

Five-Minute Skills Assessment

Adapted from *Who Comes Next*
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The primary purpose of succession planning is to be ready with replacement talent when someone in a key position leaves the company. The only way to be prepared for that is to fully understand the knowledge, skills, and experience required for the success in that role. By completing the assessment below for each of your succession-targeted positions, you'll have a head start on clarifying the exact job criteria to help identify the most qualified candidates.

Title _____

Projected Employee Departure Date _____

Job Description _____

How has this position evolved over time? _____

What challenges will the next leader likely face? (i.e. new regulations, foreign competition, evolving customer preferences, changing technology, mergers and acquisitions, etc.)

What functional competencies will the successor need? _____

What leadership skills will be required for the successor? _____

What are the top three attributes for the person in this position?

1. _____

2. _____

3. _____

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How will this job change in the next 3-5 years? _____

If the previous job description is no longer accurate, how would you update it? _____

What other relevant factors need to be considered? _____

Functional Competencies (Technical and operational capabilities required for success in the role)

Credit risk assessment Financial statement analysis Portfolio management Cash flow evaluation

Collections strategy Credit policy interpretation Systems and ERP proficiency Contract and terms review

Regulatory and compliance knowledge Forecasting and reporting Process improvement/workflow design

Data analysis and business intelligence

Other Competencies:

Leadership Skills (Capabilities related to leading people, influencing outcomes, and driving organizational performance)

Strategic thinking Decision-making under uncertainty Cross-functional collaboration Conflict resolution

Executive communication Coaching and mentoring Change leadership Team development

Delegation and empowerment Organizational influence Systems thinking Prioritization and resource management

Other Skills:

Leadership Attributes (Personal qualities and behavioral characteristics that shape long-term leadership effectiveness)

Judgment Integrity Accountability Adaptability Emotional maturity Resilience Curiosity and learning mindset

Professional courage Reliability and consistency Customer orientation Humility Trustworthiness

Other Attributes:

Key Insight: Strong succession candidates rarely excel equally in all three categories. The goal is to identify overall leadership potential, development needs, and future fit—*not perfection*.

Fun Exercise: Circle the three you think are hardest to develop. This could lead to interesting and revealing discussions!