

A hand is shown in the foreground, pointing towards a complex digital interface. The interface features various data visualizations, including a line graph at the top right, a bar chart in the middle left, and a grid of data points. The background is dark with glowing orange and blue elements, suggesting a high-tech or data-driven environment.

# Succession Management for a Future-Ready Organization

*i4cp* Survey Results

# About i4cp

i4cp is a research firm that discovers next practices in human capital. Our member organizations rely on i4cp to ensure that their efforts will make the greatest impact on the business today and in the future. Through superior research, peer collaboration, tools, and data, we provide insights that help organizations better anticipate, adapt, and act in a constantly changing business environment.

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## About this report

This report provides aggregate results from our recent survey. More complete results, including charts, market performance breakdown, and other analysis, are made available exclusively to i4cp corporate members.

In this survey, questions may have used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as “not at all” and a 5 rating as “a very high extent.” Mean scores are the average of those ratings.

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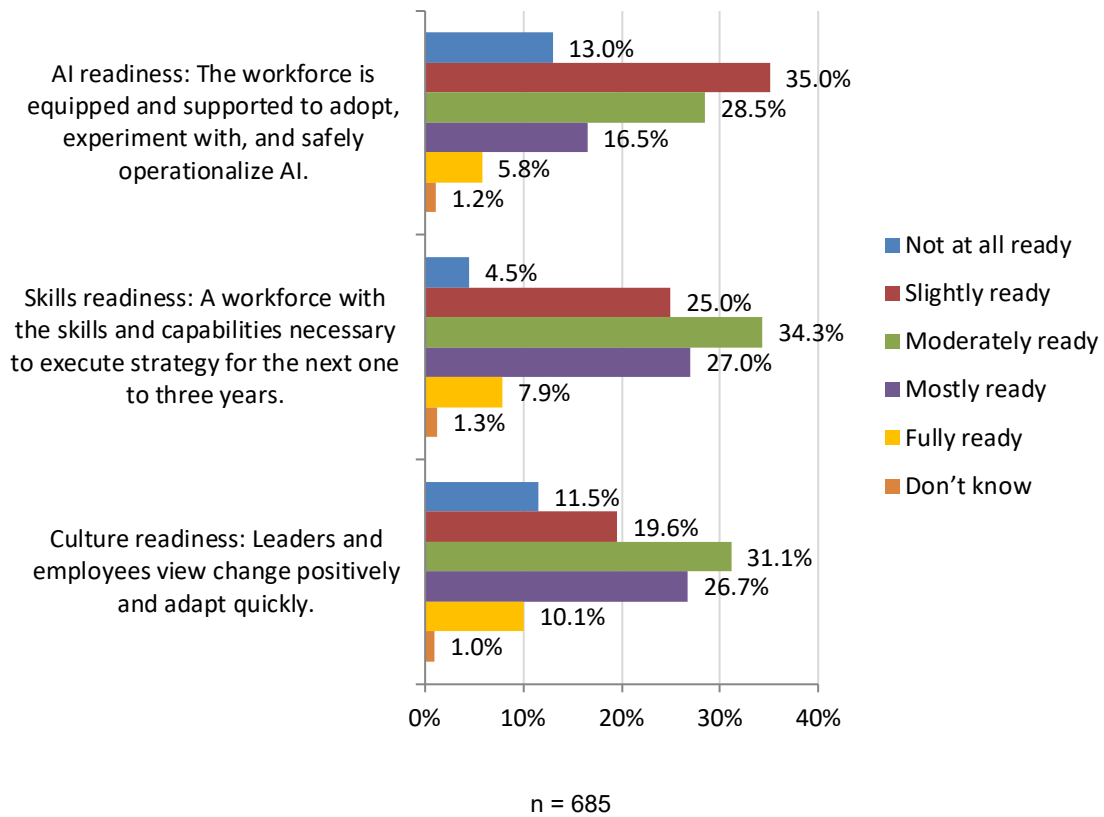
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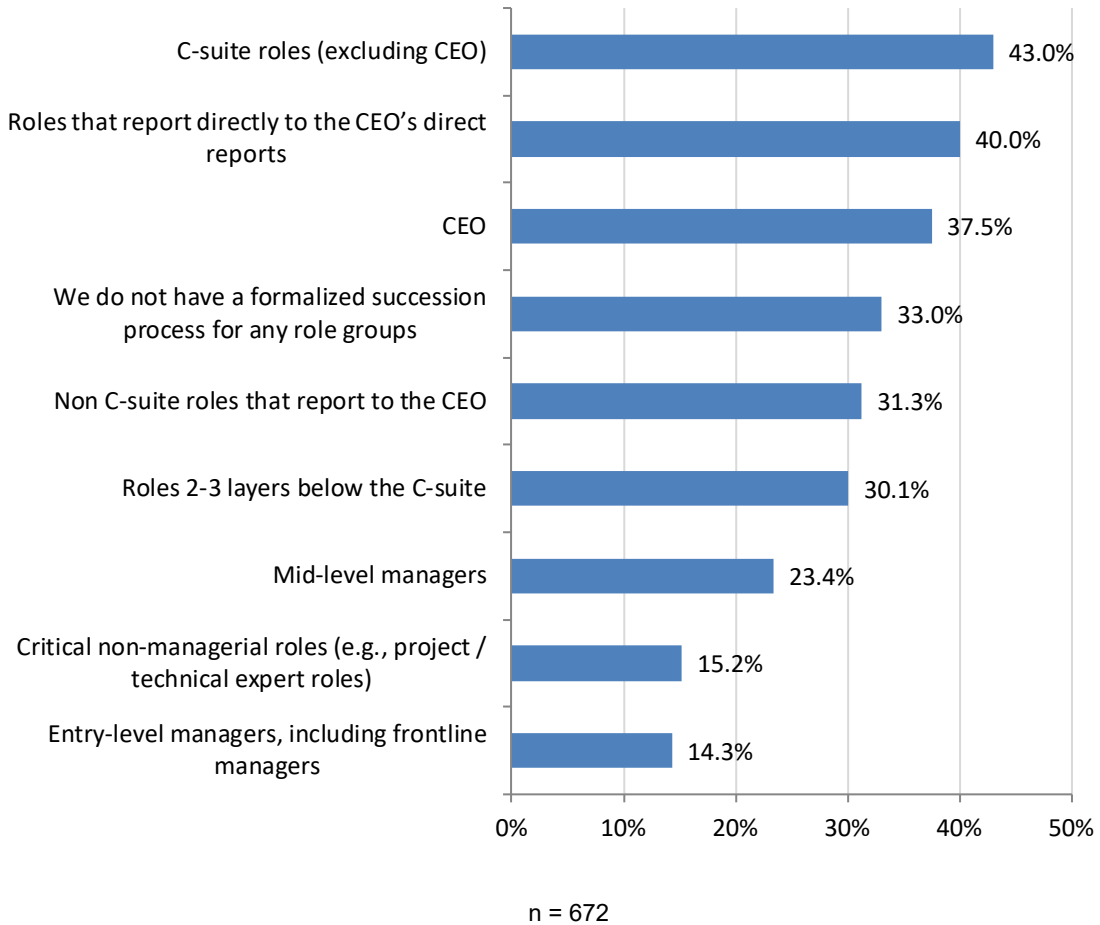
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# Survey Responses

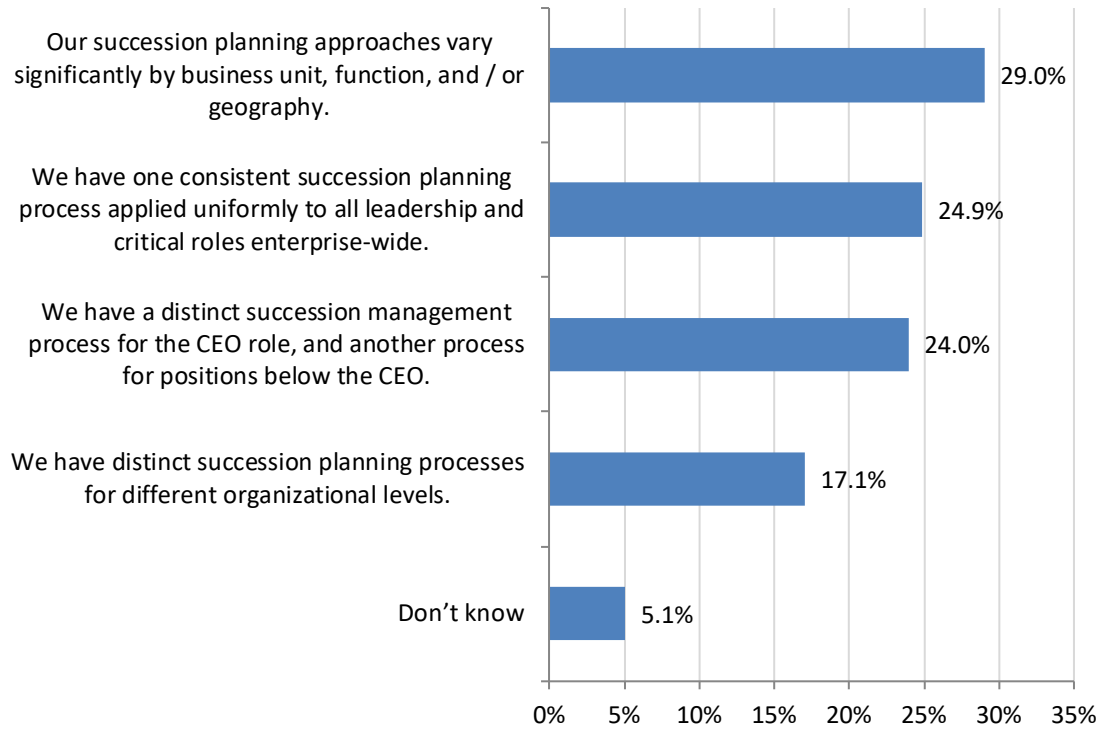
1. Please rate your organization’s current state of readiness in each of these areas:



2. For which of the following role groups does your organization have a formalized succession process? (Select all that apply)

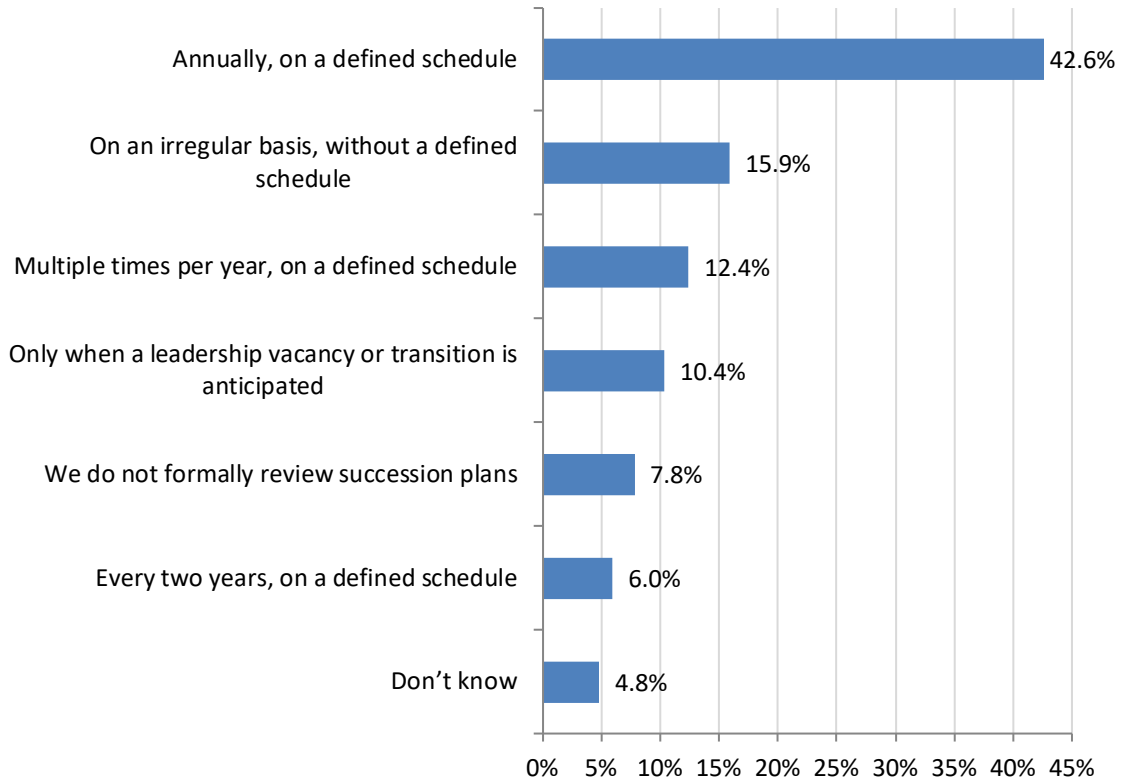


3. Which of the following best describes how succession is approached in your organization?



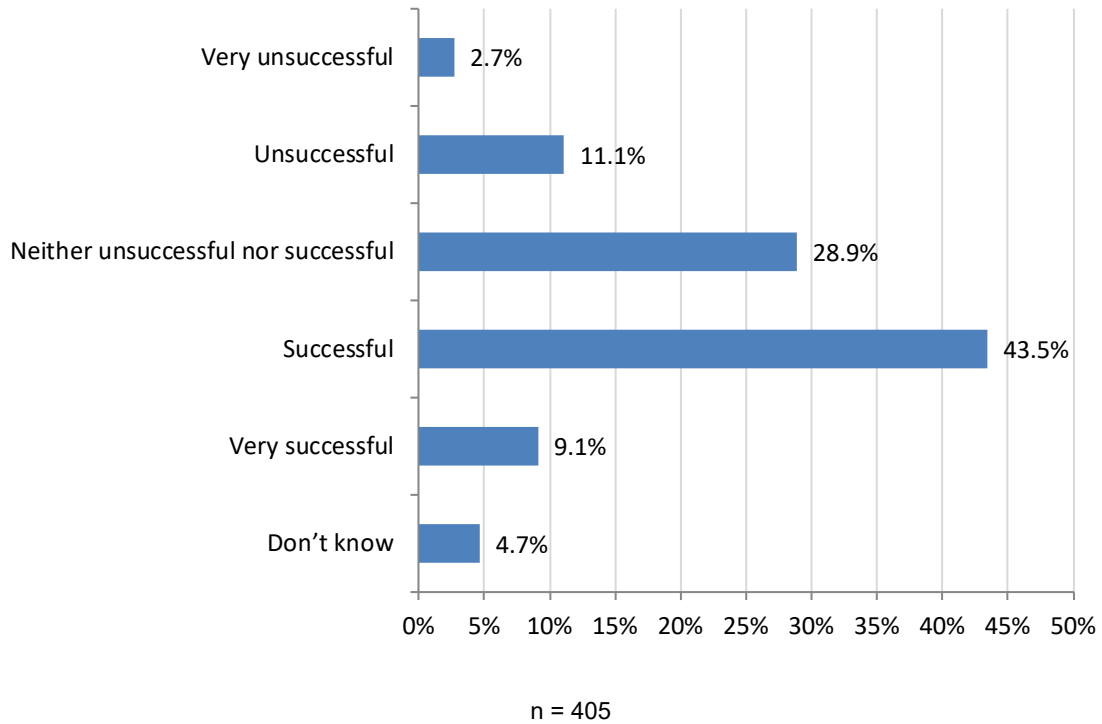
n = 434

4. Which of the following best describes how often your organization formally reviews succession plans for key leadership or critical roles?

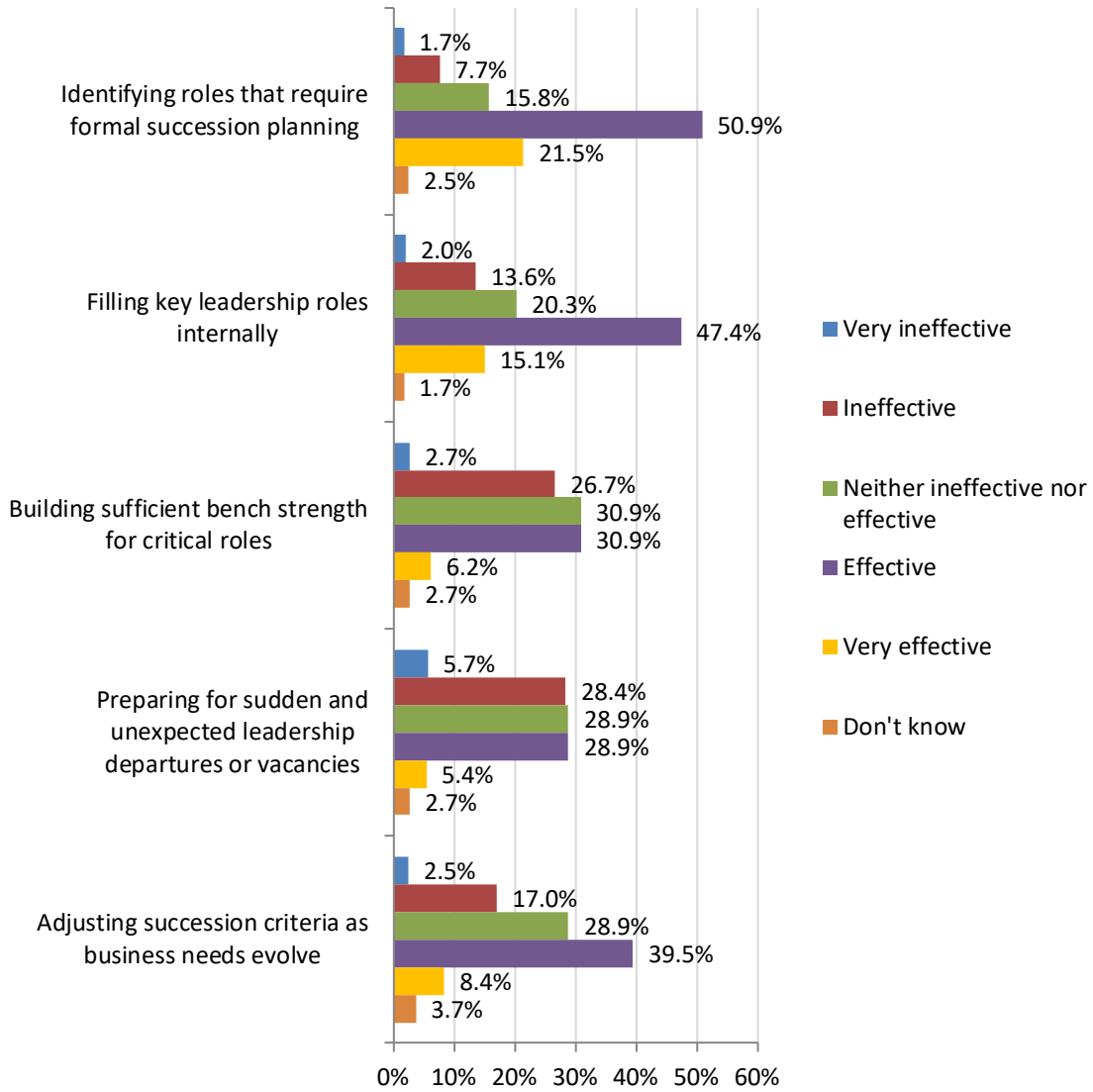


n = 434

5. Over the past five years, how successful has your organization been in ensuring strong performance through transitions for roles included in your succession management process/processes?

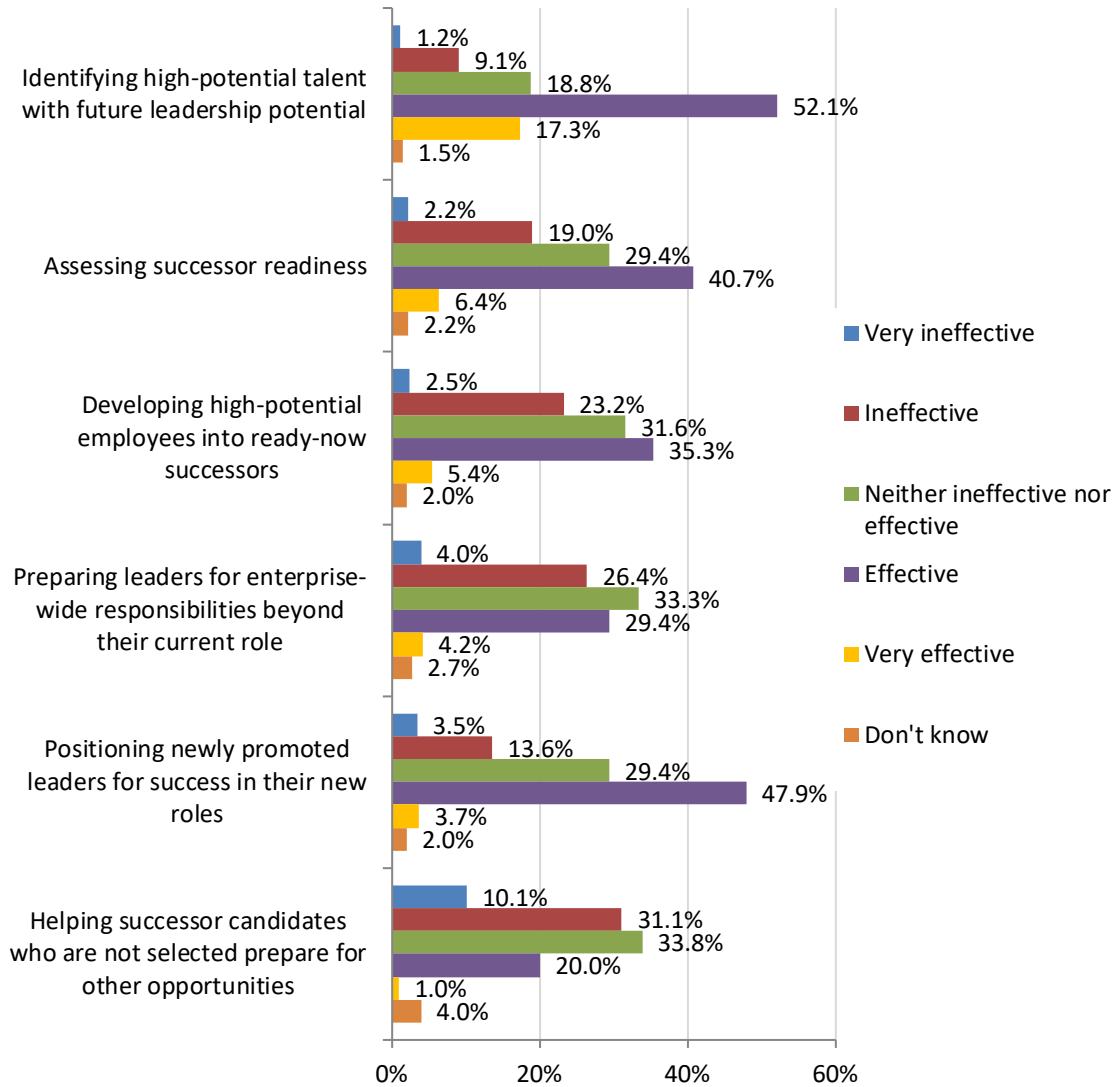


6. How effective is your organization at each of the following aspects of succession management today?



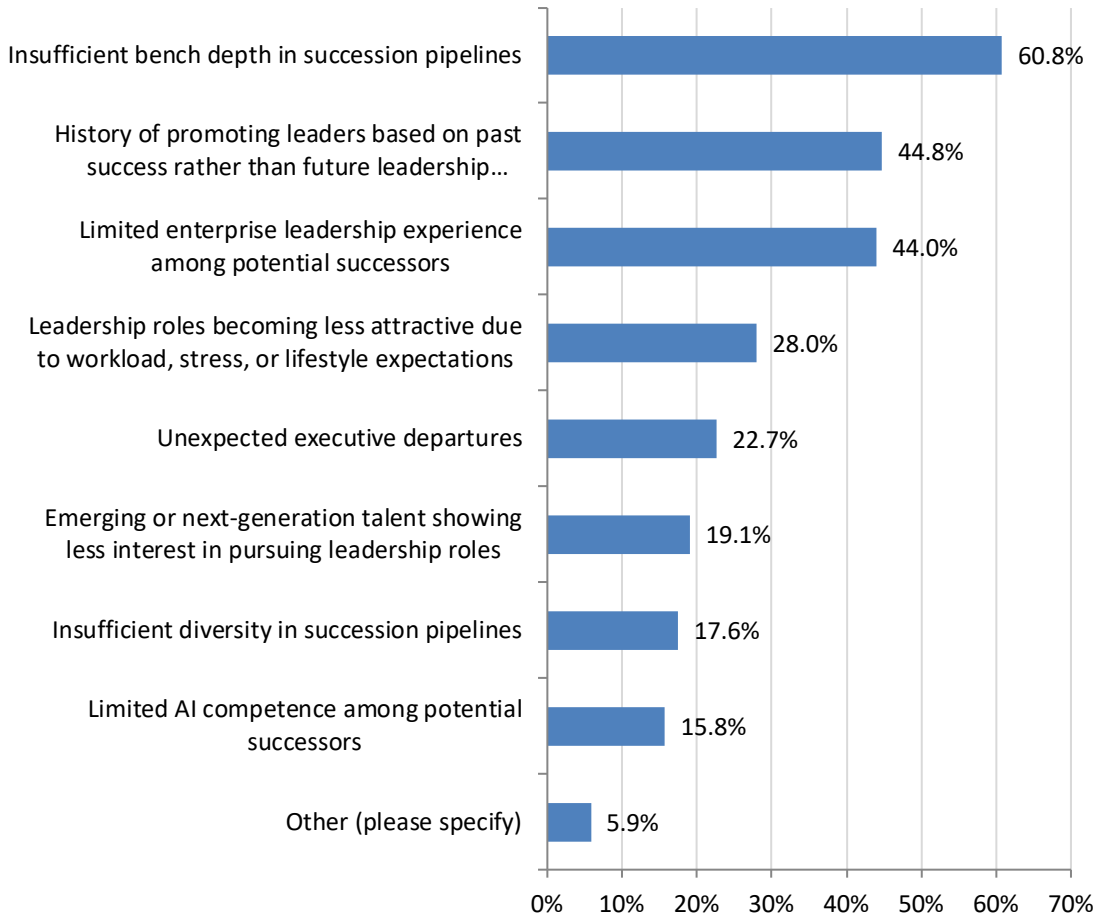
n = 405

7. How effective is your organization at each of the following aspects of succession management today?



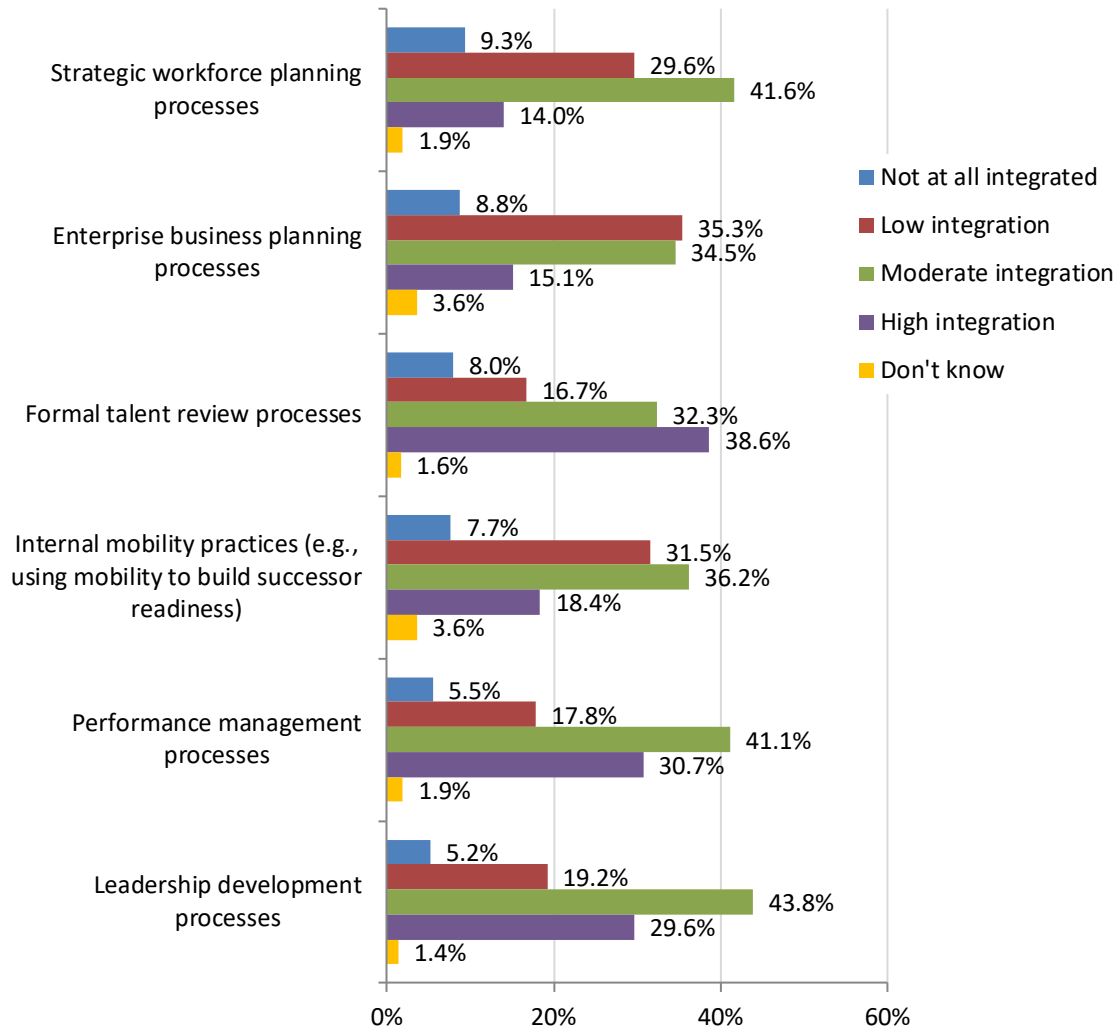
n = 405

8. Which of the following pose the greatest risk to your organization's future succession pipeline? (Select up to three)



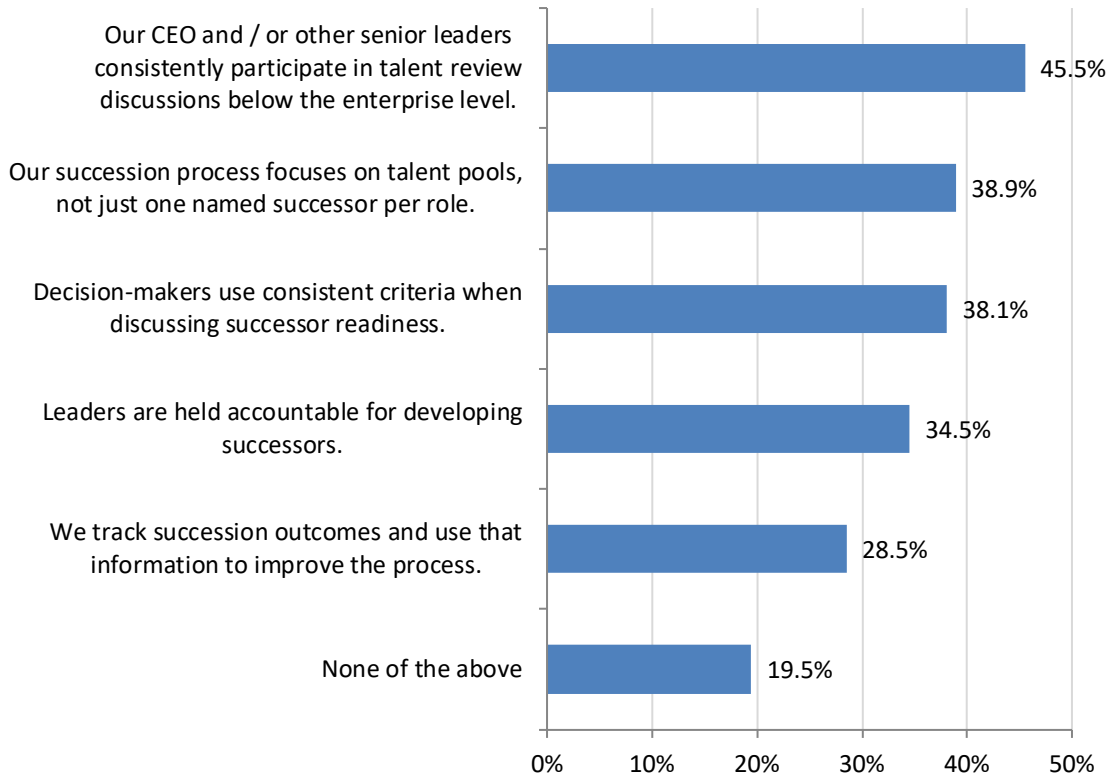
n = 393

9. To what extent is your organization’s succession management process integrated with the following?



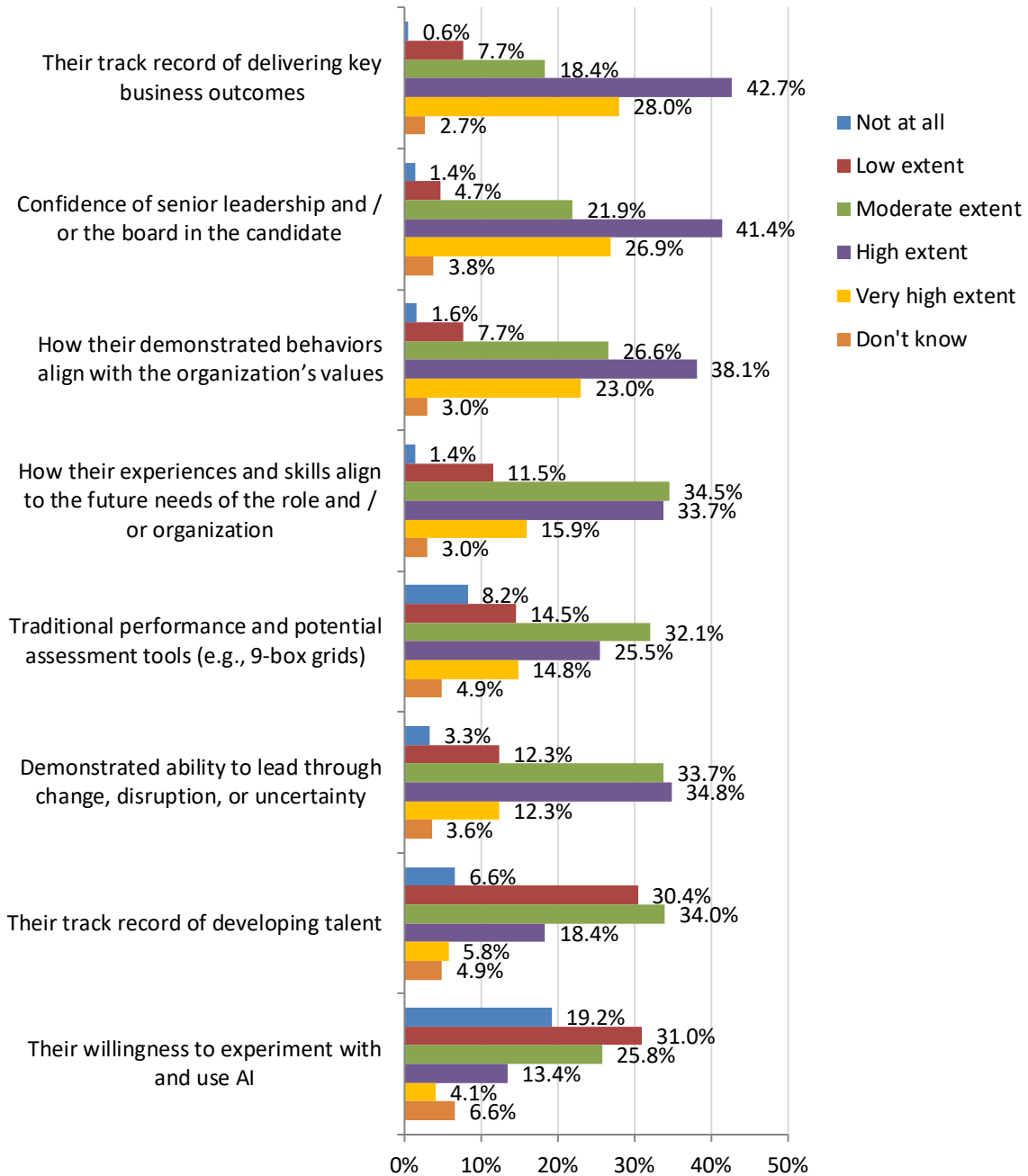
n = 365

10. Which of the following are true about succession management at your organization?  
(Select all that apply)



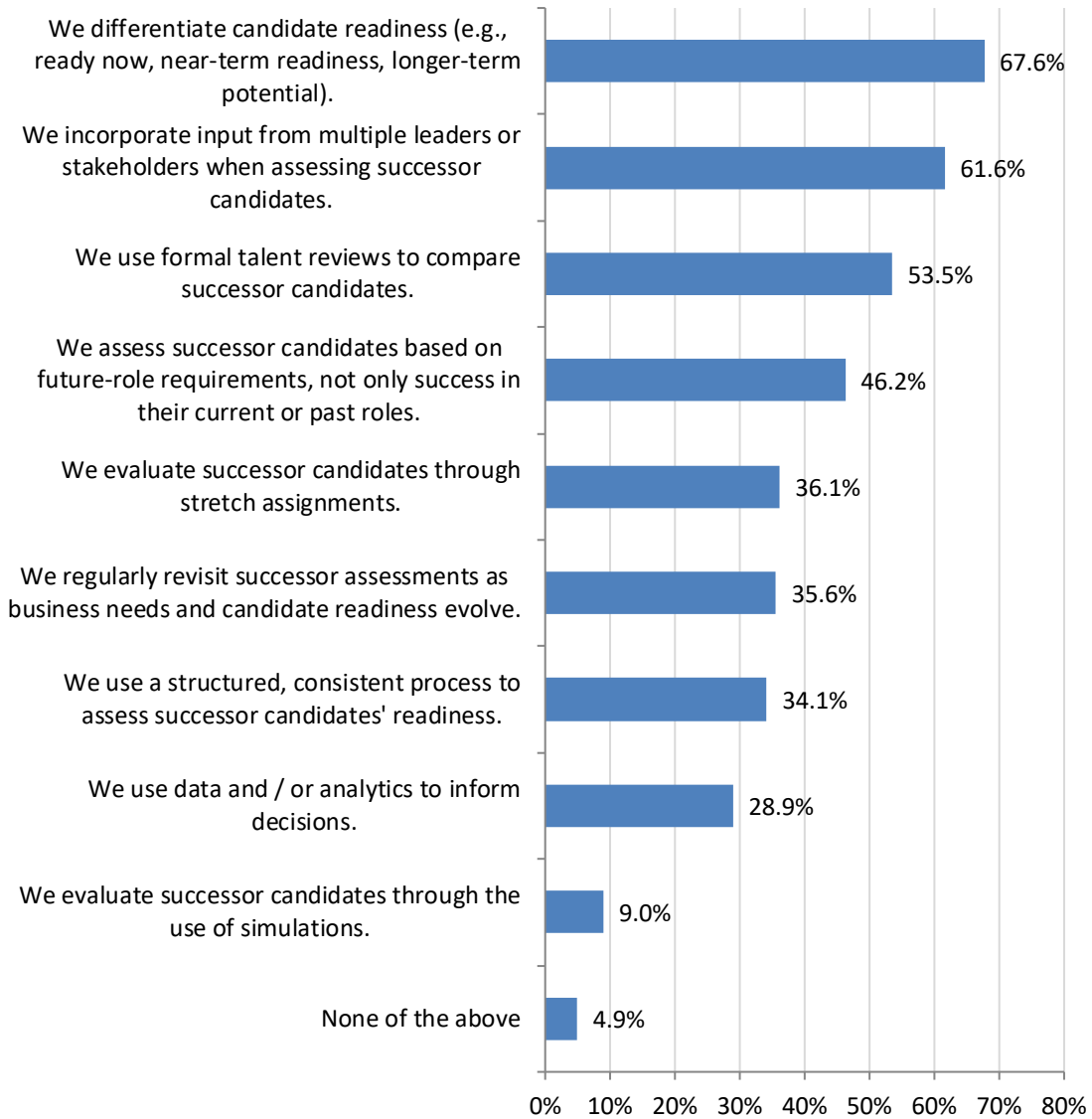
n = 365

11. To what extent are the following factors considered when evaluating succession candidates for key leadership or critical roles?



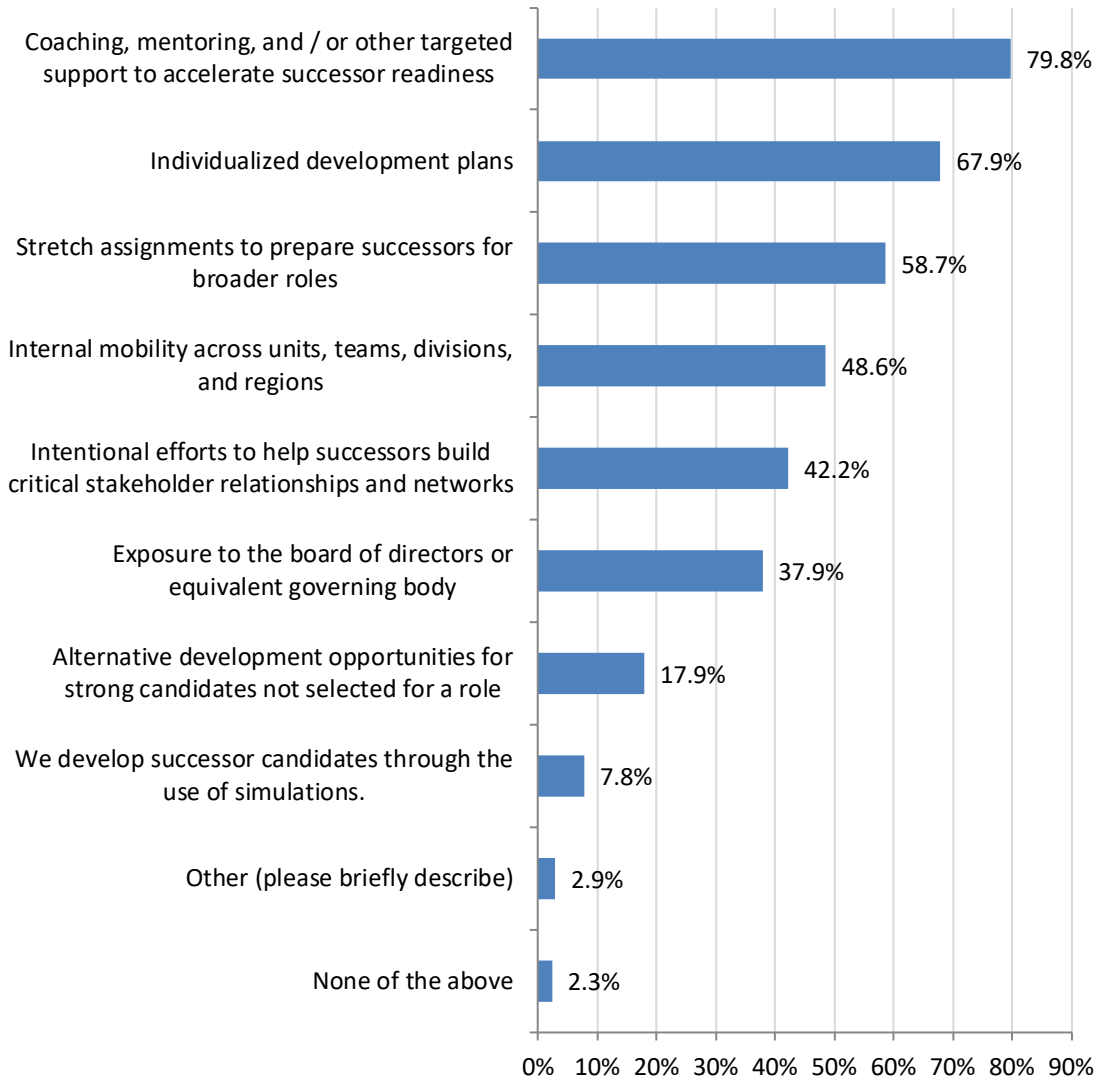
n = 365

12. Which of the following correctly describe successor-candidate assessment processes in your organization? (Select all that apply)



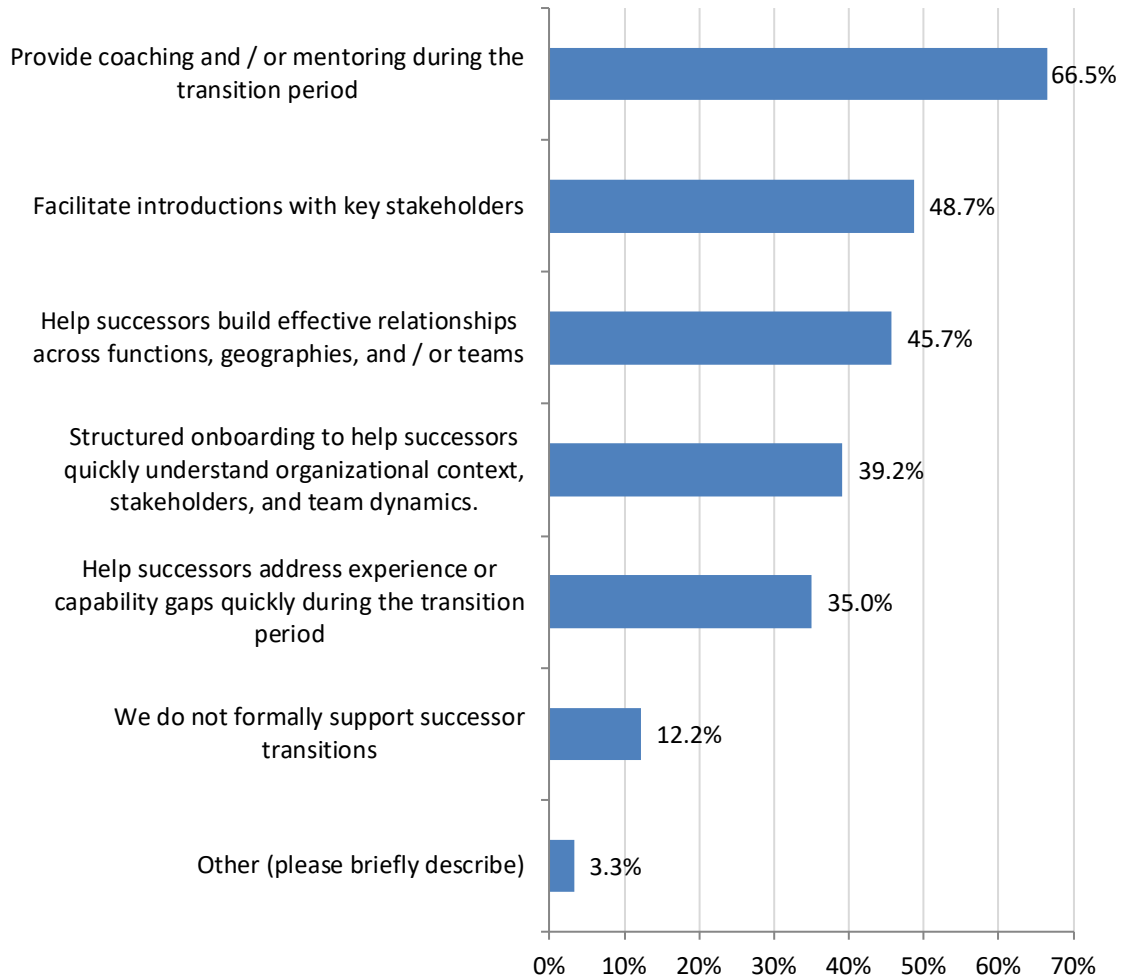
n = 346

13. Which of the following does your organization utilize for successor development?  
(Select all that apply)



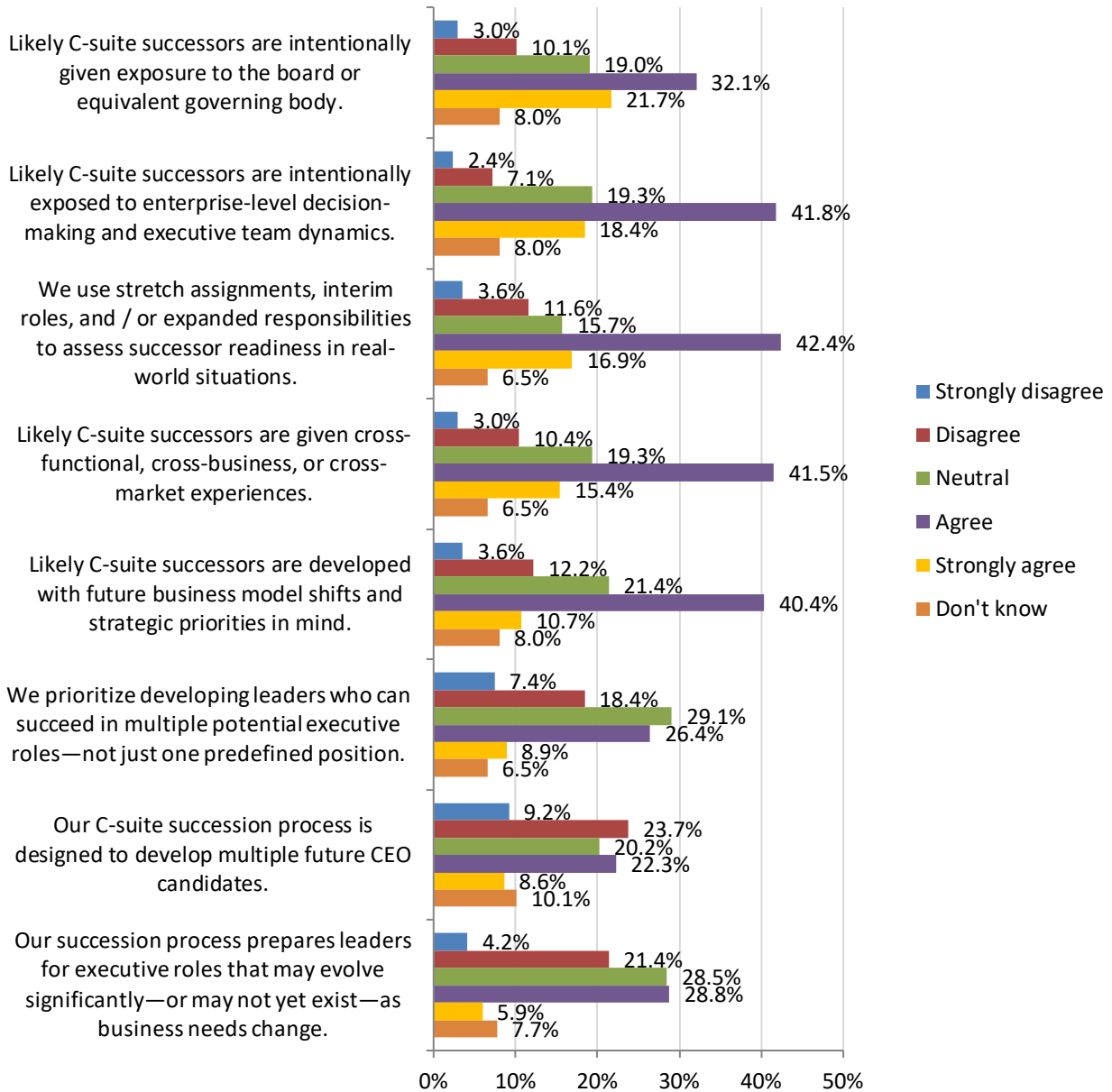
n = 346

14. Which of the following does your organization utilize to help newly-appointed successors accelerate their effectiveness in new roles? (Select all that apply)



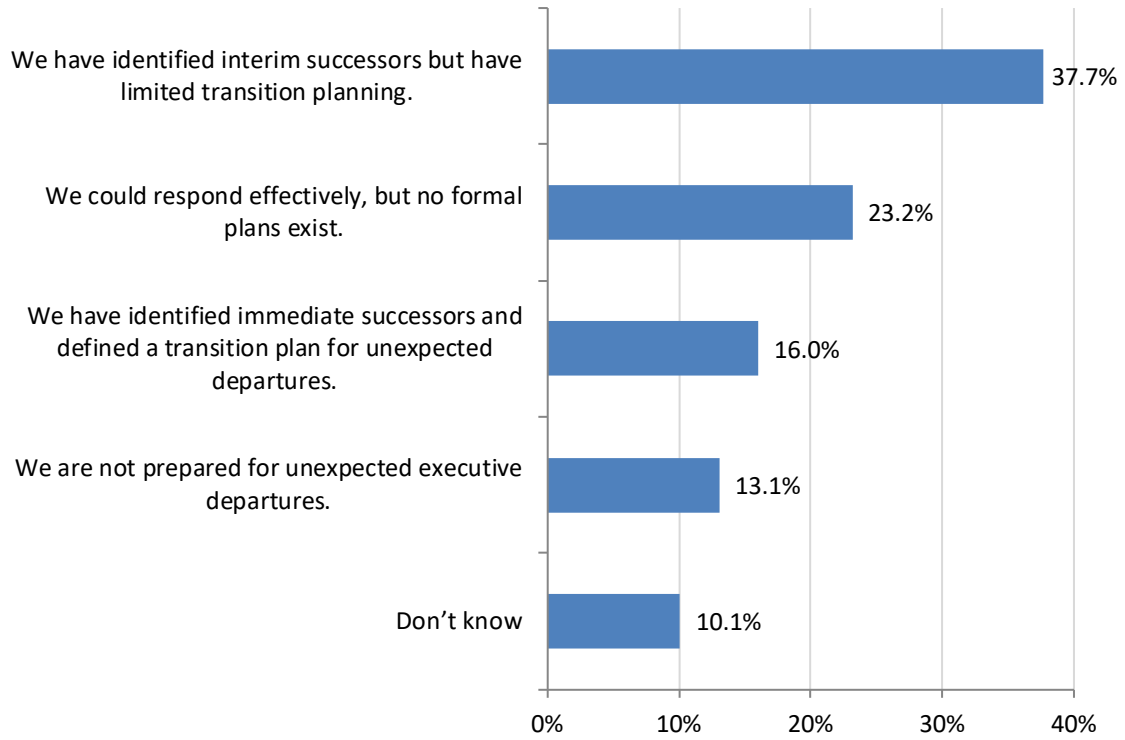
n = 337

15. Please indicate your level of agreement with the following statements about how potential C-suite/senior executive successors are developed in your organization.



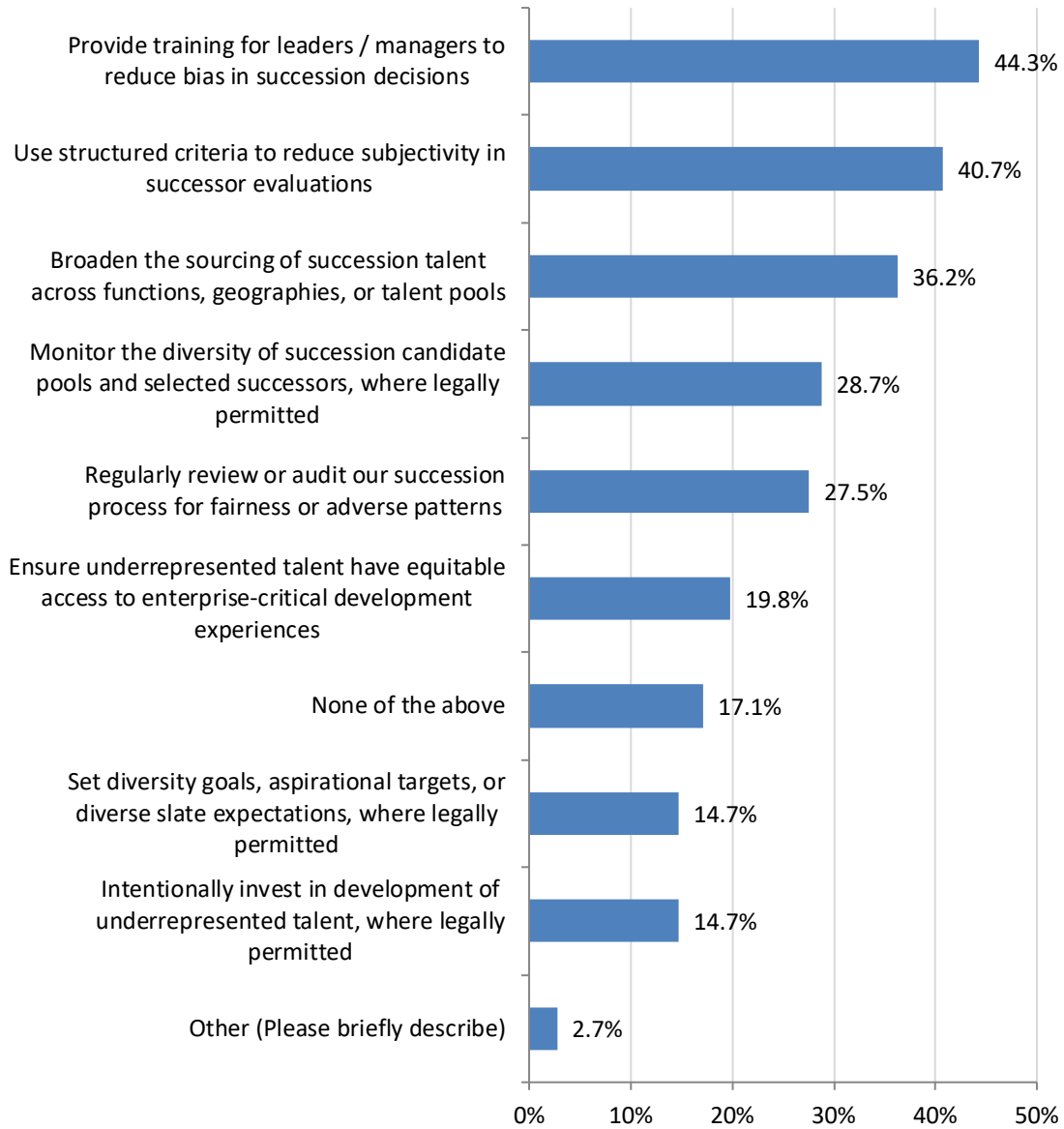
n = 337

16. Which of the following best reflects your organization's level of preparedness for an unexpected departure of a CEO or other key executive?



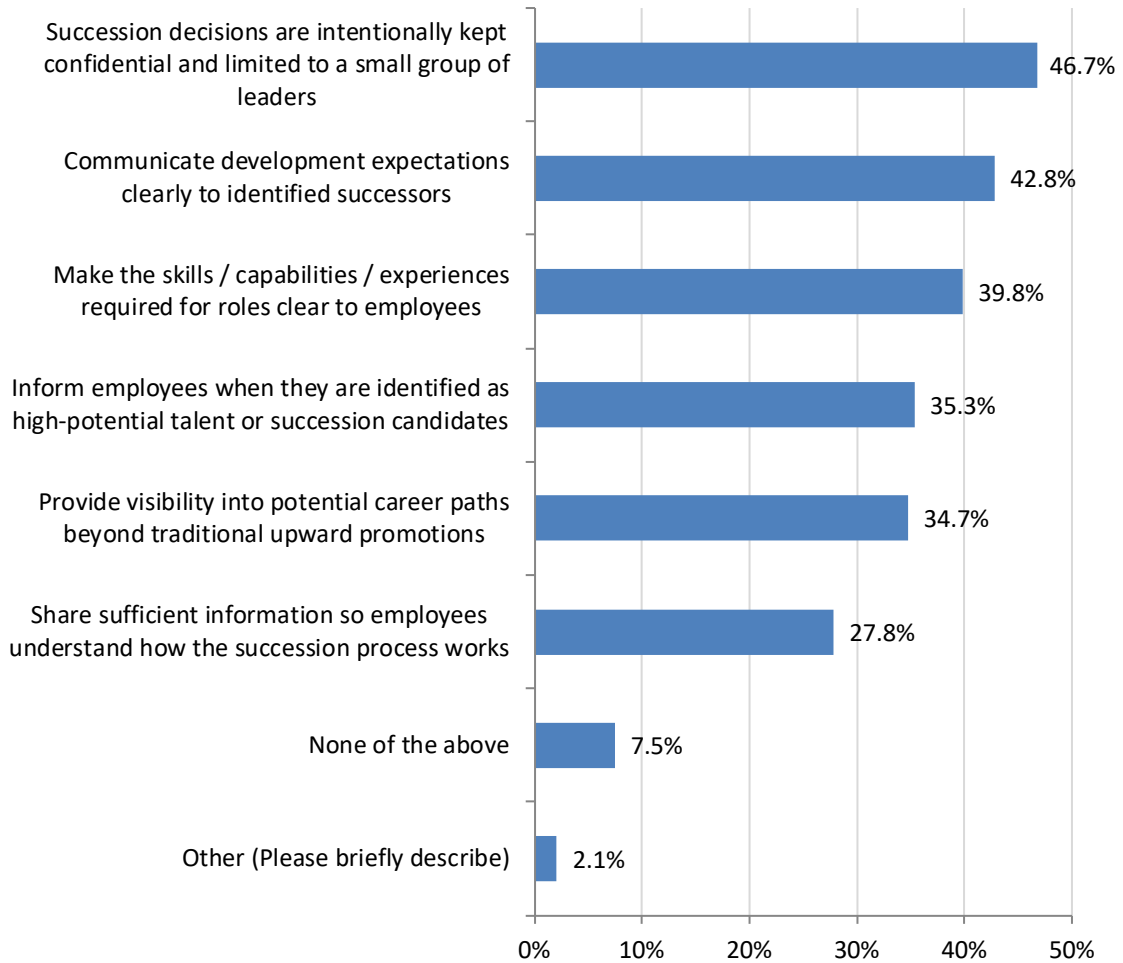
n = 337

17. Which of the following practices does your organization use to support fairness and equal opportunity in succession management? (Select all that apply)



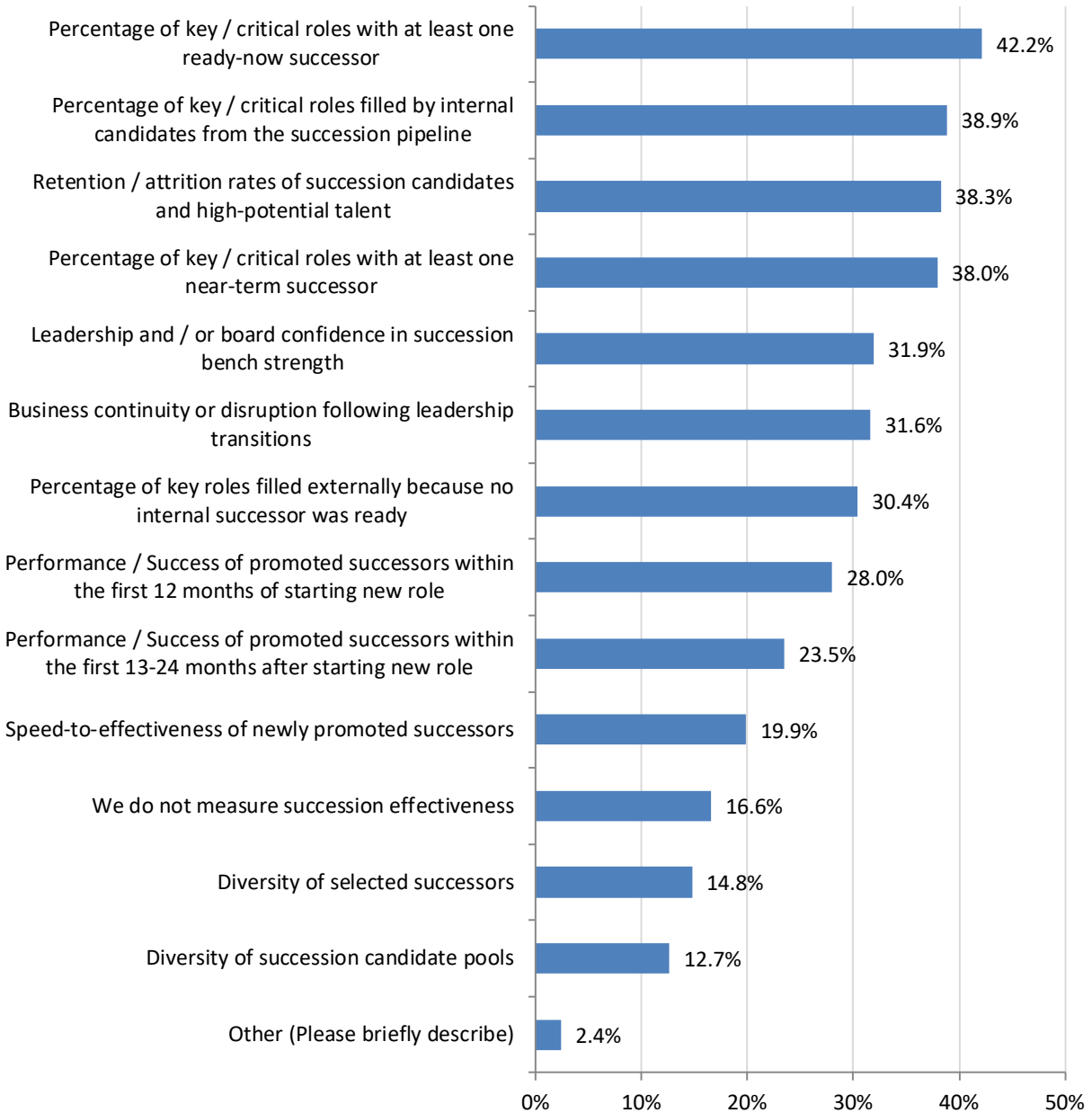
n = 334

18. Which of the following practices are used to promote transparency in your organization's succession management process? (Select all that apply)



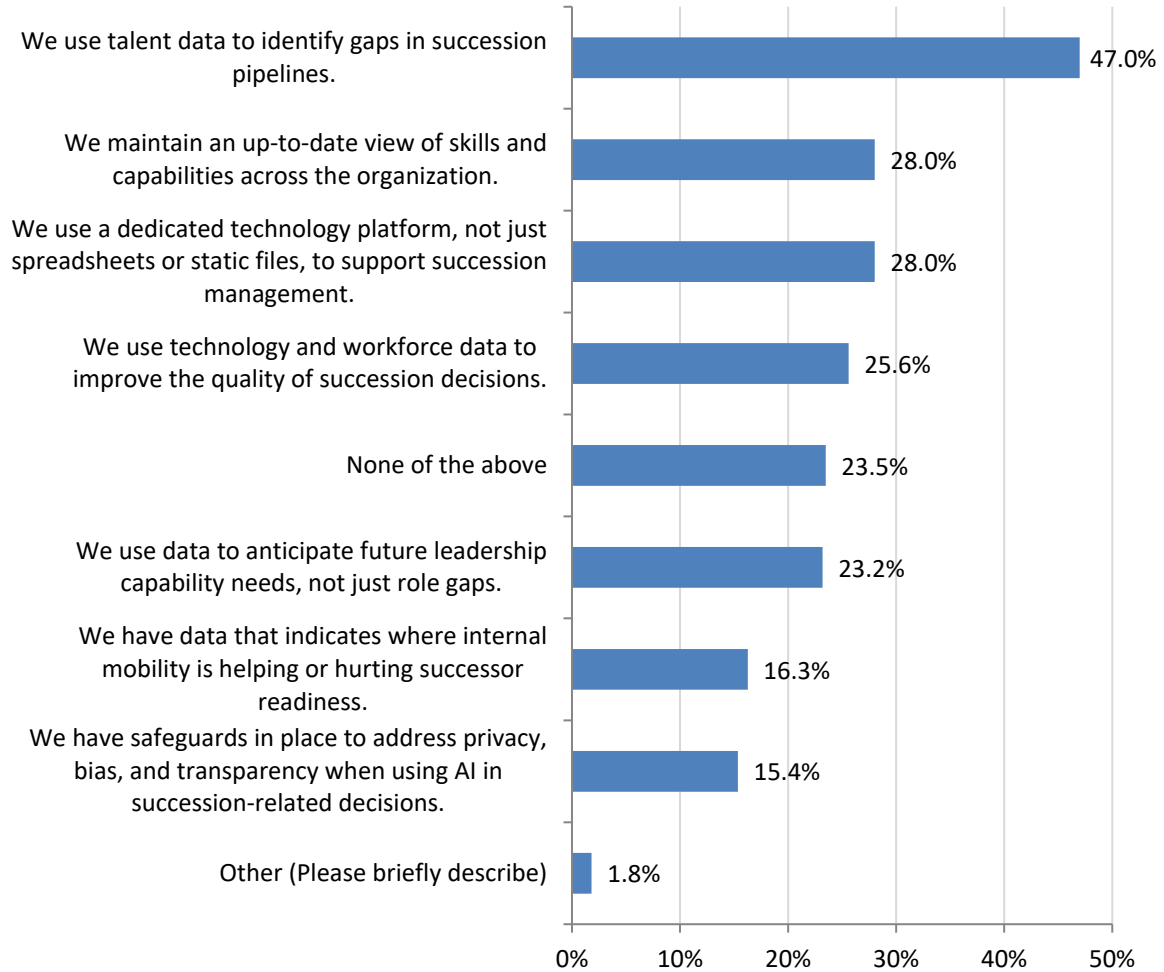
n = 334

19. Which of the following measures does your organization use to assess the effectiveness of succession management? (Select all that apply)



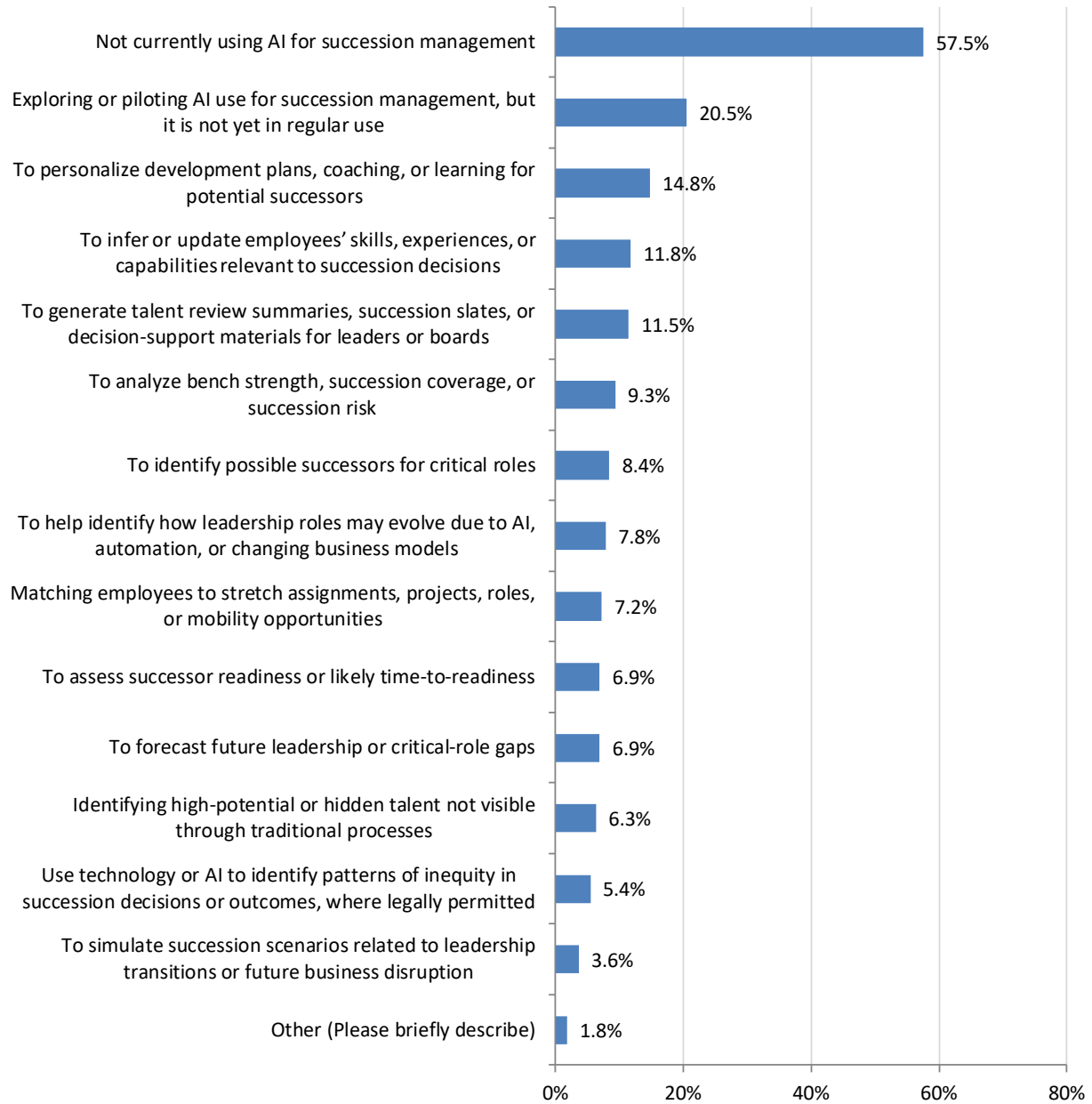
n = 332

20. Please indicate your agreement with the following statements on technology and data capabilities. (Select all that apply)



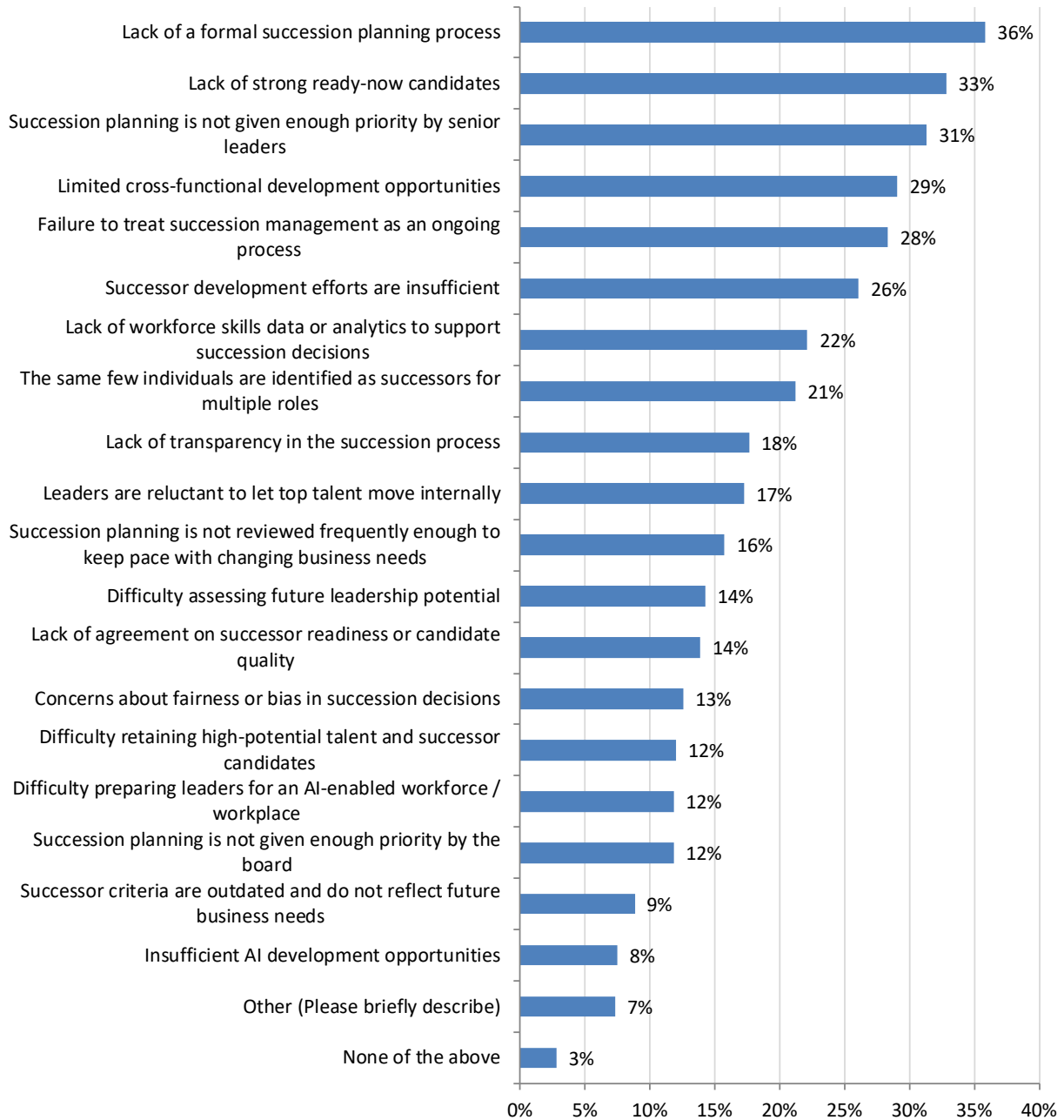
n = 332

21. How is your organization currently using AI to support succession management?  
(Select all that apply)



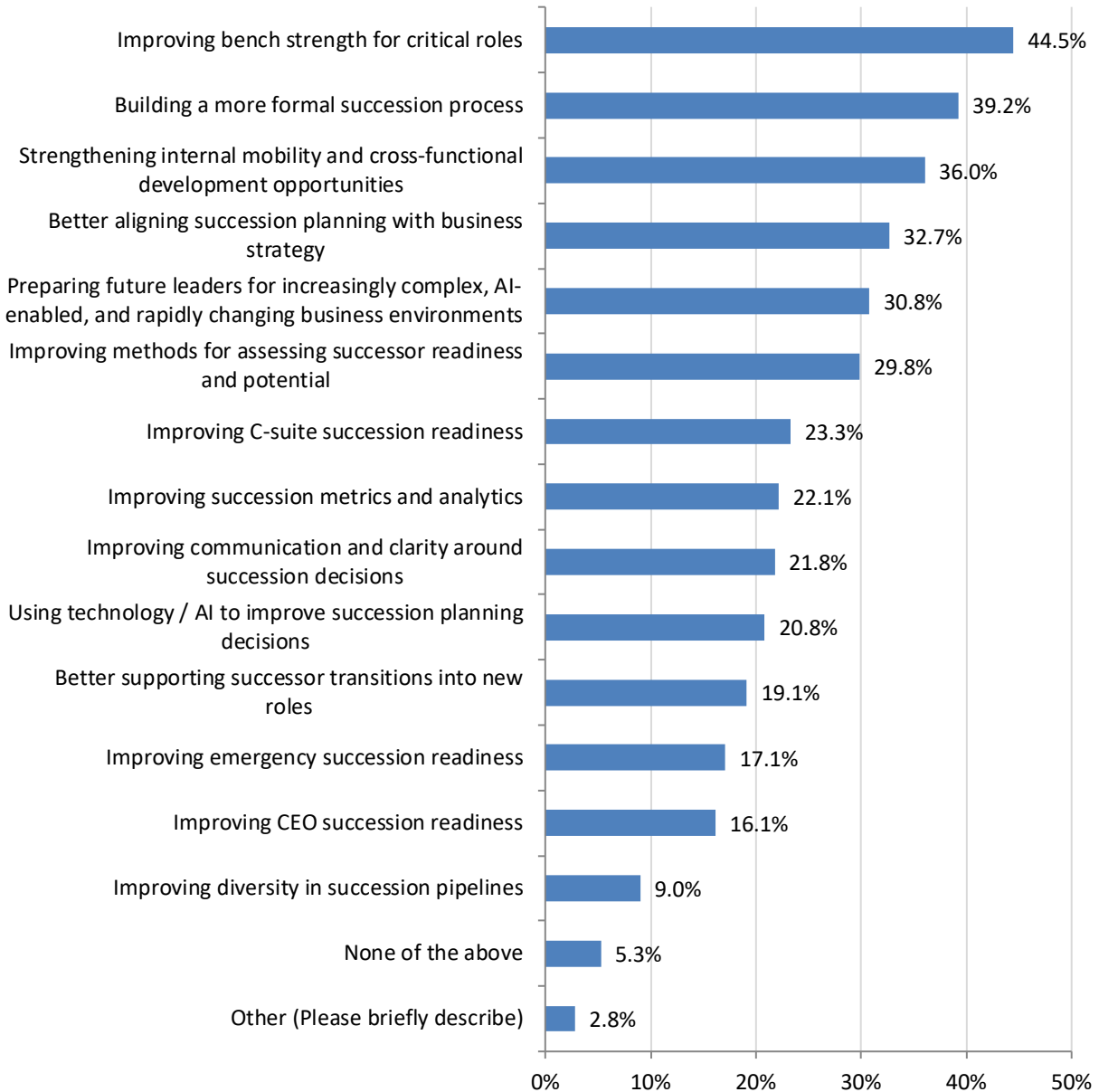
n = 332

22. Which of the following are the most significant barriers to succession effectiveness in your organization? (Select up to five)



n = 533

23. Which of the following are likely to be among your organization’s highest priorities for succession management over the next 2 years? (Select up to five)



n = 533



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