KEY SUCCESSION PLANNING QUESTIONS
The Board Perspective

(References to "CEO" also relate to several other key senior executive positions, e.g., COO, CFO. EVP)

Key Questions	Tools/Processes	Results/Actions
• What is the required profile for CEO success in the future given corporate strategies and business priorities? That is, what set of experience, skills, abilities, and traits will be required for success in the foreseeable future? • Do we have bona fide internal candidates who can succeed the CEO over the short and long term? If not, how can we recruit and "seed" into the organization executives with the potential to become candidates? How can we manage the expectations of those individuals as well as manage the impact on other incumbent executives? • Do we have acceptable emergency candidates who could serve as CEO on an interim basis? (with the implication that such candidates may either be current senior managers, members of the Board or readily identifiable external candidates) • How would we work with a search consultant to – identify and possibly recruit external candidates and/or – benchmark the top internal candidates against external candidates? • How can we get to know both internal and external candidates well enough to make an informed selection decision? • What steps are being taken to test and develop the top internal candidates? • How are the top internal candidates progressing? What can we glean from that regarding their readiness and ultimate fit with the requirements of the CEO position? • Are there any retention issues on the part of current or future senior leaders? If so, what steps should be taken to ensure retention? • How can we be assured that the company's senior management has put in place the processes/programs necessary to create a pipeline of future leadership talent?	• CEO Position profile • Periodic Board/CEO discussions regarding skill sets, development progress, and retention issues of top candidates • Executive assessment of top internal candidates • Identification of emergency/interim candidates • Selection of external search consultant (as required) to – identify external candidates – benchmark top internal candidates • Individual development plans for top internal candidates – including planned job assignments • Planned interaction between Board members and top internal candidates (e.g., presentations, social activities, projects, site visits) • Periodic updates from the CEO and VP of HR regarding company-wide succession planning and leadership development activities	• Identification/career development activity for top internal candidates -- leading to stronger, better-rounded executives • Succession/contingency plans for departure or incapacitation of incumbent CEO • Greater confidence in skills, abilities, and "best fit" of top internal candidates • Hiring of external candidates (as needed) • Improved retention of key executives • Greater confidence in strength of executive pipeline below the senior executive level © Beeson Consulting, Inc. 2004

KEY SUCCESSION PLANNING QUESTIONS
The Senior Management Perspective

Key Questions	Tools/Processes	Results/Actions
• How can we ensure the talent and leadership strength required to – grow the business? – execute business strategies? – deal with retirement/attrition? • Who are our future leaders? • How can we help them clarify/articulate their career goals? • How can we give future leaders the development and breadth of experience required to maximize their potential? • How can we focus managers on attracting, developing, and retaining future leaders on key talent? How do we ensure follow-up and accountability on the part of managers? • How can we overcome the tendency on the part of managers to hoard talent? • How can we ensure common definitions and standards regarding leadership/career potential across the organization? • Are there any talent gaps given growth, current strategies, etc.? • Can these gaps be addressed by internal development? Where do we need to recruit externally to add/upgrade talent? • How can we ensure that every new management hire adds to our leadership pipeline? • How can we maximize the likelihood of success of outside hires?	• Annual Talent Review process in divisions across the organization – including templates, definitions, etc. • Career discussions with future leaders • Use of multiple assessment processes – appropriate to level and perceived potential • Individual development plans for future leaders • Annual senior leadership team Talent Day to – calibrate talent – orchestrate cross-divisional assignments • Creation of Alberto-Culver leadership model to define/convey expectations regarding leadership and leadership development • 2-3 Talent Councils of senior leaders in key functions (e.g., Marketing) to drive development for future leader "pools" • 6-month Talent Reviews follow ups • Use of leadership model for interviewing/selection of outside hires • New manager assimilation/integration process	• Identification/career development activity for future leaders – leading to accelerated development and stronger, better rounded executives • Improved retention of future leaders • Appropriate movement of people across organization boundaries for development • Common expectations regarding leadership and leadership development across the company • Increase in positions filled internally • Targeted outside hiring to fill gaps and vulnerabilities • Greater success rate of outside hires • Overall stronger pipeline of future leadership talent

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