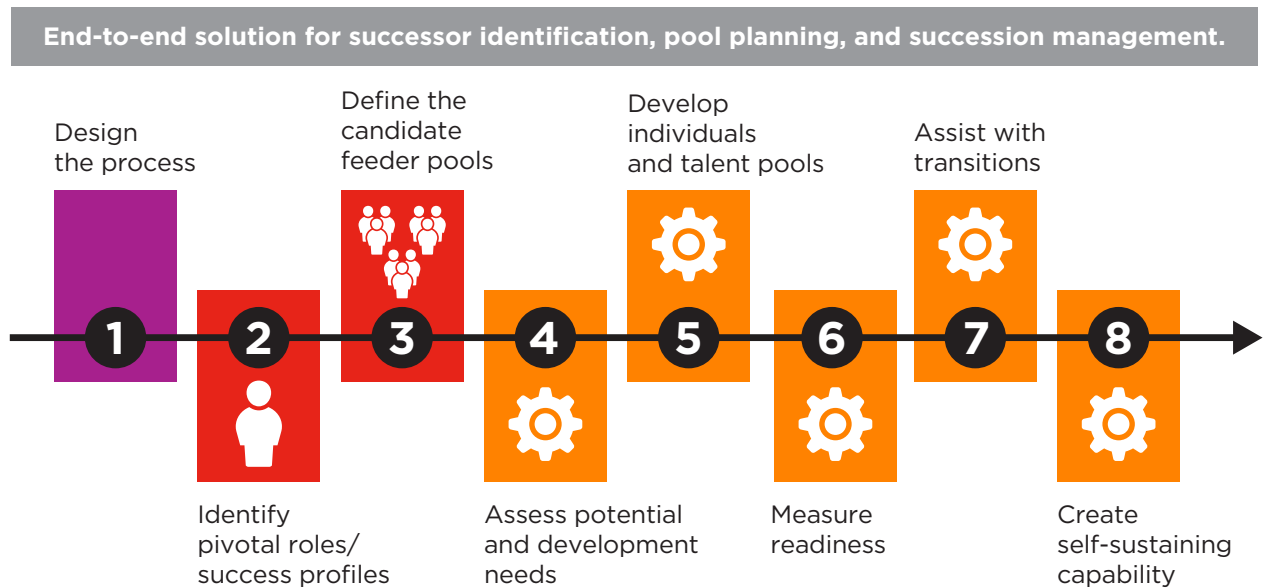
No matter where you are in your succession lifespan, we can help you define the right strategy for your future success including how to identify high-potential leaders, develop them, determine and accelerate their readiness, and energize their transitions.

We help **organizations** ensure that the right leaders are ready, when and where they are needed, now and in the future.

We help **leaders** ensure that they develop their full potential, so they are ready when and where the organization needs them.

Succession Management solutions.

Sequencing the solution



Succession management consulting.

Korn Ferry consultants partner with you to assess your current succession strategy and process, and advise on ways to enhance it. We map strategic business drivers, including leadership profiles, assessments, competencies, experiences, aspirations, style, and derailers. This helps identify your current bench strengths and gaps. Korn Ferry will work with you to create a long-term succession roadmap that translates succession management into successful promotions.

Facilitated talent evaluation, validation, development, and review.

We work with you to thoroughly evaluate your current talent, identify gaps, and create customized development plans for leaders in the succession plan. This powerful framework helps companies make key decisions about who has the potential to lead at broader and more senior levels, who is actually ready to step into pivotal leadership roles, and how to close the gaps. Korn Ferry facilitates the industry's only research-based talent review process that leverages assessment data for successful talent mapping and actionable succession management.

Assessing leadership potential.

Korn Ferry is the leader in identifying and grooming high-potential talent for succession, enabling you to make accurate leadership potential and development decisions at an earlier stage in the leadership pipeline. We offer the most comprehensive and accurate assessment of potential available featuring seven measurable indicators, including learning agility, one of the key predictors of potential to successfully navigate unforeseen challenges.

Assessing leadership readiness.

Korn Ferry's simulation-based readiness assessments are the industry's gold standard for accurately identifying what high-potential leaders can and will do when placed in an advanced leadership role, how close they are to being ready, and whether they would be a good fit. This critical performance data provides deep development insight and informs targeted development to quickly close gaps and ensure that leaders are ready for successive roles. Organizations can be confident that they are making the right succession decisions while also providing a rich, individualized development experience culminating in a targeted development plan for each leader.

Why Korn Ferry?

Our approach encompasses all phases of the succession management process. You are free to customize programs to best meet your needs, and we help you document and institutionalize the planning process. At Korn Ferry, we partner with you to:

- ▶ Align board views on business strategy, so that boards are in a position to better identify the kind of future leaders they need.
- ▶ Build profiles for the pivotal leadership roles of today and tomorrow, enabling potential candidates to be objectively measured against a complete holistic success profile.
- ▶ Identify and assess internal and external candidates using our rigorous assessment methodologies to evaluate potential and readiness, ensuring your most critical decisions are supported by robust data.
- ▶ Implement a customizable, research-based talent review process to create an effective succession management system.
- ▶ Focus on both individual development and organizational decision-making.
- ▶ Create a development plan for the internal talent pipeline, involving on-the-job experiences, mentoring, feedback, and coaching, as well as formal academic and training programs.
- ▶ Implement development plans specifically for near- and mid-term CEO, C-suite and pivotal role candidates.
- ▶ Transfer knowledge to sustain the planning process, and enable boards and HR to meet their long-term succession management responsibilities.

We provide a complete view of talent.

A proper succession strategy extends beyond the C-suite. Our powerful diagnostic methods create a more complete view of the internal and external pipeline, and reveal how your organization's succession process is—or is not—producing the leaders you need. We then help clarify, enhance, design, and build a more sustainable process.

Korn Ferry's analytical tools provide the macro-level view of the talent supply to give your company insight into talent requirements to fuel growth and drive business performance, and identify any weak spots in your future leadership pipeline.

Experience the benefits of Korn Ferry succession management solutions.

By introducing a disciplined approach to leadership succession management, you can mitigate risks to shareholder value and improve your company's prospects for long-term growth. Specifically, our approach offers:

- ▶ **A sustainable pipeline of “ready now” leaders.**
- ▶ **Clarity on your internal and external pipeline, gaps against what's needed, and build and buy strategies to close the gaps.**
- ▶ **Internal candidates who rapidly develop the skills needed to provide global and enterprise-wide leadership.**
- ▶ **Engagement and retention of your high-potential leaders.**
- ▶ **A board and senior leadership team more aligned than ever on company direction and the type of leaders needed in the short and long term.**

About Korn Ferry

At Korn Ferry, we design, build, attract, and ignite talent. Since our inception, clients have trusted us to help recruit world-class leadership. Today, we are a single source for leadership and talent consulting services to empower businesses and leaders to reach their goals. Our solutions range from executive recruitment and leadership development programs, to enterprise learning, succession planning, and recruitment process outsourcing (RPO).

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