

# **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

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# 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

<b>5 - Fully Ready:</b>	Demonstrates mastery and can lead others in this area
<b>4 - Mostly Ready:</b>	Strong competence with minor development needs
<b>3 - Developing:</b>	Basic competence present, requires focused development
<b>2 - Limited:</b>	Some awareness but significant gaps exist
<b>1 - Not Ready:</b>	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
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# 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:

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# Operational Excellence

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

Process management, documentation, and continuous improvement mindset

Quality control systems and standards implementation

Supply chain understanding and vendor relationship management

Strategic supplier partnerships and negotiation skills

Technology systems integration and digital transformation knowledge

Inventory management and optimization strategies

Production planning and service delivery excellence

Efficiency optimization and lean management principles

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

*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:

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# Strategic Thinking

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

Long-term vision development and articulation skills

1 2 3 4 5

Market analysis capability and competitive intelligence

1 2 3 4 5

Competitive positioning and differentiation strategy

1 2 3 4 5

Innovation mindset and creative problem-solving approach

1 2 3 4 5

Growth strategy formulation and expansion planning

1 2 3 4 5

Risk vs opportunity assessment and strategic decision-making

1 2 3 4 5

Strategic planning experience and execution capability

1 2 3 4 5

Industry trend awareness and future scenario planning

1 2 3 4 5



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:

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# 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

Conflict resolution with family members and mediation skills

1

2

3

4

5

Boundary setting between family relationships and business operations

1

2

3

4

5

Understanding and embodiment of family values and legacy

1

2

3

4

5

Governance structure knowledge and board effectiveness

1

2

3

4

5

Succession planning awareness and preparation commitment

1

2

3

4

5

Sibling and relative dynamics management and collaboration

1

2

3

4

5

Elder generation respect and wisdom integration

1

2

3

4

5

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:

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# Personal Readiness

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

Self-awareness and emotional  
regulation capabilities

1 2 3 4 5

Resilience and grit in facing challenges  
and setbacks

1 2 3 4 5

Time management and priority setting  
effectiveness

1 2 3 4 5

Work-life balance and sustainable  
leadership practices

1 2 3 4 5

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

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:

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# 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	____%	_____
<b>TOTAL READINESS SCORE</b>	____ / 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:

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Success Metrics: \_\_\_\_\_

## Milestone 2:

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Success Metrics: \_\_\_\_\_

## Milestone 3:

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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:

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# 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](http://www.leokhoury.me)**

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**20,000+** **40K+** **3**

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Hours of  
Content  
Engagement  
(Leaders Talk)

**Regions**

Jordan, GCC, and USA

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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.

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