SuccessionHR

The U.S. will need about 650,000–725,000 construction and extraction workers each year through the mid-2030s just to replace workers who retire or leave the field.

Building Bench Strength

Succession Planning for Construction Companies

Construction companies spend every day managing operational risk. But one of the biggest risks is often overlooked: leadership continuity.

When a critical leader leaves, the impact extends beyond filling an open role. Projects, client relationships, field knowledge, and day-to-day decision-making can all be affected.

Succession planning helps construction leaders understand where they're covered, where they're exposed, and how to build the bench strength needed to keep the business moving.

Why It Matters Now

Leadership gaps in the construction industry rarely stay isolated.

They can affect project delivery, client relationships, subcontractor coordination, estimating, safety oversight, scheduling, and margin protection.

- 41% **of the U.S. construction workforce** is projected to retire by 2031.
- 73% **of construction HR teams** say finding the right employees is their biggest workforce challenge.

As experienced workers leave and skilled talent becomes harder to replace, succession planning helps construction companies prepare future leaders before critical roles become vacant.

Start With the Roles That Keep Projects Moving

Succession planning should focus first on the roles with the greatest impact on project and business continuity.

Critical roles often include executive, leadership, and operational positions that drive day-to-day decision-making, such as:

- Project Executive
- Operations Leader
- Project Manager
- Preconstruction Leader
- Business Development Leader
- Safety Manager
- Superintendent
- Estimator
- Field Leader / Foreman
- Controller / Finance Leader

These roles often hold the relationships, institutional knowledge, and operational expertise that keep projects moving and the business running.

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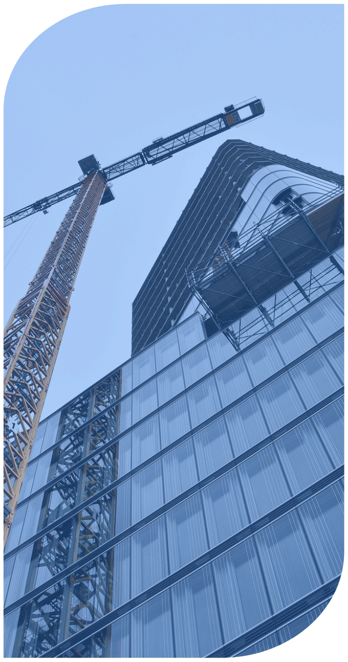
4 Succession Risks Construction Companies Should Track

1. **Project Continuity Risk:** Leadership changes disrupt projects when no ready successor is available.
2. **Relationship Risk:** Client, subcontractor, and partner relationships become vulnerable when they're concentrated with one individual.
3. **Knowledge Risk:** Critical field experience and project knowledge leave with experienced leaders if they aren't transferred.
4. **Leadership Readiness Risk:** High-potential employees may still need experience before they're ready to lead larger projects or teams.



What a Practical Succession Plan Should Track

A practical succession plan helps leaders understand where the business is prepared — and where additional development is needed.

- **Critical Roles:** Which positions create the greatest operational risk?
- **Successor Readiness:** Who's ready now, ready later, or not yet ready?
- **Bench Strength:** Where does the organization have leadership depth?
- **Development Actions:** What experiences will prepare future leaders?
- **Knowledge Transfer:** Where should critical expertise be documented or shared?
- **Future Role Needs:** What capabilities will the business need next?

How SuccessionHR Helps

Construction HR teams are balancing succession planning alongside recruiting, workforce planning, compliance, and countless other priorities. Manual succession planning processes make that work even harder. SuccessionHR gives construction companies a clearer view of leadership continuity by helping teams:

- Identify key roles across the organization
- Track successor readiness and development progress
- See where bench strength is strong and where gaps exist
- Surface leadership risk before a vacancy occurs
- Keep succession planning current as the business evolves

Build a stronger leadership bench before you need it. Book a demo to see how SuccessionHR helps construction companies prepare for critical role transitions.