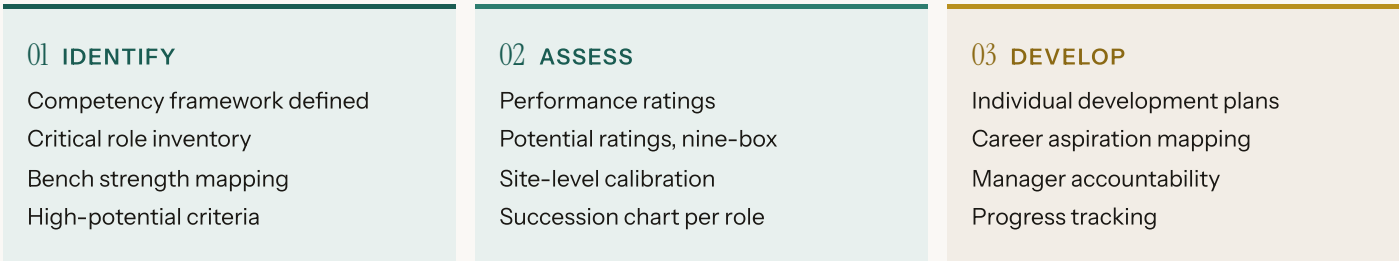
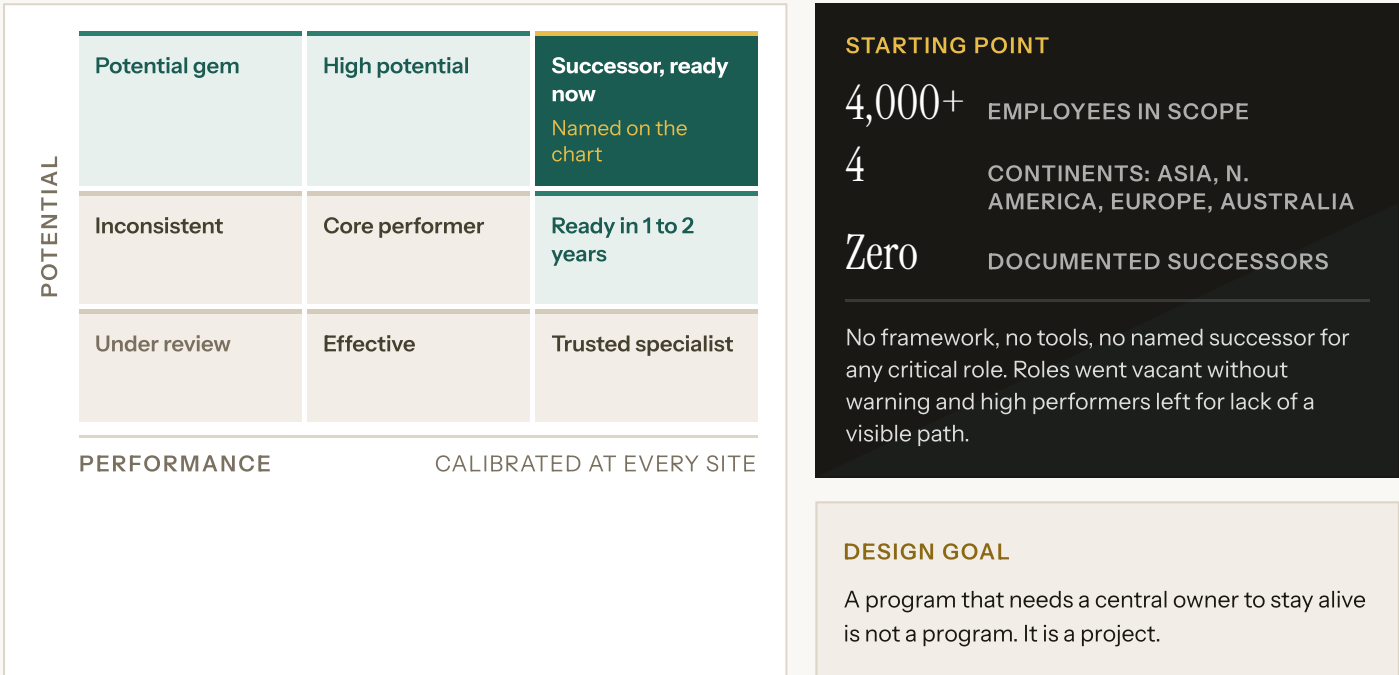


If you cannot name who comes next, that uncertainty is already a business risk

Succession planning built from scratch for 4,000+ people across global manufacturing operations.

THE INSTRUMENT | NINE-BOX CALIBRATION, RUN SITE BY SITE, TRANSLATED INTO READINESS



HANDOVER | By program maturity, site leaders were running their own succession cycles without central support.

The organization had over 4,000 people in global manufacturing operations across sites in Asia, North America, Europe, and Australia, and no succession planning program. No framework, no tools, no documented successors for any of the critical roles.

In a multi-site manufacturing environment, leadership continuity is not only an HR concern. When a key role goes vacant with no successor ready, operations feel it. And when high performers have no visibility into where they are going, they tend to go somewhere else.

The work was to build the whole program from scratch: the competency framework, the critical role inventory, and clear criteria for what high potential actually looked like in this context. Assessment tools followed, covering performance and potential ratings through a calibrated review at each site.

Development plans were paired with career aspiration conversations so the data led somewhere for the employee, not just for the spreadsheet. What made it sustainable was site leaders eventually running it themselves. That was the goal from the start.

RESULTS

RUN

