



Succession Planning Framework

TALENT DEVELOPMENT

Succession planning protects important work before a vacancy exposes a continuity gap. This framework helps leaders identify critical roles and future requirements, examine credible supply options and build development and cover arrangements. It makes readiness assumptions and portfolio dependencies visible so succession discussions lead to owned action.



THE MODEL AT A GLANCE

The approach

The S8 cycle starts with future strategic demand and critical work, then builds role standards, supply options and candidate evidence. Calibrated readiness leads to funded development and continuity action. Ongoing assurance revisits assumptions, shared-candidate dependencies and exposure as circumstances change.

When to use it

- Critical knowledge or authority depends on a small group of people.
- Succession lists name familiar candidates without sufficient evidence of readiness.
- Future role requirements differ from assumptions in existing continuity plans.

What the model covers

Scan • Segment • Specify • Source • Scrutinise • Synchronise • Strengthen • Sustain

Value for your organisation

- Makes critical work and consequential continuity exposure clear to leaders.
- Connects readiness conclusions with target-role evidence and explicit conditions.
- Assigns ownership for development, knowledge transfer and realistic contingency arrangements.

Put it into practice

Choose a role whose absence would disrupt delivery. Define future requirements and compare cover with relevant evidence. Examine supply options and shared-candidate dependencies, then agree funded development, knowledge transfer or contingency action with a readiness review date.

Outputs you can use

- Critical-work risk map identifying roles, future requirements and continuity gaps.
- Succession evidence record explaining requirements, readiness assumptions and limitations.
- Development and continuity plan assigning experiences, cover, resources and owners.