



# THE TALENT RISK AND READINESS FRAMEWORK

*A Practical Executive  
Workbook for Proactive  
Talent Strategy*



# HOW TO USE THIS WORKBOOK:

Most organizations hire reactively.

This workbook is designed to help leadership teams assess talent risk before it becomes urgent.

Use this in a 60 to 90 minute working session with:

- Executive leadership
- Functional heads
- HR or talent leaders

The goal is not to fill pages.

The goal is to create clarity around risk, readiness, and investment.



# STEP 1

## Define Role Criticality

Not every role carries equal risk.

This section forces prioritization.

# WORKSHEET 1: CRITICAL ROLE RISK SCORECARD

Score each role 1 to 5 on each dimension.

**1 = Low Impact**  
**5 = High Impact**

ROLE	REVENUE OR OPERATIONAL IMPACT	SAFETY OR COMPLIANCE EXPOSURE	REPLACEMENT DIFFICULTY	INSTITUTIONAL KNOWLEDGE	TIME TO PRODUCTIVITY	TOTAL SCORE

## SCORING GUIDE

18 to 25 = Priority 1 Critical Role  
 12 to 17 = Priority 2 Monitor Closely  
 Below 12 = Standard Planning

## EXAMPLE: HOW TO SCORE A ROLE

**Example Role:** Director of Field Operations

**Revenue Impact:** 5

**Safety Exposure:** 4

**Replacement Difficulty:** 4

**Knowledge Concentration:** 5

**Time to Productivity:** 4

**Total Score:** 22

**Conclusion:** Priority 1 role requiring immediate bench and market mapping.

Use this example to calibrate your scoring.



# STEP 2

## Assess Bench Strength

Clarity reduces risk.

# WORKSHEET 2: SUCCESSOR READINESS GRID

ROLE	READY NOW	READY IN 12 MONTHS	READY IN 24 MONTHS	NO IDENTIFIED SUCCESSOR

## REFLECTION QUESTIONS

If this role were vacant tomorrow, what would happen?

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Which Priority 1 roles have no ready successor?

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## **EXAMPLE: BENCH REALITY**

**Example Role:** Chief Mechanical Officer

**Ready Now:** None

**Ready 12 Months:** Senior Regional Manager

**Ready 24 Months:** Two high potential supervisors

**No Identified Successor:** No external relationships established

**Insight:** Internal development required. External mapping should begin immediately.



# STEP 3

## Map Talent Risk Timeline

Risk is often predictable.

This section converts concern into  
visibility.

# WORKSHEET 3: 24 MONTH TALENT RISK HORIZON

ROLE	RISK WINDOW	PRIMARY RISK DRIVER	MITIGATION PLAN
	0 to 12 months		
	12 to 24 months		
	24+ months		

## RISK DRIVERS MAY INCLUDE

- Retirement horizon
- Burnout or fatigue
- Overconcentration of responsibility
- Performance plateau
- Market competitiveness



# STEP 4

## Development or Replacement Decision

Not every gap requires an external hire.

Not every internal candidate can realistically close the gap.

# WORKSHEET 4: DEVELOP OR REPLACE MATRIX

**FOR EACH PRIORITY 1 OR WEAK BENCH ROLE, ANSWER:**

Is there a viable internal candidate within 24 months?  
Yes / No

Is the role evolving significantly over the next 3 years?  
Yes / No

Would external hiring materially upgrade capability?  
Yes / No

## DECISION CATEGORY

Develop  
Dual Track  
Replace

Role: \_\_\_\_\_

Final Decision: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



# STEP 5

## External Talent Market Definition

Prepared organizations define great talent before they need it.

# WORKSHEET 5: EXTERNAL TALENT PROFILE

For high risk or low bench roles:

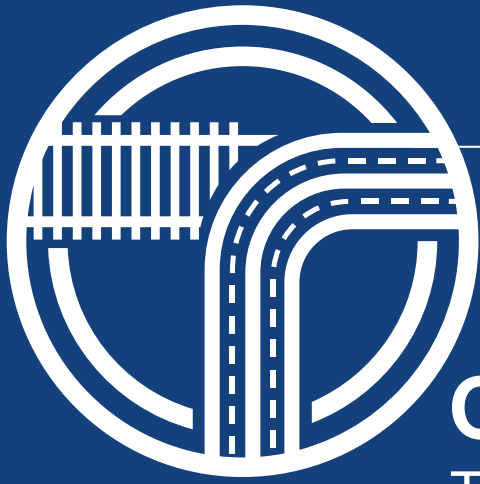
<b>ROLE</b>	
<b>IDEAL BACKGROUND &amp; CAREER PATH</b>	
<b>INDUSTRIES THAT PRODUCE STRONG TALENT</b>	
<b>NON-NEGOTIABLE COMPETENCIES</b>	
<b>COMMON HIRING PITFALLS</b>	
<b>COMPENSATION POSITIONING CONSIDERATIONS</b>	

# EXECUTIVE TALENT DASHBOARD

This page summarizes your discussion.

ROLE	CRITICALITY SCORE	BENCH STATUS	RISK WINDOW	DEVELOPMENT DECISION	EXTERNAL MAPPING STATUS

This is your board-ready view of talent risk.



## **QUARTERLY TALENT REVIEW**

Talent mapping is not a one-time exercise.  
Use this page each quarter.

**Has bench strength changed?**

Yes / No

**Has risk increased or decreased?**

Yes / No

**Are development plans progressing?**

Yes / No

**Do we need to initiate or accelerate external search relationships?**

Yes / No

## **LEADERSHIP REFLECTION**

Where is our greatest talent risk today?

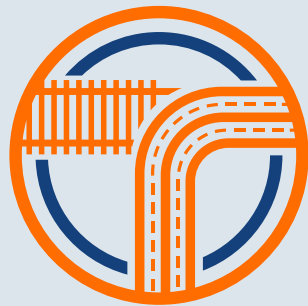
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Which role would create the most disruption if vacant?

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Are we building a talent bench intentionally or assuming stability?

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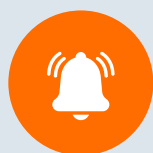


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proactively about talent,  
not reactively?**

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