



Successor Readiness Framework

Can the next steward make the call without calling the predecessor?

Readiness is not simply role familiarity. It is the ability to carry the business forward with sound judgment, earned trust, and growing independence.

1	2	3	4
Exposure	Guided Practice	Conditional Authority	Independent Stewardship
• Understands the role and its history • Observes difficult decisions in context • Relies heavily on the predecessor	• Handles defined situations with support • Can explain the reasoning behind decisions • Begins carrying selected relationships	• Makes routine and moderate calls independently • Knows when to escalate exceptions • Uses the predecessor as counsel, not a crutch	• Makes hard calls without borrowing judgment • Adapts inherited lessons to current conditions • Can teach and transfer judgment to others

What readiness must show

DIMENSION	CORE QUESTION
Decision Judgment	Can they make the call for the right reasons?
Exception Handling	Do they recognize when the normal rule no longer fits?
Relationship Stewardship	Can they carry trust, history, and context appropriately?
Historical Understanding	Do they know why important practices exist?
Authority & Escalation	Can they act independently and escalate intentionally?
Adaptation	Can they distinguish what to keep, what to change, and what to leave behind?

The answer eventually has to come from them.

TRUE READINESS APPEARS WHEN JUDGMENT, RELATIONSHIPS, AND RESPONSIBILITY
NO LONGER FLOW THROUGH ONE PERSON ALONE.

