

Bench Strength Assessment

Organisation: Northbridge Advisory Partners **Assessment Date:** February 2027 **Prepared For:** HR Director, People & Culture; Talent Management Lead **Confidentiality:** Internal - Restrict Access

Summary: Four critical roles were assessed for bench strength based on the Successor Readiness Matrix. One role (CR-2, Director of Client Delivery) has Adequate bench strength with one candidate approaching readiness. Two roles (CR-1, Practice Head, Data & AI Advisory; CR-3, Head of Technology Advisory) are rated Thin with limited pipeline depth. One role (CR-4, Head of People Operations) is rated Thin with no candidates meeting the Ready Now threshold. No roles achieved a Strong bench rating.

Bench Strength Table

Role ID	Role Title	Total Candidates	Ready Now	Ready 1-2 Years	Development Needed	Not Ready	Bench Rating	Risk Note
CR-1	Practice Head, Data & AI Advisory	1	0	1	0	0	Thin	Single candidate (Principal Consultant, Strategy & Operations) at Ready 1-2 Years. No Ready Now option. Knowledge-sharing and strategic planning gaps require development before the candidate can lead a practice.
CR-2	Director of Client Delivery	2	0	1	1	0	Adequate	One candidate (Principal Consultant, Strategy & Operations) at Ready 1-2 Years with strong commercial and delivery credentials. One candidate (Engagement Manager, Strategy & Operations) at Development Needed due to persistent delegation gap and incomplete 360 evidence.
CR-3	Head of Technology Advisory	1	0	1	0	0	Thin	Single candidate (Lead Engineer, Technology Advisory) at Ready 1-2 Years. Delegation and business development gaps must be addressed. No backup candidate if the primary candidate's development stalls.
CR-4	Head of People Operations	2	0	0	1	1	Thin	Senior HR Business Partner rated Development Needed — HR operations and ER capability are present but HRIS proficiency gap and outdated assessment (Q2 2025 scale) limit confidence. Employee Relations Specialist rated Not Ready due to narrow scope and no leadership evidence.

Rating Distribution

Bench Rating	Count	Roles
Strong	0	—
Adequate	1	CR-2 (Director of Client Delivery)
Thin	3	CR-1 (Practice Head, Data & AI Advisory), CR-3 (Head of Technology Advisory), CR-4 (Head of People Operations)
Critical	0	—

Key Observations

- 1. No Ready Now candidates exist for any critical role.** The strongest candidates are at Ready 1-2 Years, meaning an unexpected vacancy in any role would require interim coverage.
 - 2. Three of four roles are rated Thin,** driven by single-candidate pipelines (CR-1 and CR-3) or candidates with significant development gaps (CR-4).
 - 3. CR-2 is rated Adequate rather than Strong** because the Ready 1-2 Years candidate (Principal Consultant) still requires strategic planning exposure and knowledge-sharing activity before stepping into a Director-level delivery oversight role.
 - 4. Candidate overlap:** The Principal Consultant, Strategy & Operations is mapped to both CR-1 and CR-2. If this candidate is developed toward one role, the other loses its only Ready 1-2 Years candidate, effectively downgrading that role to Thin or Critical.
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AGASI AiOS — Sample material. For illustrative purposes. All data is fictional.