

Next-Gen Readiness Assessment Checklist

**Comprehensive Evaluation Tool for
Family Business Succession**

Developed by Leo Khoury

2nd-Generation Successor | Executive Coach | Leadership Expert

"I've lived it — 2nd-gen successor, entrepreneur, and coach to hundreds in the same seat."

As someone who has navigated the complexities of family business succession firsthand, I understand the unique challenges facing next-generation leaders. This assessment draws from proven methodologies in organizational psychology, leadership development, and family business governance.

Empowering Family Businesses & Entrepreneurs

Blending organizational psychology, HR mastery, and commercial strategy to deliver breakthroughs

Introduction & Usage Guidelines

Purpose of This Assessment

This comprehensive evaluation tool is designed to measure successor preparedness across the critical dimensions that determine family business succession success. Based on proven methodologies from executive coaching and organizational psychology, this assessment provides a structured framework to identify strengths and development opportunities for next-generation leaders.

How to Use This Checklist

This assessment is most effective when completed honestly and thoroughly. Consider involving multiple perspectives—the successor, current leadership, and trusted advisors—to gain a comprehensive view of readiness levels.

- **Individual Assessment:** Complete as a self-evaluation tool for personal development planning
- **360-Degree Feedback:** Have multiple stakeholders complete for a well-rounded perspective
- **Succession Planning:** Use as part of formal succession planning processes

- **Development Tracking:** Reassess quarterly to monitor growth and progress

Scoring Methodology

5-Point Rating Scale

5 - Fully Ready:	Demonstrates mastery and can lead others in this area
4 - Mostly Ready:	Strong competence with minor development needs
3 - Developing:	Basic competence present, requires focused development
2 - Limited:	Some awareness but significant gaps exist
1 - Not Ready:	Little to no competence, requires immediate attention

Interpretation Guidelines

Overall Readiness Levels

- **260-300 Points (87-100%):** Exceptional readiness - prepared for immediate succession
- **225-259 Points (75-86%):** High readiness - minor development areas to address
- **180-224 Points (60-74%):** Moderate readiness - structured development plan needed
- **135-179 Points (45-59%):** Emerging readiness - significant development required
- **Below 135 Points (Below 45%):** Early stage - comprehensive development program essential

Assessment Best Practices

- Allow 45-60 minutes for completion
- Use specific examples when rating each criterion
- Focus on demonstrated behaviors and outcomes
- Consider both current performance and growth trajectory
- Document specific evidence in the notes sections



Financial Acumen

Evaluates the successor's ability to understand, analyze, and manage financial aspects of the business

Understanding and interpretation of financial statements (P&L, Balance Sheet, Cash Flow)

Budget development, management, and variance analysis experience

Cash flow management and working capital optimization skills

Capital allocation decisions and ROI analysis capability

Understanding of debt vs equity financing and optimal capital structure

Risk management principles and insurance strategy knowledge

Investment strategy development and portfolio management understanding

Tax planning awareness and optimization strategies

Financial forecasting and scenario
planning ability

1 2 3 4 5

Cost control and expense management
experience

1 2 3 4 5

Profitability analysis and margin
improvement skills

1 2 3 4 5

Banking relationships and credit
management expertise

1 2 3 4 5

Financial Acumen Score: _____ / 60

Financial Acumen Development Notes:



Operational Excellence Assessment

Operational Excellence

Assesses the successor's capability to manage and optimize business operations effectively

Process management, documentation, and continuous improvement mindset

1	2	3	4	5
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Quality control systems and standards implementation

1	2	3	4	5
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Supply chain understanding and vendor relationship management

1	2	3	4	5
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Strategic supplier partnerships and negotiation skills

1	2	3	4	5
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Technology systems integration and digital transformation knowledge

1	2	3	4	5
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Inventory management and optimization strategies

1	2	3	4	5
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Production planning and service delivery excellence

1	2	3	4	5
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Efficiency optimization and lean management principles

1	2	3	4	5
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Crisis management and business continuity planning

1 2 3 4 5

Regulatory compliance and industry standards knowledge

1 2 3 4 5

Performance metrics tracking and KPI management

- 1
- 2
- 3
- 4
- 5

Customer service excellence and satisfaction optimization

1 2 3 4 5

Operational Excellence Score: ___ / 60

Operational Excellence Development Notes:



Leadership & People Management Assessment

Leadership & People Management

Measures the successor's ability to lead, inspire, and develop people effectively

Team building skills and collaborative leadership approach

Conflict resolution ability and mediation skills

Delegation capability and empowerment mindset

Communication effectiveness across all organizational levels

Emotional intelligence and interpersonal sensitivity

Decision-making capability under pressure and uncertainty

Change management skills and transformation leadership

Talent development mindset and succession planning capability

Performance management and
feedback delivery skills

1 2 3 4 5

Cultural awareness and inclusive
leadership practices

1 2 3 4 5

Inspiring and motivating others toward
shared goals

1 2 3 4 5

Executive coaching and mentoring
capabilities

1 2 3 4 5

Leadership & People Management Score: _____ / 60

Leadership Development Notes:



Strategic Thinking

Evaluates the successor's ability to think strategically and drive long-term business success

Long-term vision development and articulation skills

Market analysis capability and competitive intelligence

Competitive positioning and differentiation strategy

Innovation mindset and creative problem-solving approach

Growth strategy formulation and expansion planning

Risk vs opportunity assessment and strategic decision-making

Strategic planning experience and execution capability

Industry trend awareness and future scenario planning

Stakeholder management and alignment skills

- 1
- 2
- 3
- 4
- 5

Partnership development and strategic alliance building

- 1
- 2
- 3
- 4
- 5

Business model understanding and innovation capability

- 1
- 2
- 3
- 4
- 5

Digital transformation and technology strategy integration

- 1
- 2
- 3
- 4
- 5

Strategic Thinking Score: ___ / 60

Strategic Thinking Development Notes:



Family Dynamics & Governance Assessment

Family Dynamics & Governance

Assesses the successor's ability to navigate family business complexities and governance structures

Family communication protocols and structured dialogue skills

1	2	3	4	5
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Conflict resolution with family members and mediation skills

1	2	3	4	5
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Boundary setting between family relationships and business operations

1	2	3	4	5
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Understanding and embodiment of family values and legacy

1	2	3	4	5
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Governance structure knowledge and board effectiveness

1	2	3	4	5
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Succession planning awareness and preparation commitment

1	2	3	4	5
---	---	---	---	---

Sibling and relative dynamics management and collaboration

1	2	3	4	5
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Elder generation respect and wisdom integration

1	2	3	4	5
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Next-generation collaboration and unified vision building

1 2 3 4 5

Family council participation and governance leadership

- 1
- 2
- 3
- 4
- 5

Legacy preservation mindset and stewardship responsibility

1 2 3 4 5

Employment and compensation fairness for family members

- 1
- 2
- 3
- 4
- 5

Family Dynamics & Governance Score: ___ / 60

Family Dynamics Development Notes:



Personal Readiness Assessment

Personal Readiness

Evaluates the successor's personal qualities and readiness for leadership responsibilities

Self-awareness and emotional regulation capabilities

1	2	3	4	5
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Resilience and grit in facing challenges and setbacks

1	2	3	4	5
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Time management and priority setting effectiveness

1	2	3	4	5
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Work-life balance and sustainable leadership practices

1	2	3	4	5
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Continuous learning mindset and growth orientation

1	2	3	4	5
---	---	---	---	---

Accountability orientation and ownership mindset

1	2	3	4	5
---	---	---	---	---

Integrity and ethical decision-making consistency

1	2	3	4	5
---	---	---	---	---

Adaptability to change and uncertainty tolerance

1	2	3	4	5
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Stress management and pressure performance capabilities

1 2 3 4 5

Health and wellness prioritization for sustained performance

- 1
- 2
- 3
- 4
- 5

Personal financial management and fiscal responsibility

- 1
- 2
- 3
- 4
- 5

Communication skills and executive presence development

1 2 3 4 5

Personal Readiness Score: _____ / 60

Personal Readiness Development Notes:

Scoring Summary & Interpretation

Category Score Totals

Assessment Category	Score	Maximum	Percentage	Priority Level
Financial Acumen	____ / 60	60	____ %	_____
Operational Excellence	____ / 60	60	____ %	_____
Leadership & People Management	____ / 60	60	____ %	_____
Strategic Thinking	____ / 60	60	____ %	_____
Family Dynamics & Governance	____ / 60	60	____ %	_____
Personal Readiness	____ / 60	60	____ %	_____
TOTAL READINESS SCORE	____ / 360	360	____ %	_____

Overall Readiness Interpretation

Score Range	Readiness Level	Recommended Actions
308-360 (85-100%)	Exceptional Readiness	Prepared for immediate succession with leadership transition support
270-307 (75-85%)	High Readiness	Address minor development areas while preparing for transition
216-269 (60-74%)	Moderate Readiness	Structured 12-18 month development plan with executive coaching
162-215 (45-59%)	Emerging Readiness	Comprehensive 24-36 month development program required
Below 162 (<45%)	Early Stage	Foundational development with alternative succession planning

Development Priority Matrix

Rank your development priorities based on lowest scoring categories and strategic importance

Top 3 Development Priorities:

Priority 1: _____

Target Score Improvement: _____ *Timeline:* _____

Priority 2: _____

Target Score Improvement: _____ *Timeline:* _____

Priority 3: _____

Target Score Improvement: _____ *Timeline:* _____

Overall Assessment Insights:

Action Planning & Development Roadmap

90-Day Quick Wins

Immediate actions to build momentum and demonstrate commitment to development

Quick Win 1:

Action:

Owner:

Due:

Quick Win 2:

Action:

Owner:

Due:

Quick Win 3:

Action:

Owner:

Due:

6-Month Development Milestones

Milestone 1:

Success Metrics: _____

Milestone 2:

Success Metrics: _____

Milestone 3:

Success Metrics: _____

Recommended Development Resources

Executive Coaching

- 1:1 succession coaching sessions
- Leadership development coaching
- Family dynamics navigation
- Strategic thinking enhancement

Structured Learning

- Family business governance workshops
- Financial acumen development
- Leadership training programs
- Industry-specific certifications

Experiential Growth

- Cross-functional rotations
- Board observation opportunities
- Mentorship relationships
- Peer advisory groups

Assessment Tools

- 360-degree feedback
- Psychometric assessments
- Emotional intelligence testing
- Leadership style evaluation

Reassessment Timeline

To track progress effectively, schedule regular reassessments using this checklist:

- **Initial Assessment:** Baseline evaluation (Today's Date: _____)
- **90-Day Check-in:** Progress review and quick win validation (Date: _____)
- **6-Month Assessment:** Comprehensive re-evaluation (Date: _____)
- **Annual Review:** Full succession readiness assessment (Date: _____)

Development Action Planning Notes:

Partner with Leo Khoury for Your Succession Journey



**Executive Coach | 2nd-Generation
Successor | Leadership Expert**

**"I've Lived It — And I'm Here to
Guide You Through It"**

As a 2nd-generation successor who has navigated the complexities of family business succession firsthand, I understand the unique pressures, dynamics, and challenges you're facing. Having worked in multinational leadership roles at companies like Philip Morris International, managed my own family business, and founded my own venture, I

bring a rare combination of lived experience and professional expertise to every coaching engagement.

My Approach: Psychology Meets Strategy

I blend **organizational psychology, HR mastery, and commercial strategy** to deliver breakthroughs for next-generation leaders and family businesses. My coaching methodology integrates:



Neurolinguistics & Psychology

Evidence-based techniques to unlock mindsets, overcome limiting beliefs, and develop emotional intelligence essential for leadership excellence.



Commercial Acumen

Practical business strategy development, financial literacy building, and operational excellence frameworks drawn from real-world experience.



Family Business Expertise

Specialized guidance on navigating family dynamics, governance structures, and the delicate balance between family relationships and business imperatives.



Succession Planning

Structured frameworks for readiness assessment, development planning, and transition management that ensure sustainable leadership continuity.

How I Can Serve You

1:1 Executive Coaching for Next-Generation Leaders

Personalized coaching sessions designed to accelerate your development across all dimensions of succession readiness. Together, we'll transform assessment insights into actionable growth.

Family Business Succession Coaching

Navigate the unique challenges of family business transitions with a coach who has lived it. From governance structures to family dynamics, I provide the frameworks and guidance for successful succession.

Leadership Development Workshops

Customized workshops for next-generation leaders, executive teams, and family business councils. Drawing from neurolinguistics and leadership philosophy to foster resilience, clarity, and strategic thinking.

Strategic Advisory & Consulting

Beyond coaching, I offer strategic guidance on succession planning, organizational design, and leadership team development for sustainable family business success.

Ready to Transform Your Readiness Assessment Into Action?

If this assessment has revealed development opportunities, you don't have to navigate this journey alone. Partner with someone who understands both the business challenges and the family dynamics.

Book Your Complimentary Consultation

Let's discuss your assessment results and create a customized development roadmap that accelerates your succession readiness while honoring your family's legacy.

 Connect at: www.leokhoury.me

Proven Impact

20,000+ 40K+

3

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Leo Khoury | Executive Coaching & Leadership Development

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Globally

This Next-Gen Readiness Assessment Checklist is based on proven methodologies in executive coaching, organizational psychology, and family business succession planning. © 2025 Leo Khoury. All rights reserved.
