



PERSPECTIVES

No. 007

Why do so many organisations keep developing leaders... but never prepare their succession?

WHERE CULTURE, LEADERSHIP
AND TALENT FLOURISH.

01

THE TENSION

There is a question few organisations truly like to ask.

Who would take on this role if tomorrow it were no longer filled?

The answer seems straightforward. Yet in many cases it has never really been discussed.

Although they recognise the importance of leadership continuity, many organisations still treat succession as a distant matter. It gets postponed because the business is growing, because the leader is not thinking of leaving, because other priorities feel more urgent, or simply because talking about succession is still mistaken for questioning whoever leads today.

01

THE TENSION

Meanwhile, the organisation continues to depend on a small number of people who hold the knowledge, the relationships, the influence and the decision-making power. While all goes well, that dependency goes unnoticed. But it takes only one unexpected departure, a shift in strategy or a new phase of growth to expose a vulnerability that has been building for years.

This is even more evident in family businesses, founder-led organisations or fast-growing companies. In these contexts, continuity tends to rest more on the trust placed in particular individuals than on a genuine leadership pipeline.

Many organisations do not really have a succession problem. They have a readiness problem.

02

THE THRIVE PERSPECTIVE

At Thrive Partners we believe Succession Planning does not begin when a leadership vacancy appears. It begins much earlier, when an organisation decides to develop, observe and prepare people for challenges that do not yet exist.

Planning succession is not about identifying a replacement. It is about building organisational capability.

It means reducing individual dependencies, building leadership depth and ensuring that the organisation's growth is not constrained by the availability of a limited number of people.

When succession stops being an event and becomes a continuous process, transitions turn into opportunities for evolution.

03

FROM PERSPECTIVE TO PRACTICE

This is the thinking behind our approach to:

Succession Planning

More than identifying potential successors, we help organisations understand which positions are genuinely critical to business continuity, assess the risk attached to each of them, and build succession plans suited to their strategy and context.

Because succession should not begin when someone leaves. It should begin when an organisation decides to prepare for tomorrow.



At Thrive Partners we believe the most complex challenges rarely have simple causes. That is why we help organisations understand the tensions hidden behind the symptoms and design solutions suited to the reality of each context.

We see Culture, Leadership and Talent as inseparable dimensions across the entire Employee Lifecycle, believing it is from this interaction that more sustainable, healthier and high-performing organisations emerge.

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