




## SUCCESSION PLANNING

Potential: The ability to assume increasingly broad or complex accountabilities as association needs change during the next 12-18 months.

HIGH		Does Not Meet Expectations	Meets Expectations	Exceeds Expectations	
↑ Potential	<p>May be an individual who has recently been promoted and hasn't had the opportunity to demonstrate higher performance. Focus on coaching and a solid development plan. If an individual has been in the role for some time, there may be a serious derailing issue.</p> <p><b>Develop (B Player)</b></p>	<p>A valuable asset for the future. There is still room for maximizing potential in current role; potential may not be fully realized yet. Focus on increasing performance contribution to "high", after which greater challenge and/or broader scope are likely.</p> <p><b>Stretch/Develop (A2 Player)</b></p>	<p>Has mastered current role and is ready, and anticipating, a new challenge. Next steps are to provide greater scale and/or scope or a new assignment which will stretch them in a significant way or will provide new or missing skills. Retention is critical. These are future leaders.</p> <p><b>Stretch (A1 Player)</b></p>		
	<p>Shows some potential but performance is considered low. Focus on reasons for low performance and actions to improve it. If there isn't an improvement, potential should be reassessed and a performance improvement plan put in place.</p> <p><b>Observe (B Player)</b></p>	<p>Has potential for increased accountabilities and is meeting current performance expectations. Development focus: Increase performance contribution to "high" with further assessment of potential growth.</p> <p><b>Develop (B Player)</b></p>	<p>Is exceeding performance expectations and is a good candidate for growth and development. Development should focus on specific gaps – i.e. what is needed to broaden or to move to the next level of responsibility.</p> <p><b>Stretch/Develop (A3 Player)</b></p>		
	<p>Not meeting performance expectations and demonstrates limited potential. Focus should be on significant performance improvement or finding a more suitable role (internal or external).</p> <p><b>Observe/Exit (C Player)</b></p>	<p>Consistent contributor, but shows limited potential. Focus on maximizing performance while assessing future potential and/or a more suitable role. May need a plan for a successor. In some cases, if performance declines or is blocked, retention may be reviewed.</p> <p><b>Observe (C Player)</b></p>	<p>A strong performer but unlikely to move to a higher-level role. Engagement will be important for continued motivation and retention. May be of real value for developing others. Professional, business, or content experts may fall into this box.</p> <p><b>Develop (C Player)</b></p>		
LOW					HIGH

Performance (based on current position): The extent to which the individual:

- a) Delivers association/functional results
- b) Demonstrates core competencies
- c) Acts in the spirit of the association's values