



# CEO Succession Planning in 6 Steps

TEMPLATE

**01**

Begin CEO succession planning early



**02**

Create a CEO success profile



**03**

Identify and assess talent



**04**

Ensure flexibility through scenario planning



**05**

Build a pool of internal and external candidates



**06**

Align culture, values, and aspirations



Due to poorly managed CEO and C-suite transitions, nearly **\$1 trillion** of market value is wiped out every year in the S&P 1500.

\*Source: Harvard Business Review

**DID YOU KNOW?**

# Ceo Succession

**National Association of Corporate  
Directors (U.S.)**



## Ceo Succession:

**Inside CEO Succession** Thomas J. Saporito, Paul Winum, 2012-08-13 A comprehensive guide to planning for CEO succession from the experts at RHR As the demands from stakeholders for consummate leadership and good governance from a company's board of directors its CEO and its executive team increase how the process of CEO succession is carried out has become more critical than ever before Yet over the past several years a growing number of CEOs have failed early in their terms often with devastating consequences to their companies and stockholders By far the most common problem is a lack of ownership of the CEO succession process Inside CEO Succession provides businesses leaders and boards with the strategies they need to execute their responsibilities with a heightened level of professionalism and ensure the sustained success of the companies they serve Written by Dr Thomas J Saporito CEO of RHR International and Dr Paul Winum Senior Partner of RHR International the lessons of Inside CEO Succession are rooted in RHR's long standing history of bringing expert knowledge experience advice and counsel to the issues related to CEO succession The culmination of RHR's 65 years of experience providing expert counsel to the boards of directors of hundreds of companies it explains how ego role relationships power and human dynamics associated with relinquishing leadership preparing successors and ceding power and authority to other people create undetected problems in the succession process and ultimately cause many CEOs to fail early in their tenures Distills RHR's 65 years of experience helping businesses deal with CEO succession into one practical resource Presents strategies to enable boards to understand their role in succession planning and how to source leadership that best fits their organization's culture and requirements Brings together business acumen and psychological insight to help readers better prepare for more effective CEO succession To be successful CEO succession requires a well defined course of action that ensures that a number of highly capable candidates are ready to assume the chief executive position whether through an unexpected event or a planned transition Inside CEO Succession is designed to help boards comprehensively manage that process and effectively sustain their company's profitability Passing the Baton Richard F. Vancil, 1987

**CIO and Corporate Strategic Management: Changing Role of CIO to CEO** Gottschalk, Petter, 2006-09-30 This book holds key information in improving a CIO's role which would then advance his/her chances of moving into a CEO role It provides analysis within theoretical frameworks and consulting recommendations starting with the demand side of CEO successions specifically highlighting approaches in IT foundations e business development and IT sourcing decisions Provided by publisher

**Your CEO Succession Playbook** Natalie Michael, Brian Conlin, 2017-09-26 You've heard it before 50% of all CEO succession attempts fail Which means 50% must succeed Learn from leaders who beat the odds in Your CEO Succession Playbook For Boards and transitioning CEOs consider this book your strategic companion from the start of the process right through to the hand off and discover how to address common concerns along the way Learn why a CEO should start a conversation about succession planning early even if they have no intention of leaving their role

anytime soon Stay above the fray by mitigating and managing power plays And understand how to build a practical framework to help the departing CEO start a new life chapter that moves from success to significance Your CEO Succession Playbook is a 6 phase game plan for each step in the CEO succession process one that doesn't require you to work harder and faster but rather more intentionally With these strategies you will build trust avoid politics and gain confidence in your leadership pipeline Among dozens of tactics and a suite of tools you will get A practical strategy for introducing the topic of CEO succession to your Board without prematurely accelerating succession A CEO success profile that you can use to benchmark candidates A model for determining who has the potential to be the next CEO Strategies for how to best develop future CEOs Advice on how to minimize ego plays and power struggles and avoid survival of the fittest politics Communication samples and tips for each of the 6 key phases Leadership insights that distinguish who you need to be as a leader to build trust Self coaching questions to help you do what's right for your business Natalie Michael has worked in private practice developing executives for the last fifteen years Whether as an executive coach CEO forum chair or succession management consultant her main goal is to help companies identify and develop executive potential She has coached hundreds of executives from Canada to Africa to New Zealand with clients ranging from Fortune 100 companies to entrepreneurial start ups Before turning to coaching and consulting Natalie led organizations that won accolades such as best managed company fastest growing company and top employer In her personal time she loves quiet mornings on her mat and hitting the trails with her family Brian Conlin is an executive coach mentor board member and business advisor who worked in employee owned organizations for over thirty years He personally went through a successful transition as the former CEO of Golder Associates a professional services firm that grew during his leadership from a modest regional business to a global powerhouse with over nine thousand employees and 1.5 billion in annual revenue During his career Brian has coached and supported the development of dozens of leaders Today he coaches executives from small start ups through to large complex firms He enjoys engaging with executives who dream big want to succeed and care for others A family man with two grown boys and a granddaughter he enjoys volunteering for worthy causes cycling and playing golf Advance praise for Your CEO Succession Playbook The decision to name a new CEO is one of the most important a company can make With this book in hand though you'll be ready Every CEO and board member should read it heed its lessons and put its tools into action Daniel H Pink author of Drive and To Sell Is Human **CEO Succession** Dennis C. Carey, Dayton Ogden, 2000-05-25 Whether precipitated by sudden tragedy CEO performance issues or a key executive simply going elsewhere or retiring succession planning has become a front burner issue in corporate boardrooms across the country For board members CEOs and anyone concerned about the quality of governance in corporate America CEO Succession fills the need for a practical best practices roadmap that puts the board of directors squarely at the helm as the guiding force for ensuring the steady flow of effective leadership Authors Carey and Ogden draw on personal interviews and their own behind

the scenes work with the CEOs and directors of some of the leading companies in the world to articulate the field tested strategies and techniques boards need to create a systematic and transparent planning process that promotes a seamless transition of leadership at every level in the organization With an up close look at such companies as Metropolitan Life Hewlett Packard Mellon Bank and GTE CEO Succession shows how to put in place the key elements essential in the succession planning process establish and sustain a reliable succession agenda and timetable implement a self renewing succession culture that develops leaders at all levels of management create a healthy relationship between the Board and CEO that keeps the CEO on track and benchmark internal candidates for CEO and other top posts with comparable outside leaders With practical guidelines and experienced advice from leading consultants in this field CEO Succession offers a long overdue antidote to what stakeholders Wall Street and the media have decried as a lack of board leadership in carrying out its fundamental fiduciary responsibility ensuring the steady flow of effective leadership in Corporate America

**Key Dimensions of Effective CEO Succession**, 2016 This strategic overview for the C suite provides a road map to help CEOs and directors organize succession planning integrate it with board responsibilities and ultimately define it as an ongoing element of business strategy

**The Art of Director Excellence** John Hotta, 2023-10-04 How would you compare what you expected of board service versus the reality What do you want to say to lifelong learners of corporate governance Compiling wisdom and practical knowledge from interviews with over 40 board directors spanning board chairs and CEOs at public companies private companies and nonprofit organizations The Art of Director Excellence Volume 1 presents insightful answers to these questions and more It explores a variety of important topics in corporate governance including developing business strategy with management navigating risks being a board chair or committee member on different types of boards and improving ESG and diversity along with the many differences in how these decisions are handled in North America Asia and Europe While this book is an invaluable asset for both new and existing board directors inside the boardroom it has use outside it as well The real world wisdom and experience in this volume will complement academic textbooks as shown in the appendix which cross references commonly used textbooks to show how this book matches their contents Academics business school faculty and students in executive education as well as graduate and undergraduate corporate governance classes will benefit immensely from this book Emerging leaders in investment banking proxy advisory and executive recruiting will gain knowledge of the inner workings of the boardroom

**The Compensation Committee Handbook** James F. Reda, Stewart Reifler, Laura G. Thatcher, 2008-03-21 NEW AND UPDATED INFORMATION ON THE LAWS AND REGULATIONS AFFECTING EXECUTIVE COMPENSATION Now in a thoroughly updated Third Edition Compensation Committee Handbook provides a comprehensive review of the complex issues facing compensation committees in the wake of Sarbanes Oxley This new and updated edition addresses a full range of functional issues facing compensation committees including organizing planning and best practices tips As the responsibilities of the compensation committee continue to

increase the need for practical and comprehensive material has become even more imperative Complete with compliance advice on the latest rules and regulations that have developed since the publication of the last edition Compensation Committee Handbook Third Edition provides the most up to date and reliable information on The latest regulations impacting executive compensation including new regulations issued by the SEC recently revised GAAP accounting rules and the just finalized IRS regulations impacting the taxation of stock options The roles and responsibilities of the compensation committee including best practice tips and techniques Selecting and training compensation committee members How to make compensation committees a performance driver for a company Practical applications including incentive compensation and equity based compensation Compensation Committee Handbook Third Edition will help all compensation committee members and interested professionals succeed in melding highly complex technical information and concepts with both corporate governance principles and sound business judgment

**The Next CEO** Thomas Keil, Marianna Zangrillo, 2021

Every year companies spend billions of dollars in board time and headhunter fees on CEO searches In fact by many accounts the selection of the next CEO is the single most important task of the board of directors Yet despite the huge amount of time money and attention given to the task many CEO changes fail with disastrous consequences for all concerned With so much at stake it is natural to ask what companies and their boards can do to increase the odds of success Illustrated with an abundance of real life examples from interviews with CEOs C suite members members of the boards and headhunters supporting CEO searches The Next CEO explains how boards can improve the odds of success with CEO succession by identifying clear CEO mandates and associated CEO profiles and by selecting CEOs that are fit for purpose It further explains how the CEOs of leading corporations effectively take charge and create results providing a roadmap for incoming CEOs These ideas are brought to life with case studies and interviews with well known corporations such as ABB Alibaba Freudenberg GE Google HNA HP Microsoft Nestle Nike Nokia Novartis Roche Sony Tata and Zurich Insurance The book is invaluable practical reading for board members of medium to large size firms involved with CEO succession and for those preparing for their first CEO position It is also relevant to headhunters who are involved in the process of CEO succession as a working tool for them and their clients In addition the book will be relevant to courses on corporate governance and strategic transformation at the executive and MBA levels

**The Oxford Handbook of Talent Management** David G

Collings, Kamel Mellahi, Wayne F. Cascio, 2017-09-14 The Oxford Handbook of Talent Management offers academic researchers advanced postgraduate students and reflective practitioners a state of the art overview of the key themes topics and debates in talent management The Handbook is designed with a multi disciplinary perspective in mind and draws upon perspectives from inter alia human resource management psychology and strategy to chart the topography of the area of talent management and to establish the base of knowledge in the field Furthermore each chapter concludes by identifying key gaps in our understanding of the area of focus The Handbook is ambitious in its scope with 28 chapters structured

around five sections These include the context of talent management talent and performance talent teams and networks managing talent flows and contemporary issues in talent management Each chapter is written by a leading international scholar in the area and thus the volume represents the authoritative reference for anyone working in the area of talent management

**The Nonprofit CEO Succession Roadmap** Don Tebbe,2019-10-12 You've worked hard to build a great organization Now you're headed towards life's next chapter but do you have a plan A plan to prepare yourself for what's next A plan to ensure that your leadership legacy endures A plan to help your board give this crucial change the attention your organization deserves The Nonprofit CEO Succession Roadmap Your Guide for the Journey to Life's Next Chapter provides actionable solutions to these questions and more Focused on exactly where you are facing the journey through the last few years and months of your career this is your guide to taking charge of your exit and moving through your three unique jobs as a leader in transition Prepare your board and your organization make sure your board your management team your job and your organization are ready for the transition Prepare yourself sort out your personal and professional readiness for what's next and get prepared to flourish in post career life Lead the organization through the transition pilot the organization through this exceptional time in its history support your board and team and navigate the changes politics and emotions back cover

**CEO Succession, Leadership, and (Dis)similarity** Cristina Pratelli,2018-12-18 CEO succession represents a challenge for many companies The leadership style of the new CEO impacts employees attitudes which in turn might be biased by the comparison employees make with their previous CEO Cristina Pratelli investigates how and why leadership style dis similarity between the predecessor and the successor develops and affects successor leadership effectiveness After a literature review and a theoretical model she presents results from a quantitative study with SMEs in Switzerland as well as a qualitative multiple case study with family businesses based in Germany Italy and Switzerland This work offers new insights into CEO selection leadership development and the effectiveness of organizations

Proceedings of the XVIII International symposium Symorg 2022 (BOOK OF ABSTRACTS) Marko Mihić,Sandra Jednak,Gordana Savić, With 140 contributions by authors from 19 different countries XVIII International Symposium of Organizational Sciences SymOrg 2022 successfully sets the high level for future conferences The topic of SymOrg 2020 Sustainable Business Management and Digital Transformation Challenges and Opportunities in the Post COVID Era attracted researchers from different institutions both in Serbia and abroad This year more than 300 scholars and practitioners authored and co authored scientific and research articles that had been accepted for publication in the Book of Abstracts All the contributions to the Book of Abstracts are classified into the following 13 key topics Blockchain Technology in Business and Information Systems Business Analytics Creativity Innovation and Sustainable Management Digital Operations and Logistics Management Digital Transformation of Financial Industry Digital Transformation of Public Administration E Business Ecosystems Evidence Based Public Policy Making in the Post COVID Environment LEAN Business Systems Structures Processes and Models Managing

Digital Transformation Projects under Discontinuity Managing Human Resources in the Post COVID Era Rethinking Marketing and Communication in the Post COVID Era Quality Management and Standardization in Digital Transformation Era The participation of numerous domestic and international authors and the diversity of topics justify our efforts to organize the Symposium As SymOrg is traditionally at the intersection of academy and business we believe that this year s meeting will bring about many in depth discussions contribute to prospective partnerships and build stronger business and academic networks We also believe that meeting will contribute to the exchange of knowledge research results and experience among industry experts research institutions and faculties which all share a common interest in contemporary organizational sciences We are very grateful to our distinguished keynote and plenary speakers Ana Draskovic Aleksander Aristovnik Manuel Mazzara Basant Agarwa and Priyanka Harjule Also special thanks to moderators for organizing the panels and workshops in the fields of higher education business supply chain doctoral research studies and student engagement and sustainability The Faculty of Organizational Sciences would like to express its gratitude to the Ministry of Education Science and Technological Development and all the partners and individuals who have supported and contributed to the organization of the Symposium We are particularly grateful to the contributors and reviewers who made this issue possible But above all we are especially thankful to the authors and presenters for making SymOrg 2022 a success Belgrade June 6 2022 Marko Mihi Ph D Sandra Jednak Ph D Gordana Savi Ph D *CEO Succession Practices* Jason D. Schloetzer,2014 *CEO Succession Practices* 2012 Edition documents and analyzes succession events of chief executive officers CEOs of S Part II *CEO Succession Practices* 2011 Includes two sections Board Practices in CEO Succession Planning and Communication Practices in CEO Succession Part III Notable Cases of CEO Succession 2011 Summaries of 10 episodes of CEO succession that made headlines in 2011 Advanced Micro Devices The AES Corporation Apple First Solar Gannett Co Hewlett Packard H Newell Rubbermaid PG and Yahoo Part IV Shareholder Activism on CEO Succession Planning 2011 Discusses a critical policy reversal by the U S Securities and Exchange Commission on the excludability of shareholder proposals in CEO succession policies Hewlett Packard Kohl s News Corp Red Robin Gourmet Burgers United Natural Foods Concluding the report is an appendix of The Conference Board Roadmap to CEO Succession Planning which outlines a series of steps intended to help directors organize succession planning integrate it with existing board responsibilities make it transparent to all stakeholders and ultimately define it as an ongoing element of business strategy

**Sustainable Business Management and Digital Transformation: Challenges and Opportunities in the Post-COVID Era** Marko Mihić,Sandra Jednak,Gordana Savić,2022-11-11 This book covers high quality peer reviewed research papers presented at the 18th International Symposium of Organizational Sciences SymOrg 2022 held in Belgrade Serbia from 11 to 14 June 2022 The aim of the book is providing stimulative framework for readers to explore viable alternatives and indicate implications for the post pandemic world Researchers from academia and industry present their original work focusing on different aspects of sustainable

management and digital transformation including blockchain technology business analytics e business innovation digital operations and logistics management financial industry public administration lean business systems digital transformation projects human resources marketing and communication and quality and standardization The chapters could be useful for industry experts research institutions universities and all others who share a common interest in contemporary organizational sciences

How Boards Botch CEO Succession Robert Hooijberg, Nancy Lane, 2016

The Role of the Board in CEO Succession National Association of Corporate Directors (U.S.), 2006

*Annual Directors' Institute on Corporate Governance*, 2010

**Corporate Secretary's Guide Corporate Directions**, 1998

Passing the Baton Anna K. Seale, 2019

The purpose of this study was to compare the CEO succession of Walmart and Exxon Mobile with the commonly accepted best practices within the CEO's distinguishable attributes and roles. The succession of executive leadership within any organization is inevitable. Research speaks to the importance of both strong executive leadership and CEO succession plans to allow for sustainable success within an organization. The researcher examined the literature on commonly accepted best practices of CEO succession as well as the importance of them. The executive successions of Walmart and Exxon Mobil were examined in light of the history of executive succession planning. In addition to the succession process used by Walmart and Exxon Mobil, the roles, collegiate background, attributes, and tenure of the chosen CEOs were examined. Based on the facts discovered, the researcher drew conclusions about the CEO successions of Walmart and Exxon Mobil and were examined for similarities in their CEO succession plans. The research analyzed the results and followed with a discussion of the implications of this research. The researcher concluded that Walmart and Exxon Mobil's CEO succession plans have been in alignment with what the research stated as commonly accepted best practices.

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