

SUCCESSION OR STAGNATION: LEADERSHIP HEALTH CHECK

How to Use the Checklist

Score each item Red/Amber/Green.

If more than two sections fall into amber or red, the organisation may be managing the present but failing to prepare for the future.

Clarity & Intent

- Is there a clear plan for who will lead next and when?
- Do potential successors understand what's expected of them?
- Is succession part of the board or leadership agenda, not an awkward afterthought?

Development & Readiness

- Are emerging leaders being stretched, mentored, and supported?
- Do we give them space to lead projects or make real decisions?
- Are we growing leadership depth across the organisation, not just grooming one person?

Conversation & Culture

- Are we having open, honest discussions about the future without fear or defensiveness?
- Is challenge welcomed from younger or newer voices?
- Are we consciously passing on values and purpose, not just roles and routines?

Renewal & Diversity

- When did we last bring in new perspectives at the board or senior level?
- Do we balance experience with fresh thinking?
- Is there a healthy flow of ideas upward as well as downward?

Signs of Stagnation

- Do the same people dominate every meeting?
- Is there a visible pipeline of talent or leadership in development?
- Decisions are deferred, or energy feels flat?
- The phrase "we've always done it this way" appears too often.