

Succession Planning Template

Leadership Pipeline Identification & Development | HR Kingsman — Arseel Nasher, MBA, SHRM-SCP

■ **CONFIDENTIAL** — Restrict access to HR Director, CEO, and relevant business leaders only. Review annually at minimum. Succession plans should be action-oriented, not just documentation exercises.

■ CRITICAL ROLE INVENTORY

Critical Role	Current Incumbent	Tenure	Retention Risk	Vacancy Impact	Last Review
			■ High ■ Med ■ Low	■ Critical ■ High ■ Med	
			■ High ■ Med ■ Low	■ Critical ■ High ■ Med	
			■ High ■ Med ■ Low	■ Critical ■ High ■ Med	
			■ High ■ Med ■ Low	■ Critical ■ High ■ Med	

■ 9-BOX TALENT ASSESSMENT GUIDE

Box	Performance	Potential	Recommended Action
9 — Future Star	High	High	Accelerate development. Stretch assignment. Succession candidate.
8 — High Potential	Medium	High	Develop actively. Close gaps. Increase visibility.
7 — Strong Performer	High	Medium	Retain. Deepen expertise. Recognize.
6 — Consistent Performer	Medium	Medium	Maintain. Targeted skill development.
3 — Valued Specialist	High	Low	Retain via recognition. Limit advancement.
1 — Action Required	Low	Low	PIP, role change, or managed exit.

■ SUCCESSOR IDENTIFICATION BY ROLE

Critical Role	Successor 1 (Ready Now)	Successor 2 (1–2 Years)	Successor 3 (3–5 Years)	Key Development Gap	Action Required

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HIGH-POTENTIAL DEVELOPMENT PLANS

Name	Target Role	9-Box Rating	Current Gap	Development Action	Sponsor / Mentor	Target Ready By

PIPELINE HEALTH DASHBOARD

Metric	Current	Target	RAG Status
% Critical roles with identified successor		100%	■ R ■ A ■ G
% Successors with active development plan		100%	■ R ■ A ■ G
Internal promotion rate (senior roles)		≥60%	■ R ■ A ■ G
High-potential retention rate		≥90%	■ R ■ A ■ G
Avg time to fill critical vacancies (days)		≤30 days	■ R ■ A ■ G
% Leadership pipeline female representation		≥30%	■ R ■ A ■ G
% Leadership pipeline UAE National		Per Emiratisation target	■ R ■ A ■ G

Review Date: Reviewed By: Next Review: