

# SUCCESSION MANAGEMENT

PLANNING  
TOMORROW'S  
SUCCESS, TODAY!



What words come to  
mind when you think  
of **succession  
management?**



# LEARNING OUTCOMES

We will be looking together at the

- The **WHY**
- The **WHAT**
- The **HOW**
- & The **WOW**

of Succession Management

A group of business professionals in a meeting room. A man in a dark suit is pointing at a laptop screen displaying a line and bar chart. A woman with blonde hair is looking at the screen. Another man in a white shirt is looking at the laptop. In the foreground, a man in a dark suit is looking at a document with a pie chart. The scene is dimly lit, suggesting an office environment.

# The **WHY** of SUCCESSION MANAGEMENT?

Organizations need to be prepared for today's complex market and business environment.



*The World Economic Forum predicts that 35% of the skills that are important today won't be in 5 years. And 65% of the children starting primary school now will do job that have yet to be invented.*



**DIGITALIZATION**



**SUPPLY AND DEMAND FLUCTUATIONS**



**GLOBAL JOB MARKET SHIFTS**



**DEMOGRAPHIC SHIFTS**

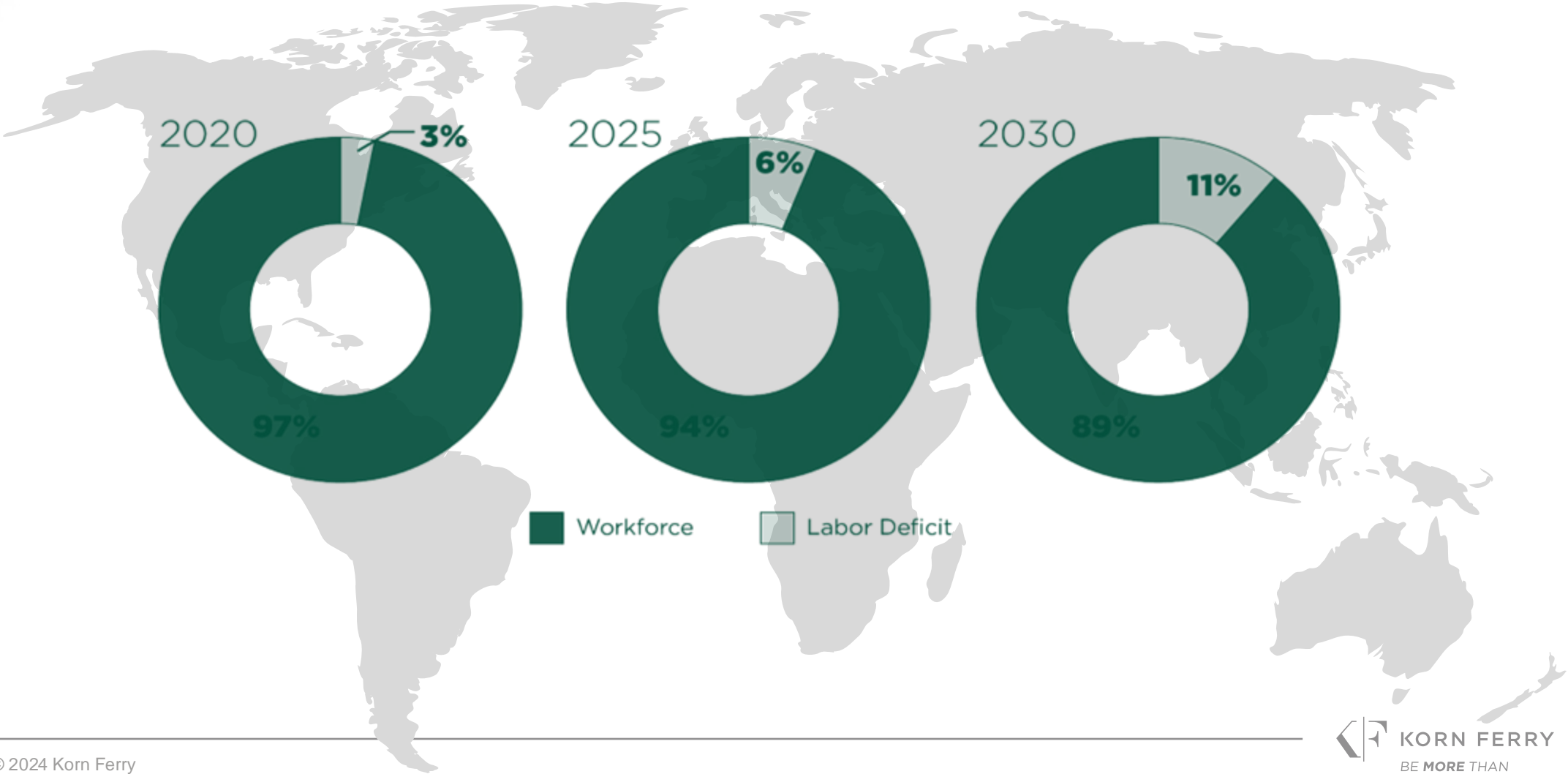


**MARKET CONSOLIDATIONS**



**THE  
WORLD  
IS  
CHANGING**

# THE GLOBAL TALENT CRUNCH



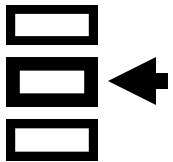
# CLOSER TO HOME – SAUDI ARABIA



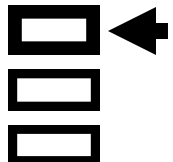


# SAUDI ARABIA'S TALENT LANDSCAPE

*As technology reshapes jobs, leaders must differentiate between knowledge-specific and tech-driven roles to address talent shortages effectively.*



**Mid-Skilled Decline**  
Surplus drops to 166,000 by 2030 (2.2% of workforce)



**High-Skilled Shortage**  
663,000 deficit by 2030 (21.1% of workforce)



## Privatization Flourishes

2025 targets - \$38 bn government revenue from non-oil. \$16.5 bn investment value in PPP



## Women Employment Rises

KSA aims to boost female labor force participation to 40% by 2030



## Digitalization Spreads

KSA jumped 25 places in the UN E-Government Development Index 2024, becoming one of the leading countries worldwide, achieving 4<sup>th</sup> position globally and 1<sup>st</sup> regionally.



## Economic Diversification

Non-oil GDP is on the rise backed up by the Vision 2030. Tourism, Sports, ICT, Healthcare, Renewable Energy Education, Logistics, and many more are making headlines.

so **WHAT** now?



# The **WHAT** of SUCCESSION MANAGEMENT?

Leadership changes can rock the boat. Succession planning makes for smooth sailing.



*The organizations that win are those that align the succession management plan with the direction of the business*



# How do you **approach succession** in your organization?



# SUCCESSION PLANNING MATURITY MODEL

	1. Maintained	2. Evolved	3. Refreshed	4. Disruptive
	<ul style="list-style-type: none"> <li>Managers have the main responsibility for talent management activities.</li> <li>There are basic policies and practices in place</li> </ul>	<ul style="list-style-type: none"> <li>There is an organization-wide approach to talent management which is systemically deployed.</li> <li>Policies and practices serve the medium term and are fully integrated and measured.</li> </ul>	<ul style="list-style-type: none"> <li>Talent management is business driven and embedded in the organization's culture</li> <li>Policies and practices are regularly reviewed and measured for continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Talent management is seen as a driver of business transformation and performance</li> <li>It is future focused and serves the broader needs of the sector/. industry</li> </ul>
<b>Succession Planning</b>	<b>Replacement planning</b> Person to job	<b>Replacement pool</b> Multiple people to one job	<b>Succession pool</b> Multiple people to multiple jobs	<b>Capability planning</b> People mapped against future capabilities
<b>Stretch moves/ risk-taking</b>	<b>Stretch moves as reward</b> Stretch moves linked to promotion	<b>Stretch as development</b> Stretch moves planned for growth	<b>Stretch as experience</b> Stretch linked to breadth	<b>Stretch as all</b> Stretch is everyday
<b>Talent reviews</b>	<b>People planning</b> Talent review as risk management	<b>Organization and talent reviews</b> Talent review as asset management	<b>Dual rhythm talent reviews</b> Talent reviews are people-centred and dual rhythm	<b>Inflection point talent reviews</b> Talent reviews drive transformation
<b>Deployment/ internal mobility</b>	<b>Job Positing</b> Individuals posted to jobs	<b>Preference positing</b> Individuals input to the decisions on posts	<b>Self-nominated moves</b> Individuals drive choice of internal moves	<b>Open mindset</b> Internal market mirrors freedom of external market

*but HOW?*



# The **HOW** of SUCCESSION MANAGEMENT

Understanding the impact of  
business context  
and the conditions that  
increase rates of adoption



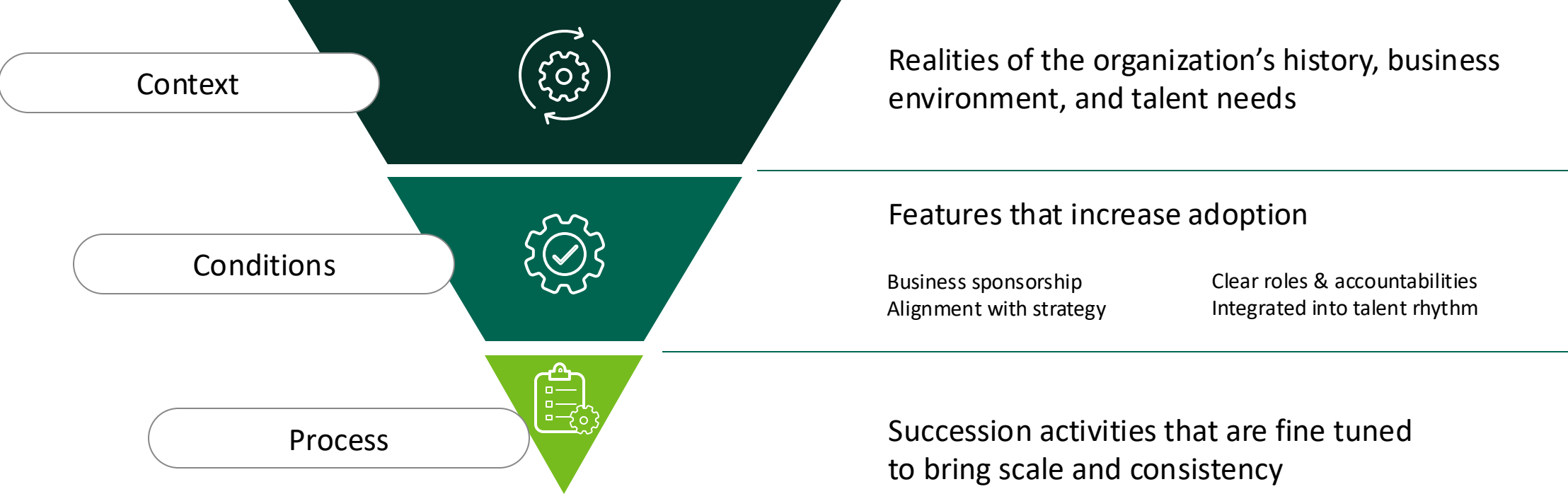


*Only 30% of high performers are also high potentials. The remaining 70% have what it takes to perform today but lack at least one critical component necessary for future success*



# CONTEXT & ADOPTION LEVERS

Every situation should be curated to the needs of the business and the players at hand, recognizing there is no one perfect application of a succession process. Effective succession planning takes into account business context and establishes the right conditions to drive adoption.



LET'S TAKE A BREAK

15  
MINUTES



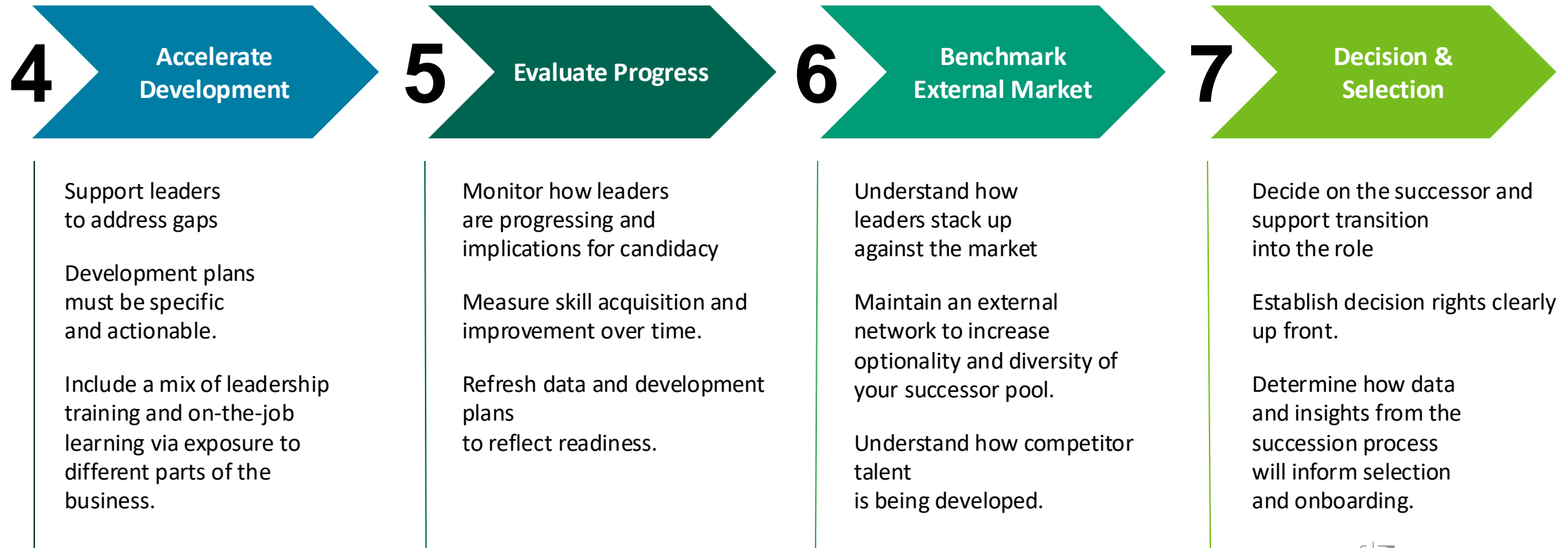
# SUCCESSION MANAGEMENT PROCESS

Once context is taken into account and the right conditions are established, best in class succession management follows a common process. Each process step is fine tuned to create a collection of activities that should be user friendly, meet business needs, and generate useful outcomes.



# SUCCESSION MANAGEMENT PROCESS

Once the organization has defined what success looks like and identified a diverse pool of successor talent, attention turns towards development, measurement, and decision.



# BEST PRACTICE & PITFALLS

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# CREATE THE SUCCESS / ROLE PROFILE

Define what is needed in the future



## Best Practices

- **Future-Focused Profiles:** Link profiles to strategic goals, culture, and future challenges.
- **Avoid Over-Customization:** Use standard profiles; reserve detailed profiles for top roles.
- **Balance Capabilities:** Address complementary skills needed across the C-suite.



## Pitfalls

- **Short-Term Focus:** Over-emphasizing current role requirements limits future readiness.
- **Siloed Profiles:** Isolated role profiles ignore team dynamics and interdependence.
- **Stakeholder Misalignment:** Lack of consensus among key leaders leads to poor adoption.

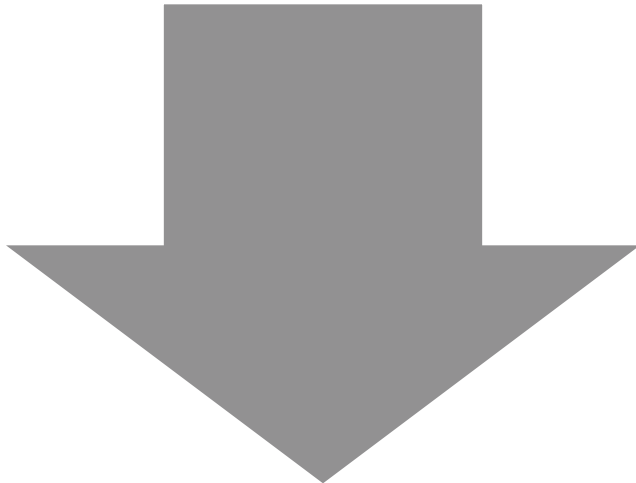
# IDENTIFY SUCCESSION TALENT POOL

Identify potential future leaders



## Best Practices

- **Balanced Criteria:** Evaluate both past performance and future potential.
- **Leadership Commitment:** Ensure active involvement from C-suite and business leaders.
- **Inclusive Outreach:** Broaden criteria to reduce bias and include diverse talent.
- **Role Prioritization:** Focus on business-critical roles for succession planning.



## Pitfalls

- **Rushed Choices:** Selecting successors without considering long-term impact.
- **Default Candidates:** Naming 'default' successors without tailored development.
- **Favoritism:** Over-relying on favored candidates without alternatives.
- **Crisis-Driven Planning:** Initiating succession planning only during emergencies.



# ASSESS CAPABILITIES

Understand individual leader strengths and limitations



## Best Practices

- **Comprehensive Evaluation:** Use multiple methods aligned with success profiles.
- **Development-Focused:** Apply results to guide tailored development plans.
- **Standardized & Fair:** Ensure consistency and objectivity in assessments.
- **Simulations for Readiness:** Include real-life simulations for imminent roles.



## Pitfalls

- **Opaque Processes:** Lack of transparency can lead to confusion.
- **Limited Development Use:** Not integrating assessment outcomes weakens impact.
- **Delayed Assessment:** Postponing assessments hampers succession readiness.
- **Risk Avoidance:** Exceptional talent overlooked due to minor derailers.

# ACCELERATE DEVELOPMENT

Support leaders to address gaps



## Best Practices

- **Focused Development Plans:** Set clear, actionable goals for growth.
- **Regular Check-Ins:** Track progress and plan next career steps.
- **Encourage Mobility:** Support lateral moves and mentorship.
- **Innovative Assignments:** Use immersive experiences for rapid learning.



## Pitfalls

- **Inactive Plans:** Development plans that aren't actioned lose value.
- **Overstretching:** Assigning unsupported roles can hinder growth.
- **Lost Sponsorship:** Frequent moves may weaken mentor connections.
- **Pipeline Neglect:** Focusing only on current candidates stalls future talent growth.
- **Premature Elimination:** Candidates may be cut due to insufficient time to close development gaps.

# EVALUATE PROGRESS

Monitor how leaders are progressing and implications for candidacy



## Best Practices

- **Ongoing Measurement:** Track leader growth with 360s, reviews, and senior input.
- **Refresh Development Plans:** Update plans regularly to address new growth areas.
- **Leverage Technology:** Use tools for real-time data and career tracking.



## Pitfalls

- **Outdated Plans:** Stale plans undermine trust in succession efforts.
- **Missed Monitoring:** Lack of tracking leads to disengagement.
- **Readiness Errors:** “Ready now” candidates may not be fully prepared.
- **Last-Minute Gaps:** Short timelines risk overlooking strong candidates.

# BENCHMARK EXTERNAL MARKET

Understand how leaders stack up against the market



## Best Practices

- **Stay Connected:** Maintain external networks to compare and enhance internal talent.
- **Leverage Market Insights:** Use external trends to inform internal development.
- **Expand Talent Options:** Broaden criteria to improve diversity and fit.
- **Share Intelligence:** Keep leadership updated on market insights.



## Pitfalls

- **Internal Focus:** Over-reliance on internal talent risks missing market trends.
- **Narrow Criteria:** Limiting to industry experience reduces diversity.
- **Last-Minute Engagement:** Delaying external outreach increases hiring risks.

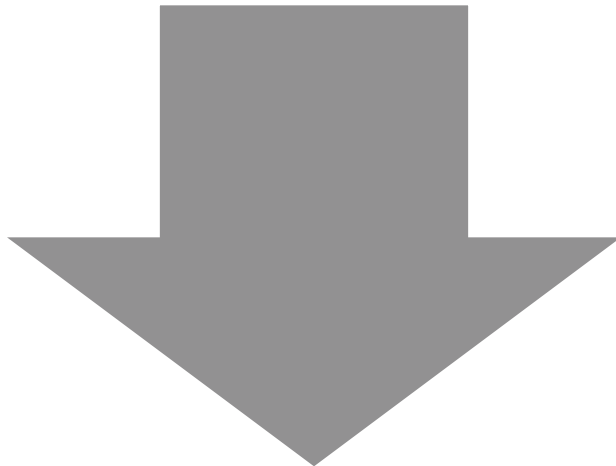
# DECISION & SELECTION

Decide on the successor and support transition into the role



## Best Practices

- **Define Authority:** Clarify decision rights at each level.
- **Data-Driven Choices:** Use insights from succession data in selection.
- **Structured Onboarding:** Support both incoming and outgoing leaders for smooth transitions.



## Pitfalls

- **Disconnected Process:** Lack of alignment between succession activities and decisions.
- **Insufficient Data:** Limited data use can lead to poor choices.
- **Playing It Safe:** Risk aversion prevents bold talent moves.
- **Unclear Transition Plans:** Inadequate onboarding and exit support impact transition success.

LET'S TAKE A BREAK

15  
MINUTES





# The **WOW** of SUCCESSION MANAGEMENT

Eight disruptive ideas to  
transform your  
organization's approach.

# REIMAGINING SUCCESSION MANAGEMENT

01

## FOCUS ON FUTURE CAPABILITIES

Align succession planning with the future skills required for business strategy, such as digital or agile leadership

02

## CREATE TALENT INTIMACY

Deeply understand each individual's drivers, purpose, and unique potential instead of labeling them simplistically.

03

## IT'S ABOUT THE JOURNEY

Embrace non-linear career paths and varied experiences to build versatile leaders for tomorrow.

04

## KNOW YOUR DIFFERENTIATORS

Assess and invest in talent based on a clear value score, tailoring development to those who align closely with strategic goals.

05

## FIND TALENT ANYWHERE

Use a flexible approach to talent acquisition—consider “build, borrow, or buy” strategies for critical roles.

06

## THINK TEAM, NOT INDIVIDUAL

Focus on team dynamics and cohesive skill sets to strengthen overall leadership effectiveness.

07

## MEASURE IMPACT

Regularly assess whether leadership capabilities are driving business results, making adjustments as needed.

08

## STRUCTURE HR AROUND BUSINESS ISSUES

Organize HR teams by strategic themes (e.g., digital capability) rather than traditional functions to better support business goals.





What  
**QUESTIONS**  
do you have for us?



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Assessment & Succession  
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# THE TEAM

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# THANK YOU



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