

Succession plan report

All records

CRITICAL ROLES TRACKED
9
4 high-criticality

EXPOSED ROLES
2
worst: CNC Programmer
(exposure 24)

READY-NOW COVERAGE
22%
2 of 9 roles have a successor
ready today

HIGHEST EXPOSURE
24
CNC Programmer — criticality ×
risk × readiness

EMERGENCY COVER GAPS
1
high-criticality roles with nobody
to hold the fort

KNOWLEDGE DOCUMENTED
56%
5 of 9 roles have critical
knowledge captured

9 of 9 record(s) included. All records. Amounts in USD.



The succession board

ROLE	INCUMBENT	CRITICALITY	INC. RISK	SUCCESSOR	READINESS	EXPOSURE	TARGET	EMERGENCY COVER	KNOWLEDG
CNC Programmer	S. Varga	High	Medium	— NONE —	None	24	—	— none —	not captured
Operations Director	M. Keller	High	High	D. Antoniou	1–2 years	18	2027-10-03	D. Antoniou with daily MD support	✓ documented
Maintenance Lead	T. Doyle	Medium	Medium	— NONE —	None	16	—	— none —	not captured
Sales Director	J. Lindqvist	High	Medium	K. Mensah	1–2 years	12	2027-06-05	Managing Director holds the key accounts personally	not captured
IT / Systems Lead	E. Novak	Medium	Medium	B. Iqbal	3+ years	12	2026-07-10	External IT support firm under contract	not captured
Finance Manager	P. Okafor	High	Medium	L. Brandt	Ready now	6	—	L. Brandt	✓ documented
Quality Manager	A. Fontaine	Medium	Low	R. Silva	3+ years	6	2029-03-16	Group quality lead covers remotely	✓ documented
HR Advisor	N. Rahman	Low	Low	F. Costa	1–2 years	2	2027-04-06	F. Costa	✓ documented
Production Supervisor	C. Marsh	Medium	Low	G. Petrov	Ready now	2	—	G. Petrov	✓ documented

Development commitments

SUCCESSOR	FOR ROLE	DEVELOPMENT NEEDED	ACTION AND OWNER	TARGET	STATE
B. Iqbal	IT / Systems Lead	Handles first-line support well; no exposure yet to ERP administratio...	Vendor ERP administrator training; takes over licence and vendor mana...	2026-07-10	Overdue
F. Costa	HR Advisor	Covers recruitment administration confidently; needs the payroll hand...	Runs payroll alongside N. Rahman for three cycles; attends the employ...	2027-04-06	On track
K. Mensah	Sales Director	Excellent with the two accounts owned today; has no pricing authority...	Takes delegated ownership of two further major accounts including pri...	2027-06-05	On track
D. Antoniou	Operations Director	Runs production well but has never owned the full budget, faced the b...	Acts up for one full week per month; presents the operations report a...	2027-10-03	On track
R. Silva	Quality Manager	Strong on inspection and measurement; has never led a customer audit,...	External lead-auditor course booked; shadows every customer audit thi...	2029-03-16	On track

Succession register

ROLE	INCUMBENT	CRITICALITY	INC. RISK	SUCCESSOR	READINESS	TARGET	REVIEWED	STATUS	EXPOSURE	COVERAGE
Operations Director	M. Keller	High	High	D. Antoniou	1–2 yrs	2027-10-03	2026-07-20	Current	18	Pipeline
CNC Programmer	S. Varga	High	Medium	—	None	—	2026-07-05	Current	24	Exposed
Finance Manager	P. Okafor	High	Medium	L. Brandt	Ready now	—	2026-06-20	Current	6	Covered
Quality Manager	A. Fontaine	Medium	Low	R. Silva	3+ yrs	2029-03-16	2026-05-21	Current	6	Pipeline
Sales Director	J. Lindqvist	High	Medium	K. Mensah	1–2 yrs	2027-06-05	2026-01-11	Re-review	12	Pipeline
Maintenance Lead	T. Doyle	Medium	Medium	—	None	—	2026-03-12	Re-review	16	Exposed
HR Advisor	N. Rahman	Low	Low	F. Costa	1–2 yrs	2027-04-06	2026-06-10	Current	2	Pipeline
IT / Systems Lead	E. Novak	Medium	Medium	B. Iqbal	3+ yrs	2026-07-10	2026-05-06	Current	12	Pipeline
Production Supervisor	C. Marsh	Medium	Low	G. Petrov	Ready now	—	2026-06-30	Current	2	Covered

Notes

Sample plan — replace every role with your own before relying on it or circulating it. Treat any printed copy as confidential: it names people and states opinions about them.

A plan on file is not a pipeline. Readiness is proven by delegated responsibility — real decisions taken, real cover performed, real mistakes survived — not by a name in this register. The exposure score is structured judgement to set priorities, not a prediction of who will leave or when. Nothing here is employment, legal or tax advice, and no succession decision should rest on this register alone.