Mapping Succession Planning Assures Correct Hire…
the Second Time Around

A case study from Seity Insight*

Why

A CEO in a medium-sized financial services company wanted to retire and to choose the company's next CEO. He initially relied on traditional succession methods to making the decision, based on his own subjective evaluation and knowledge of his direct reports. He promoted executive #031 (see map below). Unbeknownst to him executive #063 wanted the promotion, but never told him, and he overlooked her. She then left the organization. Within a year, the organization fell apart, forcing the CEO to return to save the company and pick another successor once things again became stable.

How

On this second round, the CEO relied upon a KĒS Network Analysis™ to capture the connections of his executive team, and to answer why he initially made the hiring mistake. He wanted to know how to prevent another wrong hire and more company disruption when he chose a secondary replacement.

After a meeting with the CEO to define questions, employees were asked to spend an average of 15 minutes answering the online questions.

The assessment provided the CEO with proactive, objective information he didn't have access to when relying on his own knowledge of the organization. The map created from the research (below) showed how significant executive #063 had been to the organization and how it functioned. It also showed the CEO which individual was better suited to become his successor now.
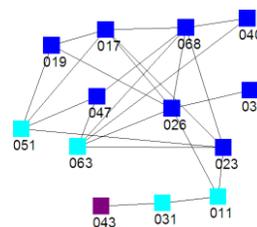

Succession Planning

Purple – CEO
Aqua – Direct Reports
Blue – Senior Managers
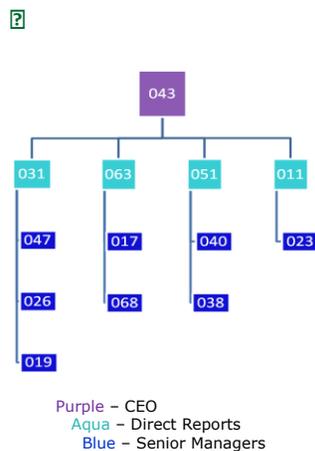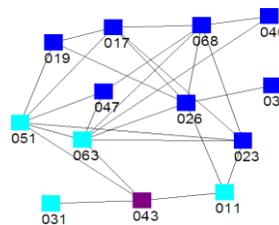
Work Network

Social Network

Disclaimer: Names, company type, and situation are representative only.

What

The assessment mapping helped the CEO clarify what was happening within the organizational network, and allowed him to more quickly get the company functioning again. With access to the assessment's informed, objective information about which executive was most involved and vital in the organization, he pinpointed #051 as the executive with the most impact, and promoted him as his best successor.

The CEO used the KĒS Analysis during his succession-planning process, along with his traditional succession-planning methods, to form a complete picture of the people he was considering for succession. Adding the KĒS component before his second promotion choice, benefitted him with a more proactive approach, and provided information assuring his decision.

Do you know enough about how your organization functions and what will happen if you place the *wrong* people in positions of importance?

Contact Seity Insight to help you truly find out.