

Effective Succession Planning is a complex endeavor that is worth the effort.

RHR has conducted research with over 1,200 HR leaders to build insights about what is working well and what needs changing. These best practices can help you set your firm up for long-term success.





Time is the primary barrier to succession planning

HR, talent, and business leaders struggle to devote necessary time to plan adequately.



Focus on critical roles

The most effective companies focus only on the roles that drive the most value to the business.



Enterprise AND unit-specific succession planning

Corporate talent functions are managing enterprise talent while putting tools in the hands of business unit HR to enable succession planning at lower levels..



Use of assessment data is becoming typical

Most companies are incorporating objective assessment data into succession planning discussions, driving more data-based talent decisions.



Increased transparency—on both sides

Companies are getting more comfortable with sharing succession or potential status with employees; employees are likewise sharing their ambition—or lack thereof.



Increased accountability and metrics

HR professionals are measuring and holding themselves and leaders accountable to using succession plans—roles filled from the plan, internal/external succession, diversity, and progress on development plans.



Honest succession plans

Having successors is not enough—are they viable? Is the same person in too many plans? Does the person want the job?



Future-oriented succession planning

Critical roles are being defined based on what's needed today and with an eye toward the company's long-term strategy.



Death to the 9-box ... long live the 9-box?

Talent and HR executives look for alternatives to the 9-box but are coming up short; some are expanding it to 12 or 16 boxes.



From succession slates to succession pools

Companies are creating and managing enterprise succession pools for critical roles with similar needs and experiences.



Critical experience plays a major role

Ensuring leaders have the necessary experience to take on the target role factors highly in companies' succession decisions and in development plans for critical talent.



Cultivating a pipeline of leaders

Companies are recognizing that it takes five to 10 years to build a leader and are looking deeper into their organizations to identify leadership talent and invest in their development earlier in their careers.

RHR has the expertise and capabilities to help you build a leadership pipeline to address tomorrow's needs. We combine data, insight, and development in our evidence-based leadership model to help you build a pool of viable successors.

Ready to begin future-proofing your organization?

Contact Robert Abramo, our
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For 80 years, RHR has been a globally respected leadership consulting firm composed of behavioral scientists and practitioners dedicated to helping CEOs, board members, leaders, business teams, and HR professionals master the art and science of leadership. RHR's solutions use the combined power of psychology, business expertise, and the newest technologies to solve complex leadership challenges through world-class assessments and coaching and development programs.



We shape leaders;
leaders shape the world.

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