



Succession Planning Readiness Assessment

FOR CONSTRUCTION LEADERS

Most construction companies aren't unprepared for succession; they're just too busy to deal with it. Backlog is strong. Projects are moving. The team is stretched.

And then one day, the question becomes urgent: **What happens to the business if I step away?**

This assessment is designed to help you quickly evaluate where your firm stands, and where the real risks are hiding.

Succession Readiness Snapshot

For each category below, ask: Are we Emerging, Developing, or Advanced?

CATEGORY	QUESTIONS TO CONSIDER	MARK YOUR MATURITY
1 Backlog, Cash Flow, & Bonding Readiness	- Do you consistently generate profitable work? - Is your backlog predictable and diversified? - Can your business maintain bonding capacity without you?	☐ Emerging ☐ Developing ☐ Advanced
2 Leadership Depth	- Who can run operations without you? - Can your next leader win work — not just manage it? - Do you have a clear plan for leadership transition?	☐ Emerging ☐ Developing ☐ Advanced
3 Key Employee Retention	- Are your estimators, PMs, and superintendents locked in? - Do they see a future in the business? - Is there a path to ownership or incentive alignment?	☐ Emerging ☐ Developing ☐ Advanced
4 Ownership Strategy	- Do you know who will own the business next? - Are you considering internal sale, family transfer, ESOP, or third-party sale? - Is there a timeline for transition?	☐ Emerging ☐ Developing ☐ Advanced
5 Owner Financial Readiness	- Do you know what you need to retire comfortably? - Is your wealth tied up in the business? - Is there a plan to extract value tax-efficiently?	☐ Emerging ☐ Developing ☐ Advanced
6 Family & Stakeholder Alignment	- Are expectations clearly defined for family members? - Is there a plan for those not involved in the business? - Can disagreements be resolved without impacting operations?	☐ Emerging ☐ Developing ☐ Advanced

Where do you stand?

Emerging ____ / 5

You're getting started, but key risks exist

Developing ____ / 5

You've made progress, but gaps remain

Advanced ____ / 5

You're positioned for a successful transition