



# Keys to Successful CEO Succession

Ann Kafer

GROWMARK

Vice President, Human  
Resources & Strategy Officer



## Openness about the subject & the continual need for discussion

- **Current CEO**

- Succession starts the day he/she starts

- **Board Chairman**

- Normalize the conversation – and make it frequent

- **Board as a whole**

- It's ok to be uncomfortable talking about talent
- Be aware of bias – your own and others bias
- Be careful about locking in on an heir apparent



#2

## Identify/Develop Possible Candidates

- **Define competencies – what your organization most wants/needs**
  - Remember: No superhero has all the powers
- **Current Employees**
  - Management assessment of high potential employees
  - Specific development plans for high potential employees to ‘pressure test’ them
- **‘Outside Talent’**
  - Build relationships with external talent



# #3

## Have a Process and Support

### Ask:

- Who can support the process? (Staff/Consultant/Other)
- How much lead time do we expect?
- How wide will we cast the net?
- How will the interviews be constructed?
  - Who will participate?
- How will the decision be made?
- How will communication flow
  - Other candidates
  - Employees
  - Public audiences