



Succession Management 7-Step Process  
Worksheet 6.2: Competency Gap Analysis



**Key Position KSA Identification**

- Using the 'C' column ONLY, determine the 'Current' KSAs attached to the Key Position you're focusing on by scanning the KSAs Categories and Titles Master List. Capture those KSAs in the space provided on this worksheet (Position-Specific KSAs).
- Now, on the 4-point scale, determine the degree of importance using the following scoring pattern:
  - Somewhat Important
  - Important
  - Very Important
  - Mission Critical
- Using the 'I' column, add any additional KSAs that the 'Incumbent' may have brought to this position that may need to be taken into consideration. Perform the same analysis using the 4-point scale.
- Using the 'F' column, identify any 'Future' (or emerging) KSAs that need to be considered for your Succession Management analysis. Do an environmental scan of both the inside and outside of your organization by asking "What's happening Right Now and in the Near Future that will impact the KSAs needed in this position?" Perform the same analysis using the 4-point scale.

Key Position: \_\_\_\_\_

Candidate: \_\_\_\_\_

C	I	F	Position-Specific Knowledge/Skills/Abilities (KSAs)	Importance
				1 2 3 4
				1 2 3 4
				1 2 3 4
				1 2 3 4
				1 2 3 4
				1 2 3 4
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				1 2 3 4
				1 2 3 4

Proficiency Level Required (L/M/H)	Candidate's Proficiency (L/M/H)

C: Current | I: Incumbent | F: Future  
1: Somewhat Important | 2: Important | 3: Very Important | 4: Mission Critical

L: Low | M: Moderate | H: High



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Key Position: \_\_\_\_\_

Candidate: \_\_\_\_\_

**TTD Contextual ('Fit') Variables**

How people are 'wired' (traits/temperament/disposition) determines how they approach tasks, interact with others, deal with conflict/change, handle pressure, and a myriad of other factors that influence performance and the capacity to acquire knowledge and skills. These work styles are 'contextual performance differentiators' ("fit" issues) because the TTDs needed for one position may be totally different from the TTDs needed for another position. Use the chart below to complete this sentence: "This Key Position requires an individual who is characterized by ..."

**NOTE: (✓ Key Position [upper diagonal] | ✓ Candidate [lower diagonal])**

	L2	L1	R1	R2	
Extraverted/Expressive/Energized by People	/	/	/	/	Introverted/Reflective/Energized by Data/Things
Analytical, Logical, & Task Oriented. Tactical, Practical, & Concrete. Meticulous & Thorough (attention to detail).	/	/	/	/	Strategic (longer-term) & Conceptual (visionary). Intuitive & Perceptive. Creative. Operates on 'Gut Feel.'
Quick Thinking, Spontaneous, Decisive. Fast-Paced, Dynamic. Dislikes Routine. (Professionally) Assertive.	/	/	/	/	Planful, Calculated, Reserved, Methodical. Steady, Stable, & Predictable.
Working Interdependently. Collaborative. Team-Based Focus. Builds Consensus.	/	/	/	/	Autonomous. Preferred Decision-Making Process is Independent [or Exclusive] of Others. Likes to Work Alone.
Questions/Challenges Status Quo. Enjoys (thrives on) Pressure & Stress. At ease with Change & Ambiguity.	/	/	/	/	Accepting/Accommodating. Likes Predictability. Prefers Calm and Control. Attracted by a Planned and Orderly Structure.

L2: Strong Left Column Orientation | L1: Moderate Left Column Orientation

R1: Moderate Right Column Orientation | R2: Strong Right Column Orientation

**Additional Position Requirements:**

After determining the specific KSAs needed for this Key Position, identify all additional requirements that are important/necessary for someone to achieve success in this position.

<p><b>Formal Education</b> (Degree/Diploma):</p> <hr/> <hr/> <hr/>	<p><b>Certifications/Licensure:</b></p> <hr/> <hr/> <hr/>
<p><b>Specialized Training:</b></p> <hr/> <hr/> <hr/>	<p><b>Unique Knowledge/Relationships:</b></p> <hr/> <hr/> <hr/>