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VALUES-BASED LEADERSHIP THAT WORKS

CASE STUDY
Level Five Associates

Succession Planning Strategy



The Problem:

A mid-size service provider in the transportation industry was seeking a viable succession plan for their CEO. The C-suite team had a specific CEO designee in mind who was part of the senior leadership and eminently qualified to assume the CEO position; but the full board and other stakeholders would have to support the selection and subsequent transition for it to be truly successful. They weren't sure how to get to a transition point without crisis managing the process – which would be even more disruptive in every respect than a planned transition.

They had a broad, general concept of the fact that the CEO would probably retire and transition in the next 2-3 years, but nothing concrete beyond that. There was no formal succession plan in place, and the current CEO had not finalized his exit timeline.

Our Solution:

With our help in developing a formalized Succession Planning Strategy Roadmap, the C-suite team was able to create a specific 'End State' and interim 'Milestones.' It gave them alignment and clarity of what success would look like, what conditions the plan would be based on, the key activities and decisions they would have to make – and **when** they had to make them.



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Results and Next Steps:

The C-suite team, the CEO, and the potential successor were able to work together to create a specific date on which the current CEO will retire. They also created a phased transition process that would lead up to that date.

They now have a roadmap in place, with a common vision of what success looks like in a phased, well-planned CEO transition process. And if conditions change, they have the ability to shift from a known point, which they did not have prior to developing their succession plan strategy. The team is aligned toward a common goal.

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