HFM TALENTINDEX
Online Assessment

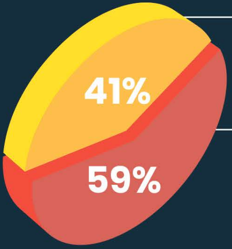
State of Succession Survey Results

Succession planning is the process of identifying and developing talent to fill future roles. An effective succession process is critical for business continuity, leadership development and organisational success.

How do South African Organisations Plan for Succession?

In a recent survey, we asked South African HR professionals, managers and executives to share their perspectives on succession planning in their organisations.

Succession Experience

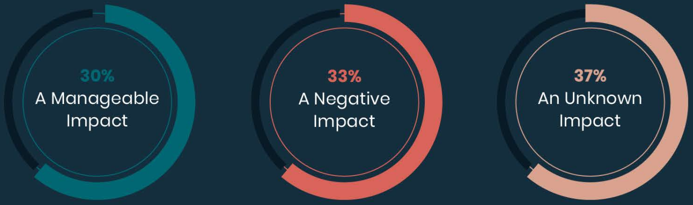


41% Unfamilliar with succession planning

59% Familliar with succession planning

Out of the sample, 41% were not familiar with succession planning, while 59% had been involved in, led or designed processes in the past.

The Impact of Key Leaders Leaving

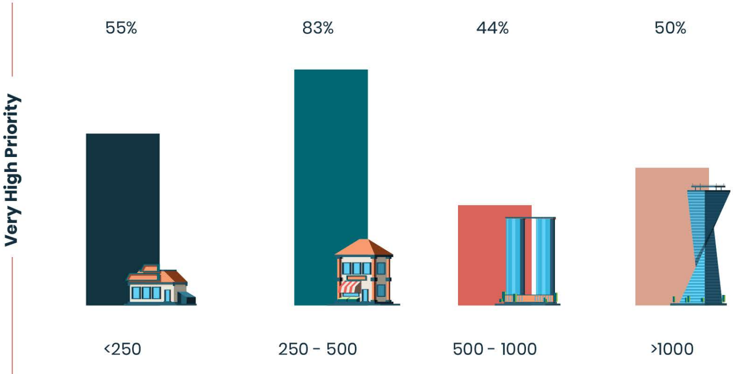


30%
A Manageable Impact

33%
A Negative Impact

37%
An Unknown Impact

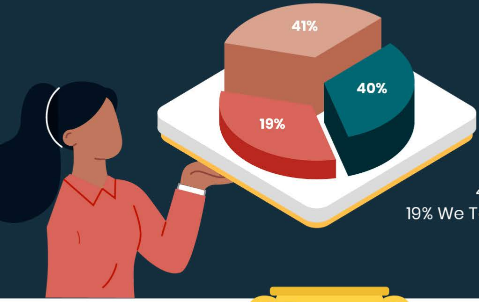
How do Organisations Prioritise Succession Planning?



Organisation Size

Approaches to Succession Planning

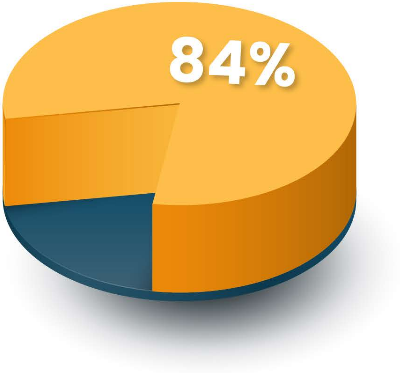
19% of respondents take a structured, consistent approach to succession planning in their organisation. In smaller organisations, of 250 - 500 employees, only 7% take a consistent approach.



40% Don't Do It/ Don't Know ●
41% We Take An Inconsistent Approach ●
19% We Take A Structured, Consistent Approach ●

The Value of Succession Planning

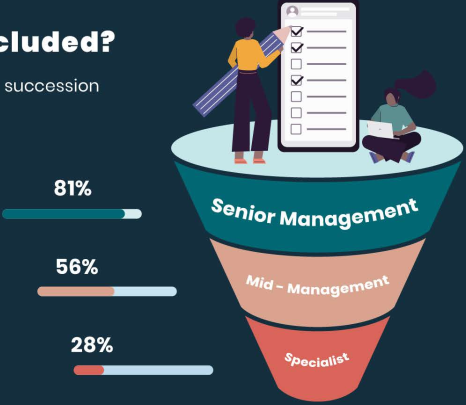
For those who do succession planning, 84% feel it has a big impact on their business



Which Roles are Included?

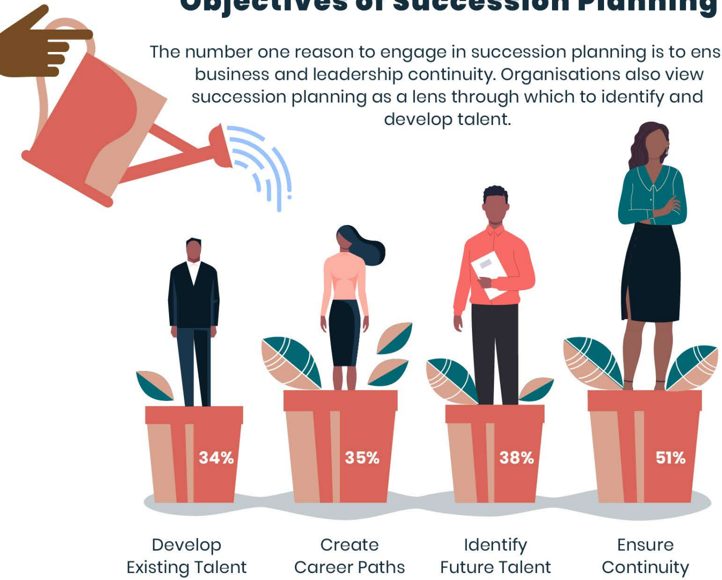
Most organisations who engage in succession focus on their senior leaders.

Only **56%** have extended their succession strategy to middle and junior management.



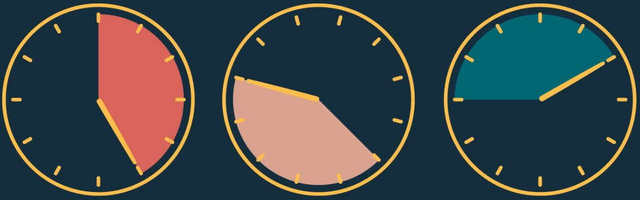
Objectives of Succession Planning

The number one reason to engage in succession planning is to ensure business and leadership continuity. Organisations also view succession planning as a lens through which to identify and develop talent.



Reviewing the Talent Pipeline

Two-thirds of respondents review their pipeline annually or more than once a year.



Ad-hoc
30%

Annually
37%

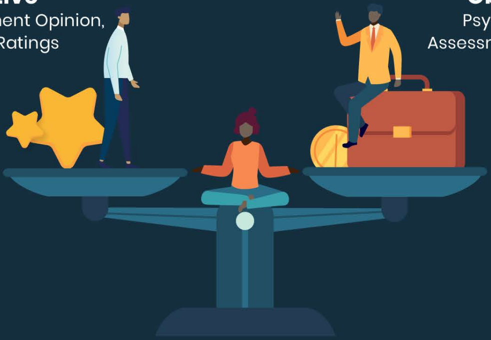
More Than
Once a Year **33%**

How Decisions Are Made

Organisations that take a consistent approach to
succession balance subjective and objective data

Subjective
Management Opinion,
Manager Ratings

Objective
Psychometric
Assessments, KPIs



Organisations that take an inconsistent approach to success are twice
as likely to rely on subjective, rather than objective information, when making decisions

Barriers to Succession Planning

TIME

TECHNOLOGY

BUDGET

KNOWLEGE PROCESS

BUY-IN OBJECTIVE DATA

FOLLOW THROUGH

Is succession planning a priority for your business? Find out how to get started or optimise existing processes with our team of succession experts.

Book a meeting

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