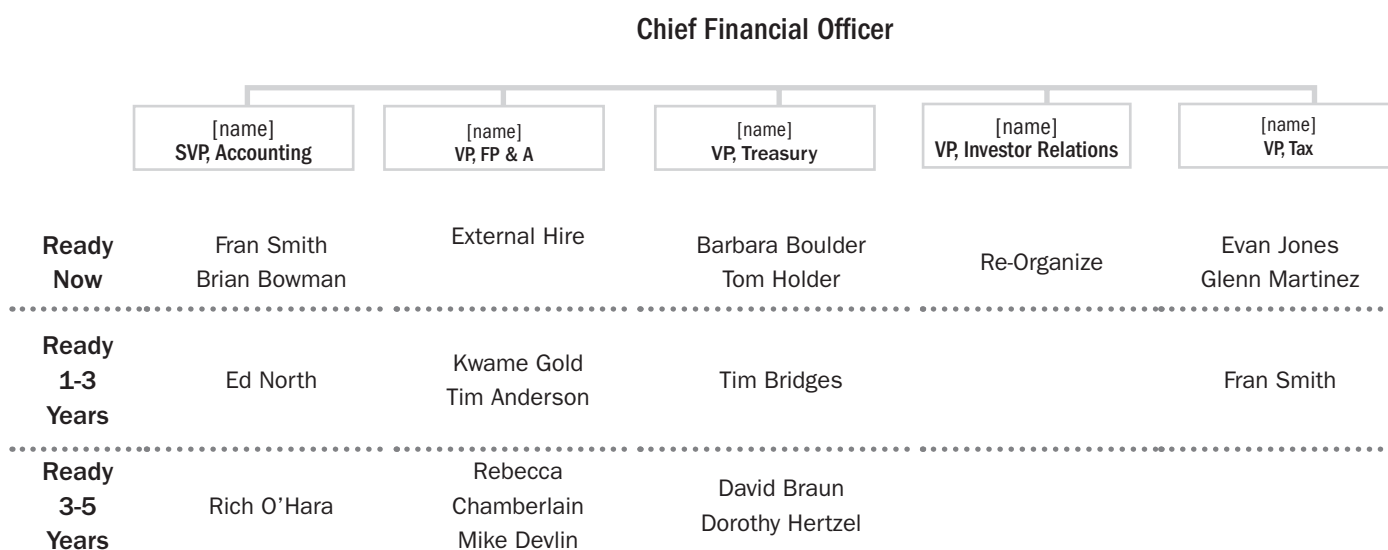


# Sample Readiness and Succession Charts\*

## Readiness/Bench Chart

For specific positions, the following two charts show the relative readiness for others to step into these roles. The first chart shows the bench strength for direct reports to one C-suite officer while the second shows planning for the entire C-suite. The purpose is to guide discussion on key talent, plan rotations or developmental moves, or develop other specific action steps.



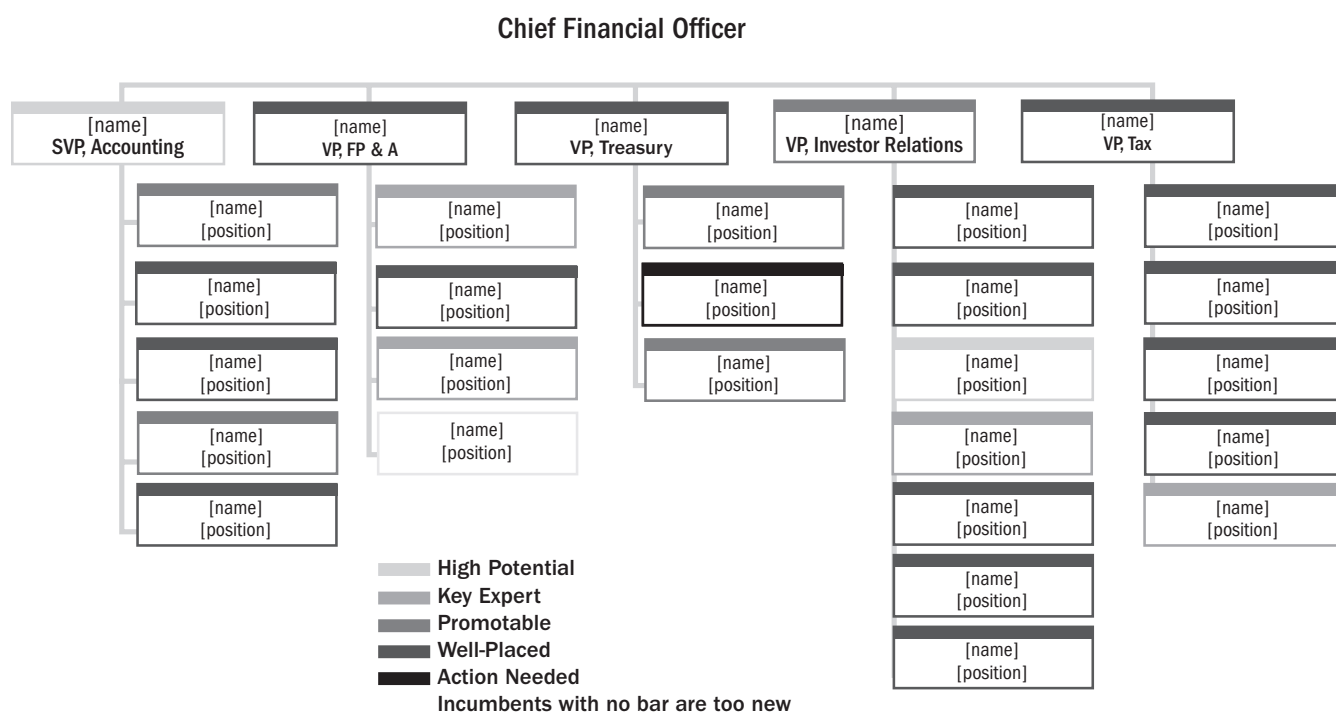
\*This document originally appeared as Appendix D in the *Report of the NACD Blue Ribbon Commission on Talent Development: A Boardroom Imperative* (2013). Chart courtesy of CNO Financial Group.

## Succession Planning

<b>CEO</b>  Name (2-3 years) Name (3-5 years)	<b>CFO</b>  Name (3 years)	<b>COO</b>  Name (1-2 years) Name (3-5 years)	<b>EVP: Strategy</b>  Name (ready now)
<b>EVP: HR</b>  Name (2-3 years) Name (2-3 years)	<b>General Counsel</b>  Name (ready now) Name (3-5 years)	<b>CIO</b>  Name (2-3 years)	<b>CMO</b>  Name (1-2 years) Name (2-3 years)
<b>Region President Bench</b>  Ready (1-2 years):    Name, State President    Name, SVP    Name, SVPGM  Ready (3-5 years):    Name, SVP    Name, SVPGM    Name, SVPGM			

### Current Incumbent Organization Chart\*

The chart goes two levels into the organization. It shows—by gray scale coding—the strength of the current leaders. At a glance, the board has a visual display of the strength of the current leadership.



\*Chart courtesy of CNO Financial Group.