

**INVESTIGATING EXECUTIVE LEADERSHIP SUCCESSION PLANNING
AND IMPLEMENTATION IN COMMERCIAL PUBLIC ENTERPRISES IN
NAMIBIA**

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ABSTRACT

A succession plan for executive leadership is critical to an organisation's growth and sustainability. Human resource managers in Namibia are challenged by harsh realities and current conditions for maintaining executive leadership. Commercial Public Enterprises (CPEs) in Namibia must be innovative and create effective executive leadership succession planning and implementation. The study investigated executive leadership succession planning in Namibia's CPEs. The research adopted a convergent mixed method design in which both qualitative and quantitative data were collected in a single phase, analysed separately, and compared the results if they confirm or disconfirm each other. The primary research objective of the study was to investigate succession planning in executive leadership of CPEs in Namibia. The secondary research objectives of the study were to investigate the factors that influence executive leadership succession planning in CPEs, to determine the effects of the factors that influence executive leadership succession planning in CPEs in Namibia, and to develop an executive leadership succession planning framework for CPEs in Namibia. The study comprised a total population of 210 participants, drawn from 22 CPEs in Namibia. Respondents to the online questionnaire survey were selected through a random sampling technique and a purposive sampling technique was used to select participants for in-depth interviews. Primary data were collected through closed-ended research questionnaires, and an interview guide was used to conduct the interviews. Descriptive statistics were used to analyse quantitative data in which correlation was performed to determine the relationship between and amongst variables of the study. To analyse the qualitative data, a combination of sentiment and content analysis was employed to facilitate the organisation of the unstructured text. This process entailed reading verbatim transcriptions of all interview sessions multiple times to gain a

thorough understanding of the meaning and context. The major contribution of this study was the development of the novel Muadinohamba Succession Development Progression Framework, a tool for planning leadership succession in Namibian companies. The secondary outcome of the study showed that executive leadership succession planning and implementation in CPEs is influenced by education, mentoring, training and development. The research indicated that having charismatic executive leadership and utilising a transactional leadership style were deemed significant factors in maintaining the long-term success of an organisation, particularly in relation to fostering a culture of proper succession development. The study recommends further validation in future research of the Muadinohamba Succession Development Progression Framework that emerged from the study as an instrument that can guide the planning and implementation of executive leadership succession planning in CPEs in Namibia. Further research should also be conducted on the effect of executive leadership succession planning and implementation focusing on all levels of the organisation in CPEs in Namibia.

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LIST OF ACRONYMS

ARL	Association of Research Libraries
CEML	Council for Excellence in Management and Leadership
CEO	Chief Executive Officer
CPE	Commercial Public Enterprises
ELSPI	Ethical, Legal, Social and Policy Implications
ERC	Executive Resources Committee
HR	Human Resources
KPI	Key Performance Indicators
LBDI	Leadership Behaviour Description Inventory
LDP	Leadership Development Programmes
Meatco	Meat Corporation of Namibia
MICE	Meetings, Incentives, Conferences and Events
MoHSS	Ministry of Health and Social Services
MTC	Mobile Telecommunications Limited
NAC	Namibia Airports Company
NAMCOR	National Petroleum Corporation of Namibia
NAMDIA	Namib Desert Diamonds
Namport	Namibia Ports Authority
NamPost	Namibia Post
NFCN	National Fishing Corporation of Namibia
NIP	Namibia Institute of Pathology
NWR	Namibia Wildlife Resort
OD	Organisation Development

OECD	Organisation for Economic Cooperation and Development
PE	Public Enterprises
PLP	Parliamentary Labour Party
RA	Roads Authority
RCC	Roads Constructor Company
ROI	Return on Investment
SARS	South African Revenue Service
SES	Senior Executive Services
SOE	State Owned Enterprises
SP&M	Succession Planning and Management
TransNamib	Railway State-Owned Enterprise of Namibia

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The study would not have been possible without the participation and responses of the respondents of the Commercial Public Enterprises in Namibia. The ideas and thoughts that have shaped the study will contribute to the rich literature on leadership succession.

DEDICATION

This study is dedicated to my mother, Victoria Elifas, who passed on during this academic journey on 10 October 2019. I heartily thank her for the gift of life, and may her soul continue to rest in internal peace.

DECLARATION

I, Jeremiah Lucas Muadinohamba, declare this dissertation is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any institution.

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Name of Student

Signature

Date

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

Succession planning involves and is not limited to selecting new talent, choice assessments and identifying a new leader (Groves, 2007). Succession planning has evolved from being a mitigation measure against losing executive leaders in big organisations to promoting the development of leaders, managing change, keeping talent and building teams in a way that makes the organisation reach its full potential in its operations (Rothwell, 2010). A succession event in an organisation is inevitable, whether planned or unplanned and organisations need to identify and develop talent that can replace key individuals (Griffith, 2012). Organisations must not underestimate the loss of organisational memory or tribal knowledge and must prepare young leaders that will move up (ERC, 2018). It is not always easy to find talent for leadership roles in organisations, and this heightens the need for executive leadership succession planning.

Human resources management plays a key role in succession planning. Luna (2012) defines succession planning as determining goals, needs and responsibilities within an organisation and preparing individuals or employee groups for their roles in the work that needs to be done within an organisation. To recruit and keep talent, organisations must keep up with people becoming more strategic in their career management and job searches (Fink & Brayman, 2006).

Searching for executive leadership is usually expensive (ERC, 2018) and that makes succession planning even more important. Organisations can cut costs and create the synergies to grow in the continuously changing contexts of operations by effectively planning for succession (Rothwell *et al.*, 2015). Leaders play a fundamental role in establishing the vision for the future of any organisation (Kotter, 2001). Leaders also help integrate employees and resources, with the vision using various techniques. Leadership Development Programmes are on the rise worldwide (Bush, 2012). The Centre for Creative Leadership in England surveyed 756 chief executive officers and identified leadership development as an indispensable part of competitive advantage (Stoll & Temperley, 2009). In addition, the survey found that organisations still need to acquire and develop the talent they need to drive performance of the organisations. However, despite the importance and centrality of leadership, it remains uncertain as to whether leadership works in organisations.

Rothwell (2010) defines succession planning as an effort designed to ensure the continued effectiveness of an organisation. In the study of succession planning models, it was concluded that a study of the models sheds light on a study on executive leadership succession planning (Khumalo & Harris (2008); Schmalzried & Fallon, 2007). Schmalzried & Fallon (2007) developed the U-Model theory that regards succession planning as an intermediate attribute that supports the U-process that enhances the possibility of change.

Clunies (2007) concluded that effective succession planning increases employee confidence and improves employee buy-in to an organisation's culture. Gonin *et al.* (2011) in their study discussed different innovations that come with leadership development. Groves (2007) presented the best practice model for developing the

leadership pipeline and practical recommendations for organisations that remain vital for forward-looking organisations.

A clear understanding of the key concepts and principles of the study is provided by the researcher. Background information on Commercial Public Enterprises in Namibia remains indispensable in this study. Provide a clear understanding of the problem setting of the study under the background of the study. This is important because it provides the reasoning for the study.

1.2 COMMERCIAL PUBLIC ENTERPRISES IN NAMIBIA

A review of State-Owned Enterprises in Namibia remains the focus of this research. Provide a comprehensive meaning of what SOEs are in their formation and practice in Namibia. The definitions of State-Owned Enterprises (SOE) vary in different countries. A State-Owned Enterprise is defined by the Organisation for Economic Co-operation and Development (OECD) as any company recognised by the laws of a nation as an enterprise and is partly or wholly owned by the state (OECD, 2004). SOEs can also be defined as companies where the State has substantial control whether full, majority or significant (Bałtowski & Kozarzewski, 2016). In Namibia, an SOE is defined as an entity referred to in schedule 1 of the State-Owned Enterprise Governance Act of 2006. The Act lists all enterprises regarded as State-Owned Enterprises (Weylandt, 2017). The State-Owned Enterprise Governance Act of 2006 in Namibia was later repealed in 2016 to form the Public Enterprises Governance Act (PEGA) which defines a Public Enterprise (PE) as a company established to promote public interests under any law or in terms of any other instrument (Weylandt, 2017). However, PEGA (2019) classifies SOEs into two broad categories that include

Commercial Public Enterprises (CPEs) and Non-Commercial Public Enterprises (NCPEs).

Public enterprises in Namibia have certain distinctive traits or qualities, including government ownership and control, the primary goal being to provide services, autonomy, and continuity, among others. The Public Enterprise Governance Act 2019, Act 1 of 2019, presented guidelines for effective public enterprise governance and performance evaluation. Also, it established the functions and powers of the Minister of Public Enterprises, as well as restructuring public enterprises (PEGA, 2019).

The preliminary provision of the Act defines the commercial public enterprise as a public enterprise specified to be a commercial public enterprise under Section 2(2)(a) of the said Act. It is important at this juncture to provide information on the classification of Commercial Public Enterprises in Namibia in terms of the Public Enterprise Governance Act 2019, Act 1 of 2019. The Act provisioned the formation of Commercial Public Enterprises in Namibia, transforming from the traditional SOEs (PEGA, 2019). Since 21 March 2015, the Ministry of Public Enterprises (MPE) is responsible for aligning, integrating, and overseeing the 98 parastatals in Namibia and leveraging synergies between the SOEs. Provide the list of Commercial Public Enterprises in Namibia since they remain pivotal to this study. Table 1.1 below shows the Commercial Public Enterprises that function under the Ministry of Public Enterprises in the Republic of Namibia.

Table 1.1. Commercial Public Enterprises in Namibia

No	Public Enterprises (PEs)	Mandate	Establishment Acts	Website Links
1	Air Namibia	Provision of air transport services for passengers and cargo	Air Namibia (Proprietary) Limited	www.airnamibia.com.na
2	Epangelo Mining Company	Diversified mining company Exploration and beneficiation of minerals	Epangelo Mining Company (Proprietary) Limited	www.epangelomining.com
3	Henties Bay Waterfront (Proprietary) Limited	No information available	Henties Bay Waterfront (Proprietary) Limited	
4	Lüderitz Waterfront Company (Proprietary) Limited	No information available	No information available	No information available
5	Meat Corporation of Namibia	Responsible for erecting, renting, and acquiring abattoirs and meat factories	Meat Corporation of Namibia Act, 2001 (Act No. of 2001)	www.meatco.com.na
6	Mobile and Telecommunications Limited	Providing cellular access in Namibia	No information available	www.mtc.com.na
7	Namibia Airports Company (NAC)	Runs airports, flight handling, passenger handling, and parking and rentals of the store and other space	Namibian Airports Company Act, Act 25 of 1998	www.nac.com.na
8	Namibia Institute of Pathology	Provides medical laboratory services	Namibia Institute of Pathology Act, 1999 (Act No. 15 of 1999)	www.nip.com.na

No	Public Enterprises (PEs)	Mandate	Establishment Acts	Website Links
9	Namibia Post	Responsible for postal services in Namibia	Post Telecommunications Companies Establishing Act, 1992 (Act No. 17 of 1992)	www.NamPost.com.na
10	Namibia Power Corporation	Supply of electricity services	Namibia Power Corporation (Proprietary) Limited	www.nampower.com.na
11	Namibia Wildlife Resorts Company	Wildlife resorts that bring meetings and corporate events to life. Designs and packages exciting deals	Namibia Wildlife Resorts Company 1998 (Act No. 3 of 1998)	www.nwr.com.na
12	Namibian Ports Authority	Manages and controls Namibia's ports	Namibian Ports Authority Act of 1994 (No. 2 of 1994)	www.namport.com.na
13	National Fishing Corporation of Namibia (Under Seaflower Company)	Engages in the fish industry Explores the fish and other marine resources	National Fishing Corporation of Namibia Act 28 of 1999	www.fishcor.com.na
14	National Petroleum Corporation of Namibia	Provides exploration services, onshore and offshore petroleum resources	Corporation of Namibia (Proprietary) Limited	www.namcor.com.na
15	Namibia Development Agency	No information available	Namibia Ind. Development Agency (Nida)	www.nida.com.na
16	Roads Authority	To construct and maintain roads in Namibia	Roads Authority Act, 1999 (Act No. 17 of 1999)	www.ra.org.na

No	Public Enterprises (PEs)	Mandate	Establishment Acts	Website Links
17	Roads Constructor Company	Undertakes construction and maintenance of roads	Roads Contractor Company Act, 1999 (Act No.14 of 1999)	www.rcc.com.na
18	Telecom	Provides telecommunication services in Namibia	Post Telecommunications Companies Establishing Act, 1992 (Act No.17 of 1992)	www.telecom.com.na
19	TransNamib Holdings	The national service carrier Provides road transport and rail services	National Transport Services Holding Company Act, 1998 (Act No.28 of 1998)	www.transnamib.com.na
20	NAMDIA	Provision of cutting-edge diamond marketing and sales services	Diamond Act (Act 13 of 1999)	www.namdia.com
21	Zambezi Waterfront (Proprietary) Limited	The waterfront resource offers facilities and restaurants along the Zambezi River and Siloka Island	Zambezi Waterfront (Proprietary) Limited	www.thezambeziwaterfront.com
22	Luderitz Waterfront Company	Provides commercial sea view properties in Luderitz	Lüderitz Waterfront Company (Proprietary) Limited	

Adopted from: Ministry of Public Enterprises, Government of the Republic of Namibia (2015)

The current study focused on the investigation of executive succession planning in these state enterprises.

1.3 EXECUTIVE LEADERSHIP SUCCESSION PLANNING IN NAMIBIA

A synopsis of executive leadership succession planning is discussed in this section. The synopsis provides the reasoning for the study. It is important because it leads to developing the research problem of the study.

There is a growing concern about organisational sustainability, flexibility, and responsiveness in a rapidly changing environment (Fatorachian & Kazemi, 2018). To maintain the performance and responsiveness of public service, new approaches are needed to discuss issues such as ageing workforces and labour shortages. Under this context, Commercial Public Enterprises in Namibia, and especially their leaders, need to pay increased attention to leadership succession planning. The enterprises have the right staff in the right place, future leadership, management, and technical capacity to deliver government services.

A variety of techniques are used by leaders to align workers and resources with their vision (Kotter, 2001). In response to the recognition that leadership is fundamental to the success or failure of an enterprise, leadership development programs have increased worldwide (Kotter, 2017). According to research, an organisation's plans may change due to changes in executive staff (Sambrook, 2005). An organisation's executive leadership succession plan is critical to managing such changes, so planning is viewed as a suitable and critical activity (Sambrook, 2005). Having no succession planning may result in resignations, retirements, and deaths in the public sector (Dahiya & Yermack, 2008).

Background information on Commercial Public Enterprises in Namibia remains indispensable in this study. According to Hakweenda (2019), Namibia has created a

culture of allowing people to act in positions for long periods which eventually might affect the process of succession planning. Usually, acting officials would serve in those posts without being considered for a permanent appointment. This is a common occurrence among Namibia's public enterprises (Hakweenda, 2019). PEs are a critical and important part of the country's development, but they have received little attention over the years, except for the government giving money to them when they are in difficulties (Hakweenda, 2019). The purpose of succession planning management is to accommodate talented employees that could be prepared as future leaders. This also allows for passing knowledge and skills from current leaders to their subordinates who might be leaders in future. Succession planning and management should address the need for back-up and individual development in all job positions (Rothwell, 2005).

An institution's operations can be crippled by the unexpected departure of key leadership staff. For several years, Namibia has been experiencing a shortage of skilled staff and specialists, and economic growth has steadily declined (National Human Resources Plan, 2012). Thus, a study on succession leadership planning in Commercial Public Enterprises in Namibia becomes relevant and crucial, particularly in the current business environment in the country.

1.4 SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

Sambrook (2005) defines succession planning as to attempt to plan the available staff complement of an organisation in line with key skills that could compensate for any eventualities. These eventualities may include, amongst others, separation from work, serious illness and employment growth that may include promotion in the organisation. Succession planning is essential; it prepares an organisation to plan for

the execution of smooth transitions of leadership positions. As part of this process, new talent is recruited, executive searches are conducted, choice assessments are conducted, the new leader is on-boarded and the transition of the old leader into the new one is completed (Campbell, 2019). Succession planning mitigates the security and sustainability of an organisation through appropriate assessments of unseen challenges and mitigating such risks in advance before they unfold (Parker & Parker, 2017).

Applying self-awareness to social and organisational imperatives, leadership development is a technique for integrating people's understanding of how to relate to others, coordinate their efforts, forge commitments, and expand their social networks (Day, 2007). Thus, leadership development focuses on the integration strategy, whilst succession planning focuses on current and future views of critical positions within the organisation.

Through succession planning, critical management positions can be identified from the lowest levels of the project manager and supervisor to the highest levels (Parker & Parker, 2017). Succession planning builds up a procedure to select employees and develop their abilities and it sets them up for headway to guarantee a return on the organisation's training investment. Succession planning includes understanding the organisation's long-term goals, recognising worker advancement needs and deciding trends.

Various reasons cause an organisation to develop people and replace the current employees. Some reasons include the retirement of employees when they reach a

certain age, moving of employees to another job and promotion of an employee to a higher post or at the same level. Succession planning has been utilised to prepare new leaders for administering companies, government entities and huge family-owned corporations. Nowadays, the practice is a typical action in many enormous businesses. For these organisations, succession planning is basic to encourage the passing on of organisational knowledge and values (Cole & Harbour, 2015).

Succession within an organisation can be internal or external. Succession by internal people can give them a sense of belonging and make them feel they are growing with the organisation. Succession planning is key to ensuring the continuity of an organisation. In some professionally managed companies, each key leader is normally approached to identify three or four best juniors who could replace the leader in the job should the need arise. Complete reliance is considered a source that may cause stagnation in the organisation. In addition, complete dependence on outside talent may cause stagnation in the career path and prospects of workers. This may lead to dissatisfaction among employees.

Organisations usually seek qualified and experienced employees to be groomed for leadership replacement. However, more often, eligible employees with relevant skills are usually channelled into the wrong portfolios that do not meet their skills, experience and career goals (Zhang & Rajagopalan, 2010). Practising succession planning is difficult although its implementation is simple in theory (Porkiani *et al.*, 2010). Besson & Haddadj (2003) maintain that implementing succession planning processes seems difficult because of two main reasons. Senior executives would prefer not to expect successors since picking a successor implies accepting one's resignation

and second, they often prefer to choose their successors from members of their families.

While succession planning and leadership development have been extensively researched and empirically examined at an international level very few studies have been conducted in Namibia, especially in CPEs. This remains a major research gap addressed by this study. The South African Revenue Service enforcement at Port Elizabeth was studied by Erasmus (2009) who concluded succession planning remains an indispensable part of the sustainability and survival of any organisation.

1.4.1 Talent management

Talent management is defined as the application of integrated methods or systems intended to promote workplace efficiency while fulfilling present and future corporate demands. These procedures include attracting, developing, keeping, and utilising people with the skills and aptitude (Ansar & Baloch, 2018). Rothwell (2005) argues that leaders in organisations consider talent management to devote special attention to best-in-class talent management. Many believe that better talent complements other employee efforts and leverages them to improve company performance (Michaels *et al.*, 2001). It is also considered an investment in the best talent in the organisation (Rothwell & Kazanas, 2003).

Harney (2011) considers talent management as a process of human resources management that extends to executive development and succession planning. The practice of talent management is sequential in large organisations (Rioux & Bernthal, 1999). Talent management is identifying key talent for future leadership placement in organisations (Rothwell, 2005a). It has been defined to identify critical management

positions in an organisation. McNulty & De Cieri (2016) contend that talent management broadens management skills in organisations.

1.4.2 Replacement Planning

Rothwell (2011) distinguishes succession planning from replacement planning and concludes that the two often overlap. Charan et al. (2001) equate succession planning to replacement planning. Rothwell (2011) considers replacement planning to be synonymous with risk management, while others view it as what should happen if a key executive leaves the organisation. Replacement planning reduces catastrophic eventualities that can happen in the event of losing key job incumbents (Rothwell, 2011). The process of replacement planning has been in place for decades (Byham *et al.*, 2002). In the current turbulent business environment, replacement and planning complicate the understanding of replacement management (Charan *et al.*, 2001). Burdett (1993) describes replacement planning as a wheel set in motion to mitigate unpredictable events. He further sees succession planning as a proactive attempt for the sustainability of leadership through the grooming of talented employees within an organisation.

1.4.3 Background of the study

The transition of leadership is inevitable and disruptive (Cavanaugh, 2017). A reduction in the number of individuals identified in the talent pipeline for leadership positions causes disruptions in leadership transition (Smith, 2016), which can be mitigated by encouraging individuals to participate in leadership development programs and by looking for leadership opportunities within the institution. Corporate and government succession planning is relatively routine and expected practice but has

historically been problematic (Cavanaugh, 2017). Those organisations that engage in leadership succession planning fill vacant leadership positions by drawing from their internal pool. Over the years, corporate executives have been concerned about the continuity of executive leadership (Gabriel et al., 2020). Disney, General Electric, IBM, Microsoft, Nike, PepsiCo, and Proctor & Gamble are among the companies well-known for succession planning and internal talent development (Armstrong, 2017). Multi-method assessment tools are increasingly being used by such organisations to evaluate the many leadership skills required (Armstrong, 2017).

Throughout history, effective leaders have developed and started succession plans (Armstrong, 2017). Several examples exist of organisations that experienced the departure of an executive leader and the ineffective transition of the role, which highlights the importance of succession planning. Organisational strategies and operational policies for succession planning are needed to maintain the continuity of advanced practice roles (Rothwell, 2005).

According to research conducted in the United States, succession planning at leadership levels should be incorporated into talent management (Cavanaugh, 2017). Research conducted in the United States of America on leadership and succession planning and strategies revealed inconsistent talent management implementation among senior levels (Erasmus et al., 2017). Erasmus et al. (2017), urged future research on leadership and succession planning to explore how leadership development relates to leader performance and leadership development returns.

Succession planning has traditionally been studied in the private sector and not in the public sector. Although this is true, succession planning is becoming increasingly discussed in the public sector, and the dangers of not having a system are becoming

apparent. LeCounte et al., (2017) note that succession planning poses a recurring problem for managers around the world because organisations have difficulty finding employees with the skills and experience, they need in critical positions.

The role of CPEs in the economic and social development of Namibia is well established. The sector contributes immensely to the country's gross domestic product (GDP). Commercial Public Enterprises provide substantial employment to the Namibian population. The labour-to-capital ratio in CPEs and the overall growth in the CPEs sector are much higher than in large industries in Namibia. Therefore, the CPEs play an important role in ensuring Namibia's national objectives of growth, equity, and inclusion. In Namibia, a review of research has shown that executive succession planning practices are limited in terms of research and practice (Angula, 2020; Kabuku & Nyambe, 2018; Marenga, 2020; Ngalandji - Hakweenda, 2021).

Understanding executive leadership succession planning in Namibia's CPEs remains important and needs further investigation. As an example, Marenga (2021) reports a lack of uniformity and widespread implementation in succession planning in Namibia, especially for female principals. In Namibia, there is also a problem with the payment for the executive leadership and their performance (Ngalandji - Hakweenda, 2021), which affects recruitment. This can compromise executive succession planning in public enterprises (Chia *et al.*, 2021). Few studies on executive succession planning and leadership development have been conducted in the CPEs in Namibia. Thus, this study aims to further investigate executive leadership and succession planning in Namibia. This research on executive leadership succession planning in Namibia focuses mainly on Commercial Public Enterprises in Namibia making no distinction between the entities in this category.

In Public Enterprises, unique sets of issues arise that include, among others, a focus on profit orientation values and government interest. This creates a relationship that can lead to positive or negative consequences (Doherty et al., 2014). Briefly put, what works for one enterprise in one situation will not work for another enterprise in another situation (Scharmer, 2007). In Namibia, Shatilwe & Amukugo (2016) studied leadership succession planning in the Namibian Ministry of Health and Social Services (MoHSS) and identified factors that limited succession planning in the ministry. There was, however, a focus on perceived factors influencing succession planning within the MoHSS, but it did not cover other possible variables that could influence executive leadership succession planning, particularly in CPEs in Namibia, classified under the Public Enterprises Governance Act No. 1 of 2019. This creates an additional gap that the research addressed. Given various gaps and deficiencies that emerged in the specific study of PEs in Namibia, this research investigated executive leadership succession planning in CPEs in Namibia.

This study aimed to add to the body of knowledge by fusing the theories and accessible data to provide a thorough and informed view into the condition of the practice of succession planning by CPEs today to boost organisational effectiveness. The study established how succession planning practices influence Namibian CPE performance. Finally, the study seeks to develop an executive leadership succession planning framework, contextualized within CPE reform in developing countries. The framework is expected to provide the 'how to' components for the successful implementation of executive leadership succession planning in Commercial Public Enterprises in Namibia.

1.5 RESEARCH PROBLEM

Today, succession planning has become a major concern for many business strategists. Ultimately, it aims to identify and develop quality leaders that are capable of contributing to the effective performance of a business. Mkumbo (2013) opines that leadership succession planning helps organisations manage their talent pipeline. As part of this research, succession planning in CPEs in Namibia is investigated further to gain a deeper understanding of the topic. This study examines the extent and importance of succession planning, obstacles, and perceived effectiveness.

A lot of management and social researchers have devoted considerable attention to leadership succession planning (Tan, 2009). Research has been conducted primarily in Western organisations and has focused on understanding the financial impact of CEO succession and successor origins. Research on executive leadership succession planning is limited, particularly in the context of Namibian Commercial Public Enterprises. To substantiate the inadequate research conducted, Hamzah & Shamsudin (2017) and Mokhber et al. (2017) opined that there are limited empirical studies on the actual leadership succession process in organisations, particularly in Malaysia. The assertion was corroborated by Wonnia (2021) referring to the leadership succession in Public Universities in Ghana. The scholars Loomes et al. (2019) and Onwuka et al. (2017) indicated that studies carried out in this area of the study revealed the importance of leadership successful succession planning. Since the dawn of time, Ghanaian universities have not upgraded their systems for succession planning and management (Wonnia, 2021).

Research conducted in Saudi Arabia's private sector, especially in small and medium-sized enterprises (SMEs), indicates that succession planning is not systematic,

structurally or functionally (Aboradi & Masari, 2018). According to research, there is a mass exodus of workers from large government and private companies in Saudi Arabia, which causes a workforce crisis (De Bel-Air, 2014). This is because there is a lack of succession planning at all levels of the SME sector, especially in areas like management and senior positions in executive and CEO areas (Al-Adl, 2016). The evidence has shown that limited research work has been done on succession planning in SME businesses in Saudi Arabia, and the study was restricted to family businesses and monarchies (Aboradi & Masari, 2018).

A relatively small number of empirical studies have explored how succession planning impacts business performance and sustainability as most compare and analyse family and non-family businesses (Mwansa, 2020). Investigating leadership succession planning empirically in South African public enterprises overlooks the fact that leadership succession planning differs from entity to entity and influences performance differently (Kravariti & Johnston, 2020). This shows the need for more holistic research that investigates leadership succession planning, particularly in Commercial Public Enterprises in Namibia. There has been extensive research on succession planning, notably in South Africa, and how it relates to the viability of businesses (Kiwia et al., 2019; Pindado & Requejo, 2015). However, research in leadership succession planning regarding how it influences business performance and sustainability is lacking and requires further research in South Africa and elsewhere.

This research investigates leadership succession planning in CPEs in Namibia to help advance understanding of the topic. This thesis examines the perceived importance and extent of leadership succession planning and obstacles and perceived

effectiveness. Due to the large contribution that Commercial Public Enterprises make to Namibia's Gross Domestic Product, a study on leadership and succession planning is not only necessary but also critical. This study also informs the development of practical and context-specific guidelines, and or leadership frameworks (which are limited in Namibia), that Commercial Public Enterprises in Namibia can use for improving their leadership performance and sustainability. Therefore this study fills the gap.

1.6 PURPOSE OF THE STUDY

This research investigates executive leadership succession planning in Commercial Public Enterprises in Namibia, to identify the methods used and the gaps in the methods. The research further explored various strategies of succession planning and how the organisations increase the availability of individuals who can hold management positions and enhance business continuity in CPEs in Namibia.

1.7 RESEARCH OBJECTIVES

The primary objective of the study was to establish factors that contribute to a robust and effective executive succession planning programme in Namibia's public sector.

The secondary objectives of the study are listed below.

1.7.1 To investigate the factors that influence executive leadership succession planning in Commercial Public Enterprises in Namibia.

1.7.2 To determine the effects of the factors that influence executive leadership succession planning in Commercial Public Enterprises in Namibia.

1.7.3 To propose an executive leadership succession planning framework for Commercial Public Enterprises in Namibia that will be confirmed later by further studies.

1.8 SIGNIFICANCE OF THE STUDY

National economic development relies heavily on public enterprises and their continuity is important. Since executive leadership is essential for an organisation's sustainability, developing a succession plan for its leadership is equally significant. CPEs in Namibia can benefit from understanding what factors hinder succession planning for executive leadership.

The study has the potential to fill a knowledge gap by enhancing an understanding of how executive leadership succession planning can influence the transition of technical skills. Such results can be used in the development of effective executive leadership succession planning in CPEs in Namibia. Extensive and tacit knowledge acquired during decades of experience can be lost by retiring employees in CPEs, creating knowledge gaps and disrupting business. Succession planning can help mitigate the impact of this disruption.

Recruitment costs may be substantially reduced for organisations when employees retire or voluntarily leave, resulting in an unplanned vacuum and loss of knowledge. Mentoring and coaching can enhance succession planning and prepare individuals for the next job and strengthen the pool of talent and give the organisation a competitive edge.

Overall, the study remains useful to CPEs in Namibia in various categories highlighted under this section of the study. The study explores the importance of executive leadership succession planning which will help the organisation to reduce the attrition rate, mitigate risk and enhance continuity.

1.9 LIMITATIONS OF THE STUDY

This study identifies factors that contribute to a robust and effective executive succession planning programme in Namibia's public sector. However, the study has some limitations:

- 1.9.1 The study was limited to CPEs in Namibia; hence, the findings may have the limitation of lack of generalisation. Considering the peculiar nature of public enterprises and their enabling legislation, challenges, barriers and perceptions may differ in some respects.
- 1.9.2 As most Namibian Public Enterprises are headquartered in Windhoek, the population accessible was limited to Windhoek, and other cities were not considered as potential sources of information.
- 1.9.3 Due to the small number of organisations and executives, and the intent of finding sources with knowledge of executive succession planning, a small sample size was possible.
- 1.9.4 The research reviewed the most often cited factors for effective executive succession planning, but there may be other significant factors not discussed in the literature.

1.10 DELIMITATION OF THE STUDY

The research focused on executive leadership succession planning in Commercial Public Enterprises in Namibia. The success of their management structure depends on proper executive leadership succession planning and implementation. Succession planning aims at transferring information and knowledge from the founder or incumbent executive officer occupying a specific office to the successor of the business or identified successor through succession planning. When grooming the successor, the founder ensures the continuation of the business after death or retirement. Leadership development helps the managers of these Commercial Public Enterprises to prepare their skills for developing the next generation of a leader rather than how to lead. By having an executive leadership succession plan, the organisation can determine how and when ownership, control, and management of the company will be transferred to successors. Thus, the study was limited to executive leadership succession planning in Commercial Public Enterprises in Namibia only.

Considering the above, the study empirically examined the use of executive leadership succession planning programmes in CPEs and how they might recruit and keep a more qualified and committed workforce. This brings a change in employees' outlook and behaviour towards their career advancement, learning plans and participation in opportunities to acquire capabilities in certain areas to prepare for succeeding current office bearers.

1.11 SUMMARY

In this chapter, the researcher covered the fundamental concepts of succession planning, leadership development, talent management and the succession process in

PEs in Namibia, amongst others. The research problem, purpose, goals, significance, limitations and delimitations of the study were presented in this chapter. The next chapter reviews the literature on executive succession planning and leadership development.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter summarizes the literature relating to succession planning and management and leadership development. The chapter also examines the importance of succession planning, theoretical framework, other theories and empirical literature with bearing to this study. The knowledge gaps about executive leadership succession planning in Namibia are also identified in this chapter.

Literature reviews are considered the cornerstone of all research projects. Torraco (2016) maintains that research is about seeing what others have seen and thinking what nobody else has. Thus, the literature review provides direction to the research of the sources of materials considered necessary for the current research. In their arguments, Galvan & Galvan (2017) and Torraco (2005) concluded that a literature review provides a level of evidence that passes the critical reading of the audience. Galvan & Galvan (2017) contend that literature reviews provide knowledge of the problem area, identify the need for the study, and identifies gaps in earlier studies. The authors further stated that it provides a synthesis and analysis of secondary source material, focusing on both empirical and theoretical issues of the research problem.

In this dissertation, a literature review remains vital in examining relevant key concepts and principles of leadership and succession planning theories and identifying gaps that inform the study. The literature reviewed in this study provided background and context for the study, including the research problem. The evolution of leadership and succession planning, concepts and theories remain at the core of this study. Case

studies of leadership and succession planning of Commercial Public Enterprises and/or State-Owned Enterprises in other jurisdictions were reviewed to shed light on issues of leadership and succession planning strengths and weaknesses. This review provided a basis for a comparative analysis which strengthened the study. An extensive literature review focused on leadership and succession planning.

The major key concepts of this study are leadership succession planning and company performance. These two key concepts and principles are the thematic areas for the study and remain fundamental to the conceptual framework of the study. So it is prudent now to go into detail in explaining leadership and succession planning within the framework of commercial public enterprises in Namibia and elsewhere. The exploration of literature provides a better understanding of how leadership and succession planning not only work but also influence company effectiveness, efficiencies and gaps that exist. The first section examines the importance and meaning of succession planning and key concepts in this study. The chapter also reviews the previous related studies on leadership and succession planning. The research gap that emerged from the literature review is also identified and discussed in this chapter.

2.2 SUCCESSION PLANNING AND MANAGEMENT

In Rothwell (2010), succession planning and management are systematic approaches to assure continuity, keep and develop human capital for the future, and encourage individual advancement. A succession plan identifies and develops successors. The process is directed at the managerial level. The purpose of succession planning management is to accommodate talented employees that could be prepared as future

leaders. In any job category in an organisation, succession planning and management should focus on individual development (Rothwell, 2005).

Mkama (2013) states that succession planning is an old process over 30 years old. The process has grown and expanded in scope over the years. Succession planning management fits the new business environment of today, where corporations no longer guarantee their employees' continued employment (Mkama, 2013). In this way, organisations can be assured that senior management and executive positions will be filled by competent individuals (Byham et al., 2002). The purpose of succession management is to ensure continuity in key positions within the organisation, including both technical and professional specialities (Glenn, 2012). Table 2.1 below summarises the differences between succession planning and succession management.

Table 2.1. Succession Planning and Succession Management Differences

Dimension	Succession Planning	Succession Management
<ul style="list-style-type: none"> • Assessment criteria • Business environment • Communication • Corporation orientation Outcome • Locus of responsibility • Organisational focus • Rater • Replacement strategies • Selection criteria • Selection pool 	<ul style="list-style-type: none"> • Boss Closely held Corporate • Deliberate Snapshot Slates • Individual Position description • Internal Skills & Experience • Stability 	<ul style="list-style-type: none"> • Competence & Network Internal • Ongoing Cadre/Pools • Open • Opportunistic Dynamic / • Rapid change • Shared External & • Team Leader templates

Source: Adopted from: (Yeonsoo, 2006)

2.3 SUCCESSION PLANNING PROCESS

Succession planning needs to be repeated and improved to be effective. The schematic diagram below (Figure 2.1) shows the process of succession planning.

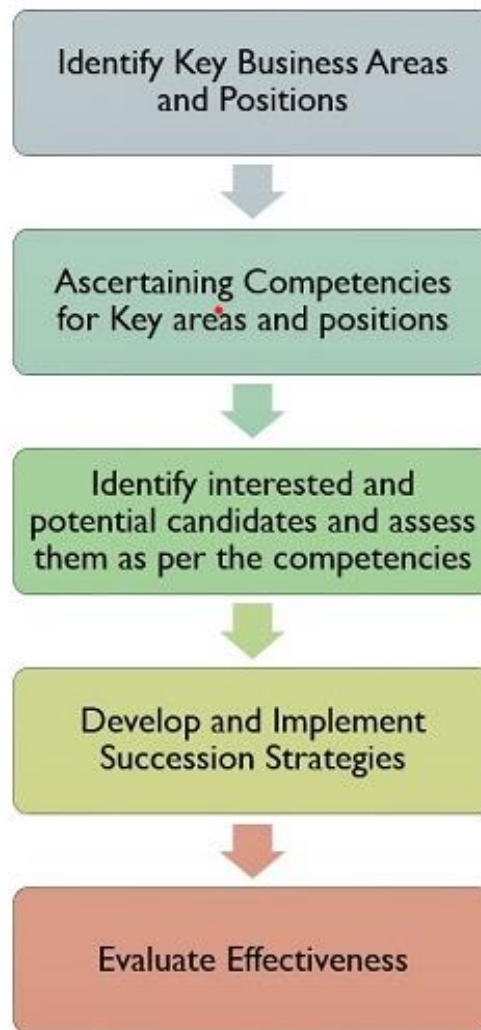


Figure 2.1. The process of succession planning

Source: Adopted from: Surbhi (2020)

In this context, the initial stages of succession planning focus on key business areas and positions relevant to the process operation activities and strategic objectives of the company. Critical positions that need not be vacant are identified. When vacant, it may be difficult for the organisation to function fully or achieve its business objectives. The process is viewed down the list beginning from the most crucial right down to the entry-level positions. It involves recording the duties and the hard and soft skills needed to succeed in a specific job environment (Farashah *et al.*, 2011).

The second step is the stage in which decisions focus on determining the capabilities for key business territories and positions necessary for the selection criteria, establishing the execution principles and filling the contrast between what the possible successors know and what they need to know through training and development. The process determines the information, aptitudes, and capacity required to achieve business goals.

The following stages in the process would be to identify the interested and potential candidates and evaluate them according to their abilities. After examining competencies and analyses, the next step is to identify interested candidates to fill key business positions and territories among various employees working in the organisation (Porkiani *et al.*, 2010). The Human Resources Manager finalises the discussions with the selected potential candidates and identifies the potential replacements of targeted employees capable of training and development.

The fourth stage focuses on the development and implementation of the strategies for the whole training and development process necessary for a proper effective executive leadership and succession planning process for the targeted group of employees in an organisation. The last stage concludes the presentation of evaluating the succession planning and management process. The process provides guarantees that all the key business regions and positions are secured under succession planning. The whole process guarantees smooth filling of an occurrence of any unexpected opening in future in the organisation. These include the filling of the key positions at the earliest opportunity and the replacement performance successfully when the need arises. Successful succession planning in an organisation requires the participation of the top management; carrying out an effective intensive survey plan; an evaluation and

exhibition; determination of the ability of the candidates; and each candidate must be given a written advancement (Ahmad & Cheng, 2018).

2.4 THE SUCCESSION MANAGEMENT PROCESS

It remains crucial to position various succession processes on a continuum ranging from the relatively basic to the relatively complicated. The final replacement, preparation remains the simplistic end of the whole picture of the planning process that reflects a limited approach to the succession process that involves the successors, replacing the incumbent based on determining the top executives in the organisation, usually the top two or three, based on their experience in the job to recommend a proper succession plan.



Figure 2.2. Succession process

Source: Adopted from (Day, 2007)

Succession planning remains relevant to the centre of this succession process continuum. Unlike replacement planning, this plan involves deliberately developing initiatives aimed at the successors (Table 2.1). As with replacement planning, it is intended for top-level management. In this continuum, succession management is the most important end process that identifies successors (replacement planning), develops them (succession planning), and relates to all levels of management. The bottom-line goal of succession management is to create a pool or pipeline of ready leaders to assume the position when the need arises. Thus, it focuses on creating potential candidates list within the organisation structure to assume such positions when the need arises. These may include vacancies in key positions when necessary (Day, 2007).

According to Fink (2010), in the leadership pipeline, succession management helps to provide continuity and build a deeper leadership and performance capability. There must first be an explicit relation between the organisation's values and its core goals to carry through an integrated and successful succession management mechanism. The achievement of this initiative is followed by the final stage of the honest and detailed assessment of the talent pool and growth needs of the company.

Many issues need to be discussed before succession management can be started (Munro, 2005). According to Day (2007), with no common knowledge of what these questions mean to your organisation, seeking to incorporate a succession management system makes no sense. For the succession management system to succeed, it must answer these questions within the context of the organisation in which it exists. The system is considered to have no internal direction and is likely to fail if the answering

to the questions is vague, controversial or otherwise raises open concerns to the planners involved in the whole process.

2.5 THE IMPORTANCE OF SUCCESSION PLANNING

Succession planning is considered planning for and starting the transitions of leadership positions. The process involves and is not limited to selecting new talent, choice assessments and identifying a new leader (ERC, 2018). Human resources management plays a key role in succession planning in any organisation. Luna (2012) describes succession planning as determining goals, needs and responsibilities within an organisation and preparing employees for their roles in the work to be done. The evolution of succession planning has moved from being a mitigation measure against contrition of key leadership positions in large organisations as tools for knowledge creation in an organisation and change management, leadership capacity development, keeping talent and team building in a way that makes the organisation reach its full potential in its operations (Rothwell, 2010). Organisations need to keep up with individuals increasingly becoming more strategic in their career management and job searches to attract and keep talent (Fink & Brayman, 2006).

Succession events in organisations are inevitable, whether planned or unplanned, and organisations need to remain proactive in enhancing developing talent for the replacement process of he individuals in the succession events (Griffith, 2012). Organisations must not underestimate the loss of organisational memory or tribal knowledge. They must prepare the next generation of leaders that will fill the gap should it exist (ERC, 2018). It is not always easy to find talent for leadership roles in any organisation because the labour market is tight. This heightens the need for succession planning.

Searching for executive leadership is usually expensive (ERC, 2018) and that makes succession planning even more important. Organisations start austerity measures necessary for cutting out costs to achieve the synergies and to thrive in the continuously changing contexts of operations by effectively planning for succession (Rothwell *et al.*, 2015). Succession planning remains indispensable in the development of a feeling of belongingness to the employees in the company and instils confidence in them. This is important if the organisation intends to keep employees and build successful operations of the organisation daily (Clunies, 2007).

To keep a wealth of knowledge gathered over a long time in the employees, succession planning is key. According to Govender (2010), succession planning helps to keep that knowledge and experience, otherwise if lost, the organisation may lose its reputation due to poorer quality. It is critical to maintain production levels or have at least minimal impact on transferring skills from the key leaders to the younger generation.

Cadmus (2006) suggested succession planning involves developing, training, and recruiting every employee in the organisation. Creating and starting succession plans requires commitment, vigilance, and dedication from everyone in an organisation. Furthermore, Ganu & Boateng (2012) conform to the assertion of Cadmus (2006), stating that succession planning identifies, assesses, and develops leadership and management talent effectively. In addition, succession planning helps organisations in identifying, assessing and developing key contributors for future strategic and operational needs.

In this era of constant change, every job in an organisation needs to have a successor and succession planning is no longer limited to top managers since most employees

are now more involved in the running of the organisation and decision-making (Farashah *et al.*, 2011). There are many advantages of replacing key positions with internal employees with a thorough knowledge of the organisation's operations. However, there are also disadvantages to using an insider. This is because they may not realise the need for change in some areas.

Effective workforce planning may incorporate major developments in old cycles and systems, requesting the dedication and collaboration of all degrees of management. The method is a precise and multi-step measure which incorporates a thorough comprehension of the current workforce, imagining the working conditions that will doubtlessly exist later. Also, recognise the skills required that will push the organisation ahead to flourish and take advantage of those future opportunity breaks and create methodologies for building that future workforce (Morfeld, 2005).

Ballaro & Polk (2017) note that organisations may face leadership crises if no proper succession plans in the event of increased retirements and job transfers. In such cases, organisations are likely to select new employees to fill the gaps with a sense of urgency and they may get employees from a smaller pool of applicants who might need to be trained. The applicants might have a greater learning curve. This implies that it is better to be proactive in terms of succession planning rather than being reactive in the event of leadership gaps which may be too risky to fill in a short period. There are, however, advantages of bringing in new employees from outside in the event of a loss in a key position bringing new ideas which may take the organisation further.

Human resources management plays a significant role in recruiting workers who suit the needs and ethics of an organisation (Kowalewski *et al.*, 2011). The process of

succession planning is usually under the Human resources professionals. They match employees to future job openings and train them to become successors in the event of the need for successive succession planning. Employees keep coming in and going out and that makes the process even more difficult. The availability of experienced HR staff and budget constraints determine the need to hire a succession management specialist to start or manage the process.

2.6 EXECUTIVE LEADERSHIP SUCCESSION PLANNING

It is possible to plan for succession for CPEs formally or informally, where formal means that key pieces are standardised, while informal means it is unscheduled and ad hoc (Mumford & Gold, 2004). Still, informal and ad-hoc approaches to growth place all the responsibility for employee development on them persist. No formal process links experience with expected developmental results; employees must accept final responsibility for developing themselves.

Schiuma et al (2012), contend that informal succession planning procedures risk wasting time and money in the process due to the possibility of developing the wrong things for the wrong targeted individuals in the process line. To design, start and sustain formal systems, organisational discipline is a requirement. The outcome can help to cushion a company from surprises of succession and provides a competitive advantage that includes adaptability and recruitment (Day, 2007).

2.7 APPROACHES TOWARD SUCCESSION PLANNING

The approach of an organisation to succession planning will affect the attitudes of the system's productivity. There is no linearity approach necessary, given that every

approach taken must be related to the background and needs of the agency. Although each company would have to consider certain circumstances specific to their organisation to evaluate effective succession planning policies and processes, these steps may be considered.

2.7.1 Designing the Process.

The first step would be to define the business for succession and identify the strengths of the prospective leaders within the organisation (Nissan & Eder, 2017). The people responsible for the process should be known for accountability reasons, whether it is the senior executives or line managers (Groves, 2007). If technology will be used to manage the data arising from the process, it should be highlighted. Communication channels should be determined and the level at which specific information is shared about the process to make sure transparency in the process remains indispensable. Groves (2007) further concludes that the outcomes of the succession process should be measurable over time in any organisation if it is to remain relevant.

2.7.2 Ensuring Strategic Integration

At this stage, start by identifying the critical key functions for organisational performance expected to emerge as indicators over the short and long-term of the whole workforce planning process. One needs to consider the dynamics of the agency and the effect of changing demographics on the availability of candidates for leadership.

Among the questions to consider are:

- Is the plan compatible and incorporated with the systems of other human resources?
- Are the established skills integrated into development planning?

- Are the mechanisms compatible with the framework for performance management?

The managers who will help with the process need training and development for them to coach individuals and carry out any other duties effectively.

2.7.3 Risk Assessment Situation

A risk assessment of the future that exits from the current vital positions needs to be undertaken. They are a need to focus on the potential needs of staff in the key positions, checking internal and external factors that include the patterns of recruiting and retention of possible executive employees, and factoring in scenarios for the determination and extent of any pending shortage of leadership requirements for the whole process. This includes internal mobility and attrition in the next five years of the organisation. Analysing the difference between present capacity and future requirements for key positions can help in identifying tactics to close the gaps. Strategies may include, for example, internal development of skills, external recruiting to target unique, immediate gaps or special programmes for recruiting and training professionals. The cost-benefit will be the need to analyse considerations of these methods.

2.7.4 Identifying and Assessing Potential Market Needs

The positions or interactions that could be given as accelerated growth opportunities targeted rather than real employment against potential market needs should be considered (Roberts & Rowley, 2008). Consider if unique sets of duties are to be designated as development positions within the company given that fewer levels and wider control spans make it harder for the company to plan developmental activities

for people with high potential (Day, 2007). Another thing to consider is whether to use a 'co-manager' approach to relieve elderly managers into retirement whilst preparing for the transition of new leaders. There is a need to establish development plans customised individually. Developmental plans can be based on outcomes of 360° reviews or the outcomes of a development centre or other diagnostic method, which may involve variables such as individual capacity requirements, expected challenges in the position, organisational knowledge needed, comprehension and other individual factors. Opportunities for feedback, with regular reviews, should be incorporated into the plan.

2.7.5 Evaluation and Considerations

Specific timescales for strategy implementation and evaluation must be defined (Brinkerhoff, 2002). The organisation and the individual or individuals involved should expect these issues. The agency's conclusions may be measured in terms of operational risk reduction. For the employee, this may entail self-evaluation of skill growth and improvements in workplace performance and behaviours. This stage of tracking could help track the succession management system. It includes tracking individual development plans, current top executives' involvement and the ratio of internal to external appointments. Instead of a yearly review, informal reviews can be scheduled quarterly.

2.8 EFFECTIVE SUCCESSION PLANNING FACTORS

Some of the key factors in an efficient succession management plan are explained below.

2.8.1 *Identify succession candidates within the company*

Throughout the succession management process, performance management and 360-degree feedback are linked (Hosseini et al., 2018). They are the key methods used by companies of best practices to position workers in growth plans. Assessment centres, examinations, interviews and a performance review procedure can help them make proper leadership placement and growth selections. These strategies can clearly outline the essential behaviours, talents and concepts that leaders need to succeed now.

2.8.2 *Provide Management Education and Mentoring*

Performance management and 360-degree feedback are correlated throughout the succession management process (Hosseini *et al.*, 2018). They are the key methods used by companies of best practices to position workers in growth plans. Using evaluation methods such as assessment centres, tests, interviews and a performance-appraisal process will help them make correct decisions about leadership placement and development. The basic habits, skills and principles that leaders need to succeed in a company can be defined by using these methods.

2.9 TRENDS IN SUCCESSION PLANNING

According to Busine & Watt (2005), some important trends will further enhance the succession management transition from a replacement tool to a tool for growth and leadership capability, while ensuring responsiveness and less bureaucratic structures and processes. Organisations continue to embrace succession planning and incorporate it into their daily routines moving from formal annual events. Technology can help integrate mechanisms of succession into managers' desktop computers (Hendrickson, 2003; Zellweger, 1997).

A single icon can grant immediate and widespread access to information on succession planning. In addition, all human resources management elements are properly looked at as integrated and aligned structures, rather than as disconnected operations. Nowadays, human resources management is part of other business units. For example, web-based succession planning systems ensure consistent information access. It is then possible for employees to manage their development plans using their desktop computers.

2.10 BENEFITS OF SUCCESSION PLANNING

Succession planning distinguishes the necessities of future workers and creates key aptitudes and capabilities among them for compelling current and future leaders in the organisation (Hosseini et al., 2018). These future workers may replace the people leaving the organisation. Organisations should ensure smooth functionality despite workers leaving their jobs due to retirement or migrating to another job. In the absence of a succession plan, organisations may experience unpredictable attrition and lose out (ibid).

Talent pools within the organisation are identified and screened for future organisational needs (Rothwell, 2011). To avoid the recruitment of inexperienced and less effective employees from external sources, succession planning is key. In succession planning, successors who understand the mission and objectives of the organisation are recruited and trained internally.

Another benefit of succession planning is to save the company's time and money because they spend less time on recruiting externals Luna (2012). Money set aside for

interviewing outsiders and reference checking will decrease with a solid succession plan in place. Discovering future leaders uncovers the strength and weaknesses inside the workforce which might need to be corrected to promote business and financial development. Succession planning gives room for the improvement of performance. Despite how great the organisation and its staff are at revenue projections or economic expectations, nobody can get ready for a disaster, whether it is an unexpected ailment, a natural disaster or a CEO's choice to unplanned resignation and the need for a succession plan (Luna, 2012).

Succession planning provides workers within the company itself with growth opportunities (Gabriel et al., 2020). It provides different job tasks to train workers to take on higher roles. When the company takes an interest in their career and personal development, the workers feel valued and valuable. It thus lowers the turnover rate of employees and helps to maintain skilled staff. When an organisation invests in the identification and grooming of employees, it also offers many growth opportunities within the company. This boosts employee work satisfaction, which contributes to improved efficiency and productivity. This effectively strengthens the market value of the company and draws competent workers to the organisation.

2.11 MANAGEMENT AND SUCCESSION PLANNING MODELS

Management and succession planning models abound in many organisations in business because organisations and their situations are different (Rothwell, 2005). This study examines three commonly used models for management and succession planning in business practices. The most common models include the Leadership Pipeline Model (Charan *et al.*, 2010), The Seven-Pointed Star Model (Rothwell, 2005) and the

Acceleration Pool Model (Byham, 2002). Reviews of the models at this stage are important to provide the tenets that seek to explain succession planning.

2.11.1 The Leadership Pipeline Model

The model helps to build a considerable pipeline of skilled and prepared leaders from within the organisation and reduces the hiring of external executives to occupy the vacant positions. There are different demands for each management level and the model helps in understanding those differences. The Leadership Pipeline Model was originated in the 1970s by Walt Mahler who was a human resources management consultant and a teacher (Landell, 2013).

Mahler determined all the changes necessary for successful leadership at different levels. He concluded that work values were most critical for a new job. Mahler also developed the crossroads model which showed that for every organisation, there are leadership crossroads, each with its specific requirements. Dotter adjusted the crossroads model into the Leadership Pipeline Model reflected in Figure 2.3 below (Charan *et al.*, 2010).

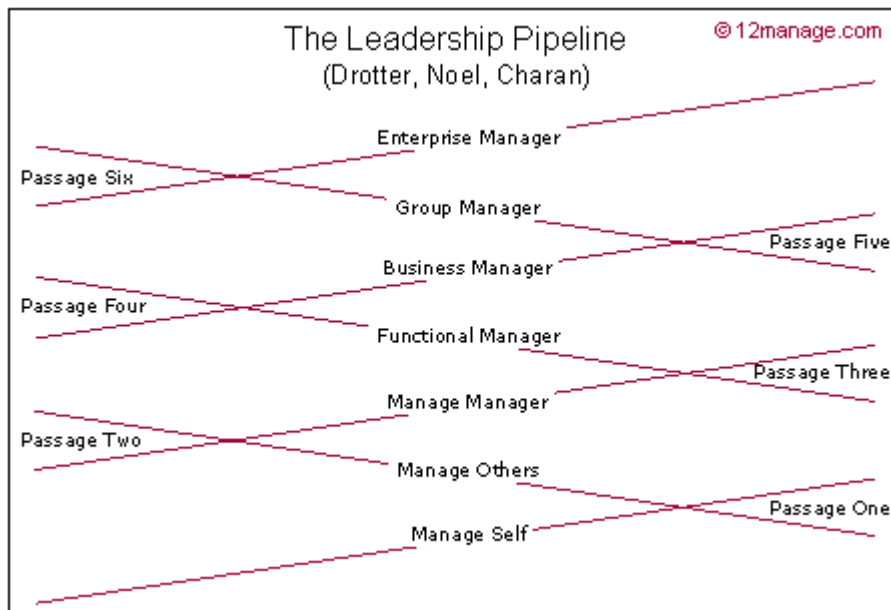


Figure 2.3. The: Leadership Pipeline Model
Source: Adopted from: Charan et al. (2010).

The Leadership Pipeline Model has 6 stages as shown in Figure 2.4 below.



Figure 2.4. leadership pipi
Source: Adopted from: Hattangadi (2016)

The first stage of the Leadership Pipeline Model reflects the position that relates to the newly recruited young employees who spend their first few years in an organisation learning and sharpening their skills through the induction process (Figure 2.4). They are ready to fit in with the organisation and work as a team with their subordinates and superiors and develop their career. Punctuality, quality of work and reliability are part of the things measured. In organisations where job rotation is practised, the employee may be transferred from one workstation to another. Satisfactory work towards their managers can prompt promotions or they may receive more responsibilities. At the point when they show a capacity to deal with these obligations and stick to the organisation's qualities, they are regularly elevated to first-line director managers (Hattangadi, 2016).

Stage two (Figure 2.4) above, reflects that the worker is acquainted with the organisation's culture and assumes greater responsibility. Thus, stage two prepares the worker to assume responsibilities inherent to the position at the management level. They assume responsibilities of leadership in which the principal key of the bottom line is achieving key result areas. Organisations mentor the supervisors past their own expected set of responsibilities. The second stage involves a lot of coaching for managers, and they need to give performance feedback regularly. Subordinates need to be trained by their managers, but some managers are not willing to set apart time for that probably because they get no incentives (Charan *et al.*, 2010; Hattangadi, 2016).

The third level exhibited in (Figure 2.4) reflects a transition from managing managers to managing functions and the development of communication skills becomes required and indispensable. Equally to the inherent task, the functional heads manage areas relevantly new to them to their job growth. They should endeavour to comprehend this

unfamiliar work and figure out how to esteem it too. In parallel, functional managers report to multifunctional general managers. Their strategy must be aligned with the overall strategy of the business. Instead of participating in functional areas, you will take on key responsible positions. Participating in business-group meetings, working with other functional managers, and investing less energy in functional tasks are all ways to accomplish this. Many functional tasks remain their responsibility to delegate to other managers (Hattangadi, 2016; Luenendonk, 2020).

The fourth stage of the Leadership Pipeline Model is the leadership route of transitioning from a functional to a business manager often the most satisfying though it can be a challenge (Figure 2.4) refers. However, contrary, business managers require a significant aptitude, time application and work values that drive the organisational values for success. Also, they must continue building up the capacities ingrained at the previous level to reason cross-functionally. Previously, managers only had to understand and work with other functions; now, they must oversee integrating functions at their level. The business should remain viable in terms of its profitability and sustainability. There are probably newer unfamiliar responsibilities at this stage than at the previous levels (Hattangadi, 2016).

In stage five, the focus shifts from business management to group management. A group manager's responsibility is to evaluate the corporate strategy for capital allocation and operations (Figure 2.4), refers. This includes figuring out how to pose the correct inquiries, handle and investigate the correct information and apply the right corporate perspective to comprehend which technique has the best likelihood of achievement. A group manager appreciates the achievements of other groups too. Managers who do not recognise the success of others would want to take the entire

limelight which might make good business executives stop performing (Luenendonk, 2020).

The sixth stage of the leadership pipeline model lets the managers get the skills necessary at each level of job experience (Figure 2.4). At this level, the skills are considerably more centred around corporate values than skills, and they must figure out how to re-examine themselves at each level as they continue to learn and unlearn the business process. At the sixth level, directors must be visionary masterminds. They should create working systems to drive the company's presentation with positive development. The CEO should have an understanding of both the internal and external environments, as well as data sensitivity. Hattangadi (2016) concludes that the CEO needs to acquire solid worldwide perspectives to handle the current situation for growth as an executive. Thus, the choice of the leader at the helm of the organisation remains indispensable and appropriately aligned to other organisation levels. The CEO should involve other subordinates in the promotion of innovation and cultural growth of the organisation. It is also important for the CEO to enhance and embrace the organisational grassroots value levels.

2.11.2 Uses of the Leadership Pipeline Model

The model encourages the selection process by building a proper suitable prerequisite requirement for leaders in which a proper succession plan can be envisaged. Leadership development plans can be simplified by using this model. According to the tenants of the model for success, managers can learn and adjust between their current position and the next higher position. In addition, they can identify skills gaps, qualifications and experience gaps. Charan et al (2010); Luenendonk (2020), concluded that leaders can assume training and develop themselves.

The Leadership Pipeline Model can help in avoiding loss of time and resources by enabling the HR department to make simple decisions to hence better working capabilities. The HR office can accentuate application and work values, as opposed to depending on summed-up training and development programmes. A person's preparation for a transition to the next initiative level can be equally assessed contrary to the previous past position (Landell, 2013). It is further contended that the leadership patterns enable the firms to improve the selection process, as opposed to pegging the selection decisions based on past performance. In his context, the managers can assume higher and more effective standards that improve the recruitment standards in organisations. Through this process, management can select potential employees to partake in leadership development that transcends an individual to the next level. In this way, a well-defined leadership pipeline helps organisations identify mismatches between individual capabilities and their leadership level. In this context, Charan et al (2010), concluded that it may be better to remove the mismatched person from the leadership pipeline development in the organisation.

In a huge partnership, the leadership pipeline model reduces the time to prepare an individual for the top leadership position. This is so because the pipeline defines the stages required to move or needed to move from one level to the next in the leadership pipeline and this reduces duplication of skills during the selection process. The advantages of the leadership pipeline are that you consider stars from the organisation and not from outside the organisation you need not enlist stars from outside for the key positions and obstruct the pipeline. Stars from the outside are considered to obstruct the pipeline process. Managers can be moved only to the next level from their current position after mastering the responsibilities of the current job description. This

empowers managers in new positions as they continue to develop and motivate other employees to perform and enhance their growth (Fuentes, 2020).

2.11.3 The Seven-Pointed Star Model

The model provides a basic approach necessary for effective succession planning (Rothwell, 2010). The model consists of systematic steps that highlight an effective succession plan with a dual purpose. Executive development is addressed as well as critical backups and individual development for any job category. The schematic diagram below (Figure 2.5) reflects the model.

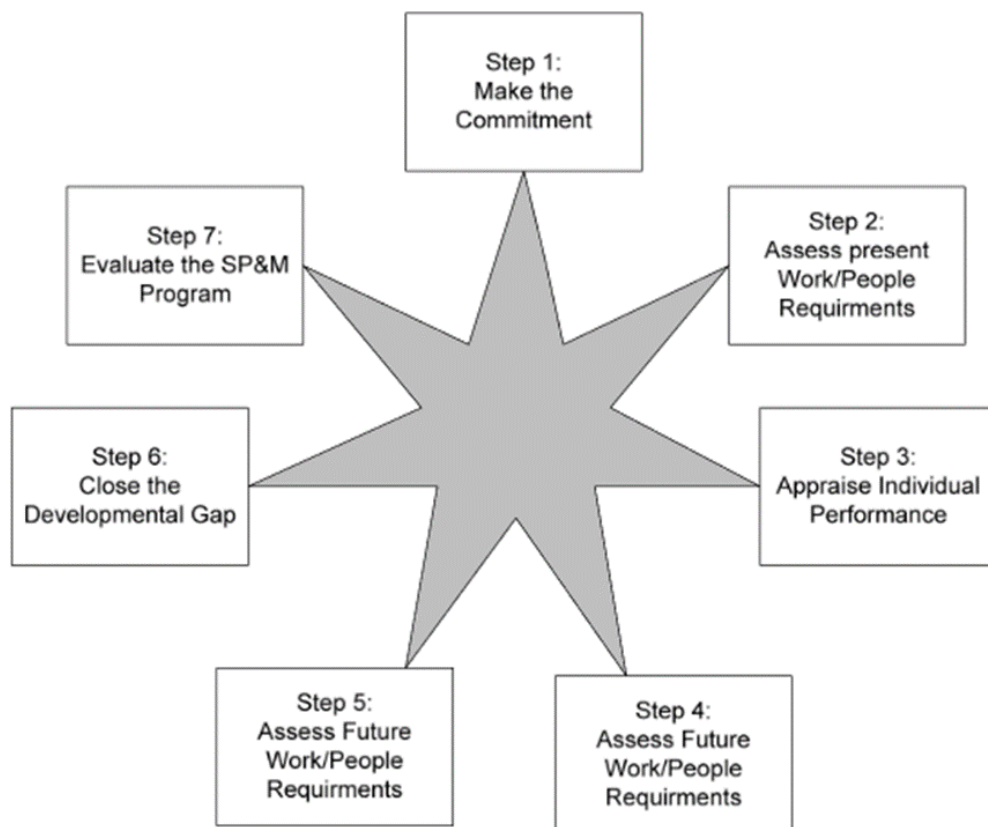


Figure 2.5. Seven-Pointed Star Model for Systematic Succession Planning and Management

Source: Adopted from: Rothwell (2010)

The model shows in the first step the commitment by the executive management. It further shows the linkage of succession planning to the organisational strategy, programme roles, policies and determining the goals. The second step highlights the value statement that governs the efforts of the targeted groups. It reflects multi-rater assessment efforts, individual development plans, and skill inventories for the talent pool. Rothwell (2010), concluded that it enhances the implementation of the succession of the management development

The third step is the most critical stage that illustrates the evaluation of the individual performance, based on their job performance. This is important because it illustrates a clear picture of how individuals perform in line with their job categories (Rothwell, 2010). The stage reflects why the organisation should establish an inventory of talent, establishing a clear idea of the available human assets. The review identifies current organisational assets in place. Step four reflects competency requirements for future key leadership positions that need to be identified (Rothwell, 2010). In this context, decision-makers should assess future work requirements and competencies. This places future leaders in a better position to cope with changing requirements. The identification of these needs, enables individuals to be better prepared to expect future changes in the organisation.

Rothwell (2010), further opines that the fifth step relates to the assessment of individuals' potential, and capabilities that match future work requirements. Rather than focusing on past or present performance appraisals, the organisation should develop a process for assessing future individual potential. The comparison enables the establishment of the individual's potential. The sixth step focuses on establishing the continued organisation programme for leadership development to cultivate

internally future leaders. Chlebikova et al (2015), concluded that individual development plans remain indispensable for the improvement of individual development plans. The plans are necessary for addressing individual short-falls through on-the-job training.

In the final stage, an organisation's succession planning and management program is continuously evaluated. This enables the organisation to work well. So programme evaluations are essential for evaluating the effectiveness of the organisation plan and changing course content when necessary. Because of the evaluation, programme refinements are made and succession planning and management are maintained (Rothwell & Sullivan, 2005). The author further recognises the importance of mentoring as an indispensable tool for the model to succeed in its implementation.

2.12 EVOLUTION OF MANAGEMENT AND SUCCESSION PLANNING

There are three facets to the history of succession planning and management. In this study, succession planning and management are analysed in three periods. In the first period, which lasted from 1960 to 1980, succession research was at its peak. The second period, 1980 to 1990, is devoted to the "emergence of succession planning trends and its development." In the third period, "succession planning and beyond," the study covers 1990 to the present time. Research into succession planning has been contested since the mid-1950s to the mid-1960s when CEO succession and management development emerged (Sharma & Agarwal, 2016; Zaich, 1986). Between the mid-1970s and mid-1980s, human resource planning took over attention from planning, management, and development (Bhattacharyya, 2009; Zaich, 1986).

2.12.1 The Rise of Succession Planning Research: Before 1980

During this period, Maslow, McGregor and Argyris focused on human factors which became influential in succession planning. Their thoughts stimulated debate in this area of management. However, Mahler & Graines (1983), acknowledge Asbury's research as the first formal report on succession planning. Further, they examined formal executive development programmes in large companies and acknowledged succession planning's development. Kim (2010) considered Grusky's works on the origin since they identified key variables in the succession equation and established a research model and tested a hypothesis. The early research highlighted in this section focuses mainly on the study of CEO succession as part of executive development.

2.12.2 Development of Succession Planning in the 1980s

During this period of research, the concept received a greater amount of attention (Kesner & Sebra, 1994; Zaich, 1986). According to Blakesley (2011), Mahler's study in 1983 was one of the first to suggest the need for improving succession planning. Other scholars looked at the stages of succession planning with its approaches (Hill, 2019). Friedman (1986), to prepare for succession, stressed the functions of learning and the growth of management incumbents. Patten (1986) suggested that succession should be planned to align strategies with managers, and that positional changes and timing should be precise.

Hill (2019) describes four approaches to succession and development planning for managers: informal, decentralised, centralised, and integrated. Hill (2019), argues that factors affecting the structure and management style of an organisation, as well as the company's growth rate, need further attention. Each organisation's features and culture must be considered when creating and starting a programme.

Friedman (1986) published several articles about the succession planning system and its relationship with organisations' performance. The research's important findings were twofold, differentiated succession planning and CEO succession. Previous research studies from other scholars focused mainly on the CEO succession plan, an event carried out after the incumbent CEO in an organization departed. Succession planning, which was defined as a succession system, is an ongoing process. Friedman (1986), opined that a succession planning system is the rules and procedures that form the context for a typical succession event (that is, a change in job incumbency) including executive development and placement practice. Thus, the research is considered the first to examine succession planning and its effect on organisational performance. Previous research studies focused on the relationship of one between CEO succession and organisation.

2.12.3 Succession planning from the 1990s to the present times

In the 1990s, succession planning was not questioned, even by businesses, although educational institutions recognized the need. Thus, research has recently expanded to include education, government, corporate, non-profit, healthcare and small companies (Rothwell, 2003). The subjects found in the overall succession planning umbrella have become varied. Hunte-Cox (2004) and Sekarbumi (2003) studied the relationship between succession planning and organisational learning capacity and discussed the issue of management succession.

Huang (2001) conducted one of the most important studies relevant to succession management. Huang (2001) studied the processes of succession management and the consequences on human resources. He argued that the wide range of planning activities across organisations made studying the influence of succession planning on HR

difficult. He claimed that a strategy may be as easy as creating backups and potential successors for senior management. For example, a written rule and method for management succession at all levels was considered too formal (Huang, 2001).

2.12.4 Succession planning in Africa

Studies show that literature on succession planning is scarce (Dhurup & Pita, 2019). While the public sector may have succession planning policies, it remains questionable whether the process is effectively implemented. to make sure skills are transferred before employees separate from the organisation (Perlman, 2010). According to Félicité (2021), many African societies do not prioritise succession planning as the continent is still heavily influenced by traditional values and customs. Most African businesses are family-owned (Félicité, 2021); therefore, second-generation entrepreneurs are critical to their survival. About 80% of businesses in South Africa are owned by families (Van der Merwe et al., 2009). Many stakeholders, in business, are concerned about the lack of long-term viability of these businesses (Gomba & Kele, 2016).

Most founders are often not keen to put successors who will control the wealth and businesses they built (Félicité, 2021). Death, grave misfortune or permanent disability are topics that Africans dislike thinking about or discussing, and the founder retiring is no exception (Nonkwelo, 2019). Evidence from Africa's small businesses shows that SMEs fold in their early years of existence and that these are succession-related closures (Ip & Jacobs, 2006). Family-owned business continuity in this case is considered one of the most difficult management jobs on the planet. This is because of the uncertainty of the business model that requires inheritance, which is often filled with emotions after the death of the owner. Emotions often lead to power struggles

and conflict within the family and succession resistance to change (Lee, 2006; Ward, 2011).

Studies have shown that Tanzania's SME sector is largely informal and underperforming because of both human and non-human constraints (Mutambala, 2011). According to Mashenene & Rumanyika (2014), non-human factors that include lack of finance and the market affect the sustainability of SMEs in Tanzania. These have been the subject of several studies in recent history. Human factors that include lack of commitment, trust and education remain areas of further study in SMEs in Tanzania and Africa. No studies, however, have looked into the factors that influence the choice of a business successor (Magasi, 2016). Martin et al. (2002) state that SMEs usually fail at succession because the owners determine the goals of the businesses. Businesses that rely on their owners' knowledge, creative input and key customer relationships for management are also vulnerable to succession failure. Many business owners do not consider succession planning early enough, and managers do not receive adequate training (Martin et al., 2002).

Félicité (2021) states that, unlike many established family businesses on the continent, today's second-generation entrepreneurs are more willing to structure their wealth with succession planning in mind. They are looking for vehicles and structuring solutions not just for their initial investments, but also for attracting foreign investment from potential partners. Nonkwelo (2019) concluded that the best way to incubate an effectively committed successor is not when the owner retires or is dying.

2.13 ESSENTIALS FOR EFFECTIVE SUCCESSION PLANS

To ensure a smooth and successful transition to new leadership for the organisation, succession planning should be included in the operations' strategic plan. According to several studies, succession planning and management plays an important role in business, with several factors to consider, including the assessment of organisational needs, individual talent, and individual growth plans (Fulmer & Conger, 2004; Kesler, 2002; Rothwell, 2005).

Plan early to work through possibilities and challenges critical for an effective succession plan (Blaney, 2017). Rothwell (2005) proposes that leadership emergencies cause one to notice the requirement for an efficient method for identifying and developing leadership. Then succession planning and the executives become appealing, despite problems; for example, delays in filling basic positions, an absence of qualified internal candidates, take-off of skilled and talented workers to further their career goals or failed internal substitutions in new positions of authority within the organisation (Neefe, 2009). Rothwell (2005) shows succession planning is usually used to build a pool of potential leaders, which ensures a coherent focus and the achievement of strategic goals.

Spending time on creating an effective succession plan is an investment in the organisation's assets. One essential for effective succession planning is to consult key advisors, including financial partners, bankers and lawyers. According to Khumalo & Harris (2008), among other barriers such as organisational culture, lack of understanding of the purpose of succession planning, lack of framework plans to copy from other sectors and organisations, competition for talent and leadership in the

industry or sectors and lack of resources, can be barriers to developing and starting an effective succession plan.

There is a need for setting realistic timeframes, discipline and commitment in succession planning. Choosing the successor is another essential task in succession planning. There are many factors to consider when choosing successors; for example, an insider conversant with the company may have features and work ethics that inspire achievement (Ahrens et al., 2019). An insider seems ideal sometimes instead of hiring a new leader based on a set of ideal features which might not come to fruition. However, an outsider can be more knowledgeable and can bring positive contributions to the organisation.

After identifying the successor, the next stage would be to consider the skills or qualifications and training they will need to equip them (Ahrens et al., 2019). Succession planning must start early because the training process can take years, especially if the selected leader is from outside. The time may be little for leaders who grow and develop within an organisation as they are already aligned with the organisational culture and goals and are set up to lead when their opportunity arrives. Continuous training of employees at every level and in all departments must be part of succession planning, unlike in the past when training was mainly focused on and benefitted mostly executive-level employees (Ahrens et al., 2019). Continuous training helps to measure and track the progress of participants to ensure sustained development.

Deciding the rate of profitability of your training endeavours is not just a sign of the effectiveness of the leadership development programme, but also a sign of whether the

organisation is holding its competitive edge and setting up new leaders for progress (Kaplan & Norton, 2008). The succession plan must be reviewed regularly to keep it up to date. Assessments done after training can help the discovery of employees that have gained a lot through learning and starting what they learnt and the identification of the common competencies that the organisation's highest performers share. Training efforts can be more focused on those competencies making sure the pipeline of top talent is ready to be channelled to needed leadership roles (Leskiw & Singh, 2007).

Despite conventional assessments and estimation strategies, for example, surveys and tests, organisations can investigate how appraisals can help create the leadership pipeline which ought to be a significant key activity for any ground-breaking organisation getting ready for new leadership. It is commonly understood that well-designed succession plans can exist on paper and fail in the implementation stages (Bashiri, 2018).

An organisation's succession plan should be tailored to meet the specific needs of the organization. The size of the organisation and its growth rate should be considered when designing effective succession plans because smaller companies usually flexible may not be compatible with a rigid and formalised succession plan (Zepeda, 2012). Bigger organisations and those that expect an expansion in the short term may discover more advantages in characterising the skills and knowledge required to make progress in explicit jobs to recognise individual employees who might be willing and ready to assume those jobs. According to Pissaris *et al.* (2010), private sector companies are more interested in succession planning to replace the top management whilst the public sector often has hierarchy and designs for organisations that advocate for promotions

within the company at all levels as a way of developing and keeping talent (Hughes & Rog, 2008).

2.14 SUCCESSION PLANNING AND KEY LEADERS

The purpose of succession planning is to make sure the retirement or exit of a senior officer does not inconvenience the organisation through the leadership vacuum. Succession planning guarantees the continuity of the organisation's operations (CFI, 2015). The purpose of succession planning, however, is not to prepare one person to take over a particular position; this process is called replacement planning. Succession preparation focuses on a wide pool of qualified employees trained for key positions ranging from entry-level to senior management. These workers have the right knowledge, enthusiasm and leadership qualities to support the organisation.

Replacement planning is linear; a worker is trained to take over or replace a senior management position, but succession planning is about fostering a versatile, wide variety of talent (Rodarte, 2017). Most organisations introduce an emergency succession plan to mitigate the leadership vacuum through retirement or incapacitation or death. A long-term succession plan makes sure a company is waiting for workers to take over key management positions (Fusarelli et al., 2018). Succession planning makes sure that there is a mechanism in place for someone to step in, get promoted and take on the responsibilities of that person without productivity loss; there must be efficiency and morale (Clutterbuck, 2012).

The succession of senior management in organisations remains a topic for discussion in business. The process of succession planning starts by assessing the skills of the

leader that exited the organisation and considering possible replacements to assume responsibilities of leadership in the organisation. In large corporations, succession planning is an ongoing occurrence in anticipation of leadership changes (Fusarelli et al., 2018).

The decision to recruit a CEO internally or through an external search must be made with great care since the immediate effect on strategic change and organisational efficiency are crucial in succession planning and implementation (Hutzschenreuter *et al.*, 2012). Karaevli & Zajac (2013) state that either recruiting a CEO externally or internally has benefits and drawbacks. It is usually considered wise to select a CEO from outside the company when a major change in organisational strategy is required. Not only does a replacement carry new insights from outside the organisation, but he or she is also often devoid of social connections and other relevant information about the organisation.

Andrus et al. (2019) argue that external leadership succession may trigger greater turnover of other executive team members. The author further contends that inside succession may demoralise inside leadership aiming to fill the gap and may cause them to resign from the organisation. New incubated leadership may struggle to adjust to the new organisational culture. New leaders may also feel forced to make improvements simply to prove their authority. The resultant effect is this may lead to disturbances in the current status quo in the organisation, helping to disrupt services (Slatter, 2011).

According to Conger & Fulmer (2003), highly dynamic, multi-divisional and multinational organisations often view internal candidates as the best option in the succession of a CEO. Organisations are generally satisfied with their strategic path and those wishing to see their strategic plans through to completion often consider internal staff to be a reasonably safe option. But Bigley & Wiersema (2002) are of the view that internally promoted CEOs have a reduced capacity in the short term to improve their organisational strategy.

2.15 SUCCESSION PLANNING AND KNOWLEDGE TRANSFERS

The government of Alberta (2012) defined knowledge transfer as the exchange of skills and information between workers and within an organisation. The author further contends that the bottom line is to make this information accessible to current and future employees. Knowledge transfer is easily shown knowledge. It is assumed to refer to material harder to explain or express. Loebbecke *et al.* (2016) describe knowledge transfer as the exchange of skills and information across business lines. Transferring information and reaffirming that knowledge sharing is an integral part of every information management effort (Ahmad, 2018).

A succession planning programme must include knowledge transfer to avoid disastrous succession planning in an organisation. By focusing on one-on-one coaching, we can prevent the loss of critical information, while being profitable, efficient and continuous (Kreissl, 2018). The primary aim should be to build systems to recognise and transfer that knowledge whilst shortening learning curves to decide the best way to help with learning and to collaborate with a teacher (Argote *et al.*, 2000). Transferring knowledge occurs when individuals exchange tacit and explicit

knowledge as members of the same department in an organisation. Highly technical industries require knowledge transfer as a lack of it could lead to a huge impact ranging from reduced productivity to reduced satisfaction to customers (Forcada *et al.*, 2014). This shows that knowledge transfer is a building block for the organisation's success; it must be embraced as a survival strategy by leaders (Witherspoon *et al.*, 2013). From the viewpoint of operations, the key drivers of knowledge-sharing processes in companies are skilled individuals.

The organization's leadership should promote and strengthen the process of knowledge transfer to equip all staff with the correct knowledge (Šárka, 2014). Guzman & Wilson (2005) argue that knowledge transfer could be complex and that it may demand that leaders consider the conditions in which sharing takes place. They assert that such an approach would encourage businesses to achieve their targets and maximise results. Sharing knowledge helps with the development of skills that will further increase the standard of the work (Šárka, 2014).

2.15.1 Types of knowledge

Leonard & Sensiper (1998), identified two types of knowledge possessed by all employees in the organisation such as explicit and tacit knowledge dimensions. According to Burmeister & Deller (2016), scholars have emphasised the significance of tacit knowledge that older and retiring employees have due to its relevance to the organisations. Explicit knowledge, for example, general knowledge is considered easy to transfer to other employees in an organisation (Ejakpomewhe, 2017a). But technical knowledge needs people with similar expertise to connect and share. It is harder to share implicit or tacit knowledge, but developing isolating mechanisms also provides greater potential.

Wilson (2002) opined that explicit knowledge is reflected through codified knowledge, art and speaking. According to Adelstein (2007), explicit knowledge can be shared by translating theory into practice. Examples of explicit knowledge include guidelines on simultaneous activities, e-learning, procedures, and manuals for original equipment. The bulk of oil-drilling companies has embraced modular training as a way of communicating knowledge (Ejakpomewhe, 2017b).

Grant (2007) defines tacit knowledge as non-verbalised, intuitive and unspoken. Tacit knowledge falls into the knowledge of experience, an intuitive understanding based on instruction and practical experience (Boyd *et al.*, 2015). Studies show there are four main factors in knowledge and technology transfer. These are equivocality, distance, communication and motivation (Piraintorn, 2017). Ahammad *et al.* (2016) explored the transfer of information from the cross-border acquisition process. They argued that social connections between the target and the acquiring companies might create a platform for collaboratively channelling tacit knowledge, such as group activities or initiatives such that tacit knowledge transfer can have a positive impact on the performance of acquisition. Ahammad *et al.* (2016) claim that tacit knowledge exists in personal experience and structure; it is procedural instead of declarative. Even though it is hard to formulate and codify tacit knowledge, many studies find it impacts greatly organisational success (Ahammad *et al.*, 2016). Iyamah & Ohiorenoya (2015) contend that individuals may not share information since they may have the misconception that such information would be lost, and there is no leadership commitment to information sharing. A lack of motivation to share tacit knowledge prevents people from expressing their tacit knowledge (Iyamah & Ohiorenoya, 2015). Performance is reduced because of a lack of knowledge transfer.

Undermining the transfer of knowledge from seasoned workers results in decreased efficiency and success (Kim et al., 2013). The success of organisations depends on how much executives can mobilize and transform all the knowledge capital at their disposal and turn it into activities that generate value (Hau *et al.*, 2013).

2.15.2 Knowledge Transfer Criteria

Paulin & Suneson (2015) recommend building trust, storytelling, engaging more senses (audio-visual), spontaneity, and balance for achieving efficient knowledge transfer. A team-based collaborative environment is conducive to knowledge sharing. This can be done by appropriate corporate principles, efficient management of the transition, tailored organisational communications, competency processes, programmes for performance management and the right compensation systems (Aguinis, 2019).

According to Harvey (2012), mentoring sessions and meetings of storytelling groups created mutual exchanges and platforms for knowledge sharing instead of uni-directional transfers. In a study carried out by Dunham & Burt (2011), the results showed that it is more likely that employees approach older workers with demands for sharing knowledge, despite their tenure. Making learning part of the culture of an organisation can enhance the knowledge transfer to be part of the day-to-day duties of employees. This could be done by showing a priority in the organisation is to learn new procedures and improve current practices. The mission statement, job descriptions and other materials can include this (Government of Alberta, 2012).

Organisational trust is a requirement for knowledge transfer and trusts to promote innovation (Sankowska, 2013). Trust is a key element in the construction of a company

connection. Once there is trust, and communication is shared, experiences become easier and cheaper to achieve. Trust reduces the cost of transactions, influences interactions between people and reduces the insecurity of collaborative actions (Ejakpomewhe, 2017b). Evans (2013) reaffirms the influence of trust on transferring knowledge and asserts that the establishment of trust is a key element in knowledge transfer above other variables such as vision and the duration of the relationship. The intention of information sharing when there is trust between co-workers increases and there is a need for an intra-organisational trust promotion body (Rutten *et al.*, 2016). Communication is key between the two parties and if knowledge workers are self-managed and receive continuous reviews, this confirms their following guidance and training (Ejakpomewhe, 2017b).

Knowledge can also be transferred through part-time, freelance, and advisory assignments. Many retired leaders and executives will welcome the opportunity for a few hours per month to work as consultants. This enables the transfer of information to extend past the official retirement date (Dychtwald *et al.*, 2006). In addition to conventional training methods, coaching and mentoring enhance employees' skills by engaging them in an active learning process (Okechukwu & Raymond, 2015).

Falola *et al.* (2018) mention that workers with mentors produce several positive organisational results such as increased work performance, higher job satisfaction and organisational satisfaction, personal learning and decreased plans for turnover. Harmonizing leadership with succession planning (through mentorship) increases the ideal production of leadership talent and choice. Using emails may also be an important way of transfer of knowledge, even when a leader has left the company. For

employees with quick questions, it is helpful to keep the communication channel open for a while by using the former leader's contact details (Ejakpomewhe, 2017b).

2.16 SUCCESSION PLANNING AND ORGANISATIONAL SIZE

The bigger and more diverse a company, the more important it needs an efficient succession plan. The costs associated with hiring external candidates for key leadership roles are likely to be higher for businesses that fit this description (Naveen, 2006). According to Conger & Fulmer (2003), this is not only due to job competition but also to high costs associated with the transfer of knowledge to the successor of a company. Several conditions must be met for a succession plan to succeed. The succession plan requires the dedication of not just HR specialists and executives, but also local managers and division heads. Without a frequent assessment of progress and process by Human Resources Management, unit leaders may conceal or hoard those with the most potential.

Succession planning is critical for small manufacturing companies, family-owned enterprises, and the growing number of highly specialized organisations that support larger firms. Losing key individuals may jeopardise the sustainability of several of these organisations. Smaller businesses cannot offer similar attractive salaries and benefits, packages, or promotion opportunities as larger corporations (Schiuma *et al.*, 2012). In an era of low-profit margins, smaller company owners and managers are unlikely to have the time to establish and execute a succession plan. Still, succession planning remains essential for smaller organisations, particularly with skills shortages and ageing workforces (Cooper & Burke, 2011). According to Cooper & Burke (2011), succession in smaller organisations should be considered as a sequence of processes rather than a single event. There is more control and autonomy in smaller

companies than in large ones with more complex positions to fill. So the succession process will take place over several years and several stages (Chrisman *et al.*, 2003). The succession process helps with the development of vital skills under the supervision of more experienced owners and managers.

2.16.1 Succession Planning in PEs

Historically, succession planning has been studied mainly in the private sector than in the public sector. 130 succession planning studies were conducted between 1980 and 1993, but only five came from the public sector (Wilkerson, 2002). However, over the years, the situation has changed seeing significant studies carried out in the public sector (Wilkerson, 2002).

The public sector is now formalizing succession planning as the private sector has been doing. Similarly, succession planning has not been emphasized for non-profit organisations, despite their need. In the United States of America, research was conducted on the impact of turnover on the Senior Executive Service (SES) of the federal government and found a substantial and immediate adverse effect on an organisation if it lacks experienced replacements (Beckett, 2015).

Wilkerson (2002) states that the public sector lagged in creating succession planning programmes because of the complexities in the implementation of these programmes in the public sector. The private sector has continuously changed succession plans to align with their business needs and changes. Political leadership, the nature of tenure and lack of focus and resources contribute to the challenges faced in the public sector in starting succession plans. Literature on successful systems remains limited, though efficient public models and approaches for the public sector have been adopted in

different ways (Wilkerson, 2002). Labour market dynamics have changed the demographics and social conditions between the public and private sectors for talent. This has prompted many public agencies to re-examine their approach to talent management and to consider pursuing better recruitment methods to return talent like in the private sector. However, some of these efforts remain successful amid problems in the public sector, making it difficult to execute these initiatives (Wilkerson, 2002).

Neither the public nor private sectors classify succession planning as an integrated talent management plan but as an independent initiative. To be effective, succession planning must be integrated with other HR processes and part of the organisation's culture (Crumpacker & Crumpacker, 2007).

It is contended that the need for strategy alignment is the main point with the integration of processes to render succession planning a success (Darvish & Temelie, 2014). The organisation first needs to provide a transparent vision for the future. Without such important foundations, succession planning programmes will not produce their desired outcomes. Once the company defines its priorities and strategy, the targets it must achieve must be determined and the skills to accomplish them (Wilkerson, 2002). Processes that evaluate capacity measure performance and address gaps will support this decision.

Brans et al (2016), concluded that the biggest challenge is the preservation of innovation and programmes in the face of administration changes, politics and goals (Brans et al., 2016). Despite this, succession planning cannot be aligned effectively despite this major factor. By focusing on the skills and competencies required to achieve the organisation's vision, succession planning is somewhat buffered against

changes in targets and services. A project management organisation, for example, should develop good skills in future project managers. Despite the changes in leadership and agenda, the primary skills of project management are still needed. The public staff structure places significant limitations on the ability of public sector leaders and HR staff to enforce private-sector style programs. Despite this, new literature points to a shift in succession planning (Wilkerson, 2002). The author further suggests that in the public sector, the most critical shift is to establish a pool of potential leaders capable of fulfilling the organisation's needs for succession.

Wilkerson (2002) said that organisations can develop a profile of successful leadership and develop a pool of leaders to match the profiles. This can become handy in the event of a vacancy; the organisation can get a replacement from a suitable person from the pool (Wilkerson, 2002). The author further said that avoiding the problems of entitlement and unforeseen succession needs may deliver the extra benefit of boosting performance. By expanding these pools, organisations can take advantage of increased performance in a broader range of employees (Pennell, 2010).

2.17 LEADERSHIP SUCCESSION MODEL

This model recommends maintaining redundancy in the management structure to ensure coverage and appointing a successor before the current leader leaves. To avoid conflict, the groom selected internal candidates by letting them shadow current leadership qualities (Ibrahim et al., 2001). Businesses use the leadership model succession approach to keep control of corporate strategies and organisational orientation. Because leadership styles and models vary, so do succession plans depending on the way the company has been managed (Atapattu, 2018).

2.18 LEADERSHIP DEVELOPMENT

Van Velsor et al (2004) define leadership development as the ability to become more effective in leadership roles and processes. But Liu et al. (2021) defined leadership development as growing, encouraging and helping to broaden the knowledge needed to maximise the capacity and success of one's leadership. Enhancing an individual's leadership capacity involves helping them develop knowledge, skills, and abilities that the organisation values (Day, 2007). Pless et al (2011) categorized leadership development into four categories: leadership preparation through personal growth; intellectual understanding, feedback, skill-building, and teaching core leadership competencies are all ways to develop leadership.

Hernez-Broome & Hughes (2004) investigated developing leaders. For many years, it was believed that leadership simply came naturally to certain people. Leadership, however, can be taught, and leaders feel keep growing and developing. Understand how to develop potential leaders and how to help them become more like current leaders. Developing new features that motivate staff to achieve greater results is an essential skill for good leaders (Saban & Wolfe, 2009).

2.18.1 Model of leadership development



Figure 2.6. Model of Leadership Development

Adapted from: McCauley & Van Velsor (2004)

Assessments, challenges, and support mechanisms varied bring out the most powerful developmental experiences. The developmental process also forms the capacity and ability to learn and is influenced by it. McCauley & Van Velsor (2004) concluded that developmental experiences are thought to strengthen all these elements of learning, but the nature of the developmental experience is often affected by these parts of learning. The learning ability and motivation are also enhanced by rich experiences. In an organisational context, developmental experiences, motivation to learn, and leadership growth interact (McCauly & Van Velsor (2004).

Leadership development is influenced by factors such as company size, purpose, strategy, and culture. System structure, alignment with other systems, and who is ultimately responsible for the system all influence the overall emphasis. Neither of the two organisational conditions is similar, and likewise, no two frameworks for

leadership development are the same. HR practitioners are advised to carefully consider their unique organisational background about the effectiveness and fitness of a specific practice instead of automatically following “best practices” seen in other organisations (Day, 2007).

Tidd & Bessant (2020) said that in the past decade, companies have become increasingly interested in leadership development as they seek ways to cope with intensified competitive pressures, adapt quickly and flexibly to rapidly evolving conditions and leverage emerging technologies (Tidd & Bessant, 2020). According to Intagliata *et al.* (2000), leadership growth will produce a sustainable competitive advantage that will propel companies forward in the 21st century. It has been estimated that General Electric's market value is \$20 billion higher than its breakup value, with much of that value attributable to its leadership capacity for quality demand (Day, 2007).

Considering the size and resources of the organisation, the leadership development system should be based on succession management. It is necessary to remember that developing programmes is not the main purpose of leadership development but to help achieve the strategy of the company by developing and starting activities and processes -developmental systems that draw on work-related experiences (Liu *et al.*, 2020).

Vicere & Fulmer (1998) estimate that 80% of management development comes from experience, 10% from education and training, and 10% from coaching and mentoring. These approximate percentages reinforce the value of developing leaders to have positive developmental interactions. A more balanced approach is used at Goldman Sachs to use all three modes of learning: structured classes, mentoring, and experience-

based learning. Despite the respective figures, given ongoing work, the state of the art is to prioritise improving leaders rather than taking leaders out of their work to improve them (Day, 2007).

2.18.2 Systemic leadership development

An overall system-wide view of leadership growth helps to create a greater potential for leadership and a deeper leadership pipeline (Leskiw & Singh, 2007). The most successful succession planning and leadership development programmes are related to a cohesive whole at all levels. The focus is not just on those at the top, but most or all levels of management are included. A similar tendency exists to concentrate resources on high-potential jobs. There is a need to maximize the return on investment (ROI) from developmental efforts. An unintended consequence is that which lets a significant portion degenerate. Succession planning measures workers' developmental readiness for experiences (Day, 2007).

2.18.3 Tailored leadership development

Grooves (2007) said that initiatives of excessively generic leadership growth lose sight of the universal significance of individual variations in developmental preparation. Different individuals are ready for the "stretch" development activities at the heart of many successful leadership development initiatives (Groves, 2007). Management employees should, at a minimum, have a development plan and be held accountable for progress (Day, 2007). An organisation can minimise risk, cost, complexity and confusion by harmonising the leadership skills of their employees, the mindsets of the teams and the organisational culture. Tailored leadership helps to produce transparency, sustainability and greater results (Nielsen, 2014).

2.7.1.3 Experientially based leadership development

Leadership development does not occur discretely. The experience is part of the ongoing work experience. According to research, executives perceive learning through work-related experiences to be more powerful than classroom-based learning (Laughton, 2012). Instead of taking leaders away from their jobs to develop them, state-of-the-practice helps them learn from their work experiences (Day, 2007). According to Williams & Parker (2016), experiential learning is literally 'learning by experience' which offers the missing link between theory and practice, bringing training and learning out of the training room and into reality-replicating workplace scenarios. This is especially important in the development of leadership; it includes developing social relationships, a sense of mission, the fulfilment of tasks and the assessment of leaders' performance (Cathcart *et al.*, 2010).

2.19 LEADERSHIP DEVELOPMENT THEORIES

The features of effective leaders in today's marketplace were described by Hickman (1998) as setting direction through challenging times; handling change while still delivering outstanding customer service and quality; drawing capital and creating new alliances; harnessing diversity; encouraging a sense of hope among supporters, and being a leader of leaders.

Weick (2001) proposes that a common trait of successful leaders is being a self-achiever. This leader is continually developing and asking better questions and not being afraid to confess ignorance. This leader is an effective delegate. The challenge is not to find leaders for tomorrow but to build leadership development programmes (LDPs) that eventually help people understand their leadership potential and sharpen

their abilities before assuming a leadership role. Organisations will fail to succeed and grow in times of transition and instability without this form of preparation. To help discover why these ideas should be accepted, a study of mainstream leadership theories is discussed below.

2.19.1 Traditional leader theory

Organisations have traditionally been working in a top-down leadership style, senior leadership issued instructions and staff followed them (Hickman, 1998). According to Toregas (2002), to help with centralised decision-making, organisational hierarchies were created and communication took place across layered departmental structures. This style of leadership lets managers distinguish skills and roles by centralising authority and knowledge. Yukl & Chavez (2002) state that current leadership challenges have forced organisations to explore the traditional approach to leadership.

Organisations are now moving from conventional hierarchical leadership to new types of open networks of individuals working closely together to achieve interrelated goals (Hickman, 1998). This modern leadership model focuses on the importance of individuals and understands that everyone involved in an organisation will contribute to the company's vision and help shape it (Bowen & Ostroff, 2004).

2.19.2 Leadership traits theory

Leadership traits are based on the features of many successful and ineffective leaders. Organisations use it to predict leadership effectiveness. Future leaders are compared to the resulting lists of features to determine success or failure. Successful leaders have certain preferences, talents, and personality traits.

There have been varieties of key features of good leaders identified through several studies performed in the 20th century. These features serve as preconditions that offer leadership potential to individuals, but they are not the sole determinant of leadership ability (Weinbach, 2007). Leadership motivation, self-confidence, interpersonal skills, business knowledge, emotional maturity, charisma, creativity and flexibility are some of these (Lombardi et al., 2020).

All levels of people could apply the traits theory to positive leadership in a variety of organisations. To assess how their position can be strengthened in the organisation, managers must apply the theory effectively. They can gain a deeper understanding of the whole picture.

This theory makes managers aware of their strengths and weaknesses and recognises how their leadership skills can be created (Weinbach, 2007). The overall traits theory may be good at explaining partially why a person is an effective leader or an unsuccessful leader, but in predicting good or unsuccessful leaders, it may not be accurate. This theory is problematic when used or considered in taking more accurate information on successful management and leadership (Wilson & Lau, 2011).

2.19.3 Motivational leadership theory

McGregor (1960) developed an interest in the motivational leadership approach which proposed that an individual's assumptions about human nature directly influence management and human motivation. He compares employee motivation models applied by managers in the management of human resources, organisational actions, organisational behaviour, communication, and development of the organisation. The two contrasting sets of general assumptions of how employees are driven, according

to the models, support two types of management. Instead of focusing on underlying features, this approach focuses on what leaders do.

Managers of theory X have a pessimistic view of human nature if any typical person has an intrinsic dislike of work and would avoid it. This view holds that coercion and control are important to ensuring people work and have a desire for accountability. According to Theory Y, physical and mental effort spent at work is as normal as play or rest, and under the right circumstances, the average human learns not only to embrace responsibility but also to seek it. Such leaders will endeavour to strengthen the capacity of their workers in solving organisational problems by exercising substantial imagination, invention and creativity (McGregor, 1960). The leadership style of Theory X is autocratic, but the leadership style of Theory Y is participative.

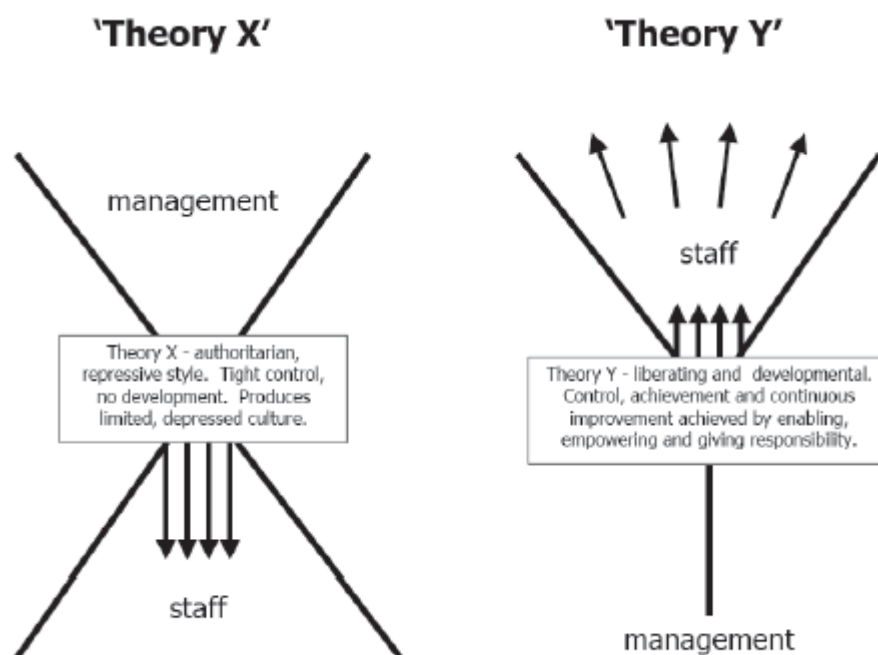


Figure 2.7. Theory 'X' and Theory 'Y'

Source: <https://www.slideshare.net/AdamHickeyVI/x-y-theory-diagram>

2.19.4 Managerial grid

This leadership model was developed by Robert R. Blake and Jane Mouton (Molloy, 1998). Based on the concern for individuals and the concern for production, this model first defined five types of leadership. In this model, the best leadership style is based on Theory Y.

Two behavioural dimensions comprise the Blake Mouton Managerial Grid:

- Leaders acknowledge team members' desires, preferences, and areas for growth when determining the best way to accomplish a mission.
- Efficiencies, goals, and organisational success are considered by a leader when determining how to accomplish a task.

Based on these, Blake and Mouton defined five leadership styles:

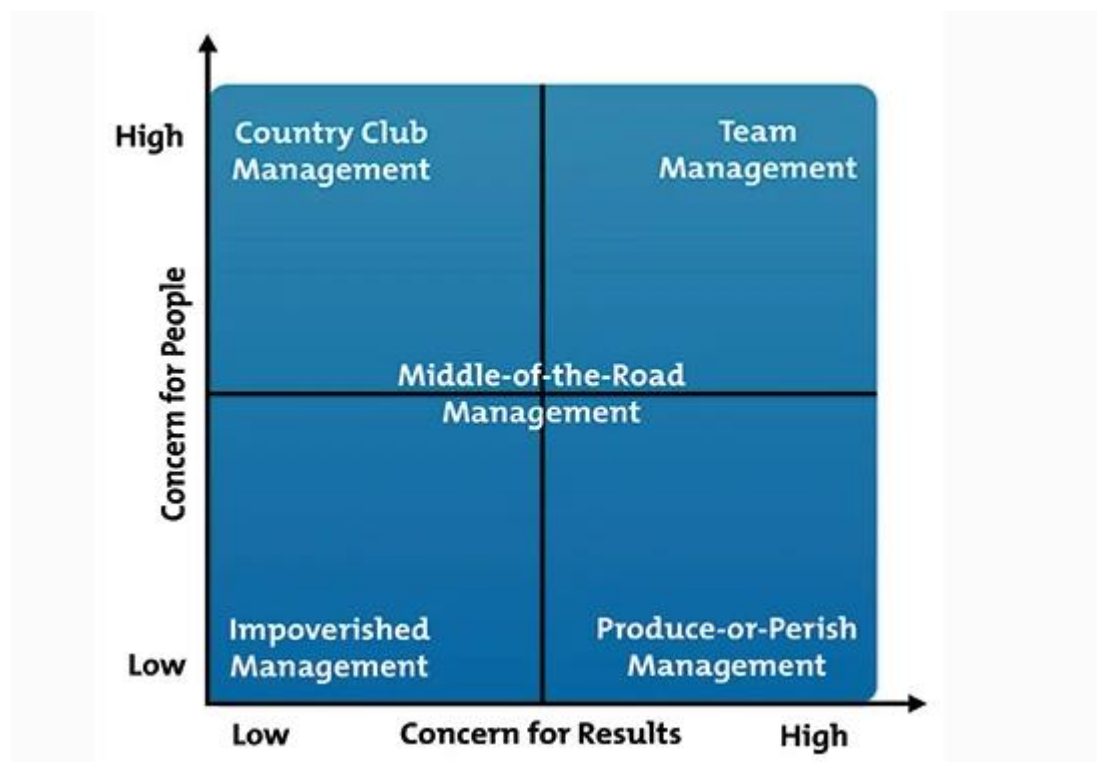


Figure 2.8. The Blake Mouton Managerial Grid

Source: Blake (1991)

The authoritarian leadership style is characterized by high tasks and low relationships. They are task-oriented and rough on their staff (autocratic). Cooperation and partnerships are hardly ever allowed (Blake,1991). These features are commonly displayed by individuals who are heavily task oriented. Scheduling is effective, and individuals are expected to follow directions without question or debate. When something goes wrong, they focus on who is to blame rather than what happened and how to fix it. Their subordinates find it hard to develop or contribute anything because their managers are intolerant of what they see as opposition.

This is followed by the team leader (high task, high relationship) leadership style. This individual contributes to a positive example and strives to promote a team atmosphere. All team members, both as team members and as individuals, can reach their highest potential. They motivate the team to accomplish team goals quickly while working to deepen the relations between the different members tirelessly. Normally, they shape and lead some of the most active teams.

The third leadership style on the Blake Mouton Managerial Grid is the country club leader shown by low task and high relationship features (Blake,1991). By using rewards, this individual primarily maintains consistency and inspires the team to meet its goals. But they are almost incapable of using more punitive and legitimate coercive measures. The inability to use such powers stems from concern they could endanger relationships with teammates (Garg & Jain, 2013).

The Impoverished Leader (low task, low relationship) is the fourth leadership style characterised by a low task, high relationship. This leader utilises the management style of "delegate and disappears" because they are not committed to finishing or

maintaining tasks (Blake, 1991). Essentially, they let their team do whatever they want and prefer to detach themselves from the team process by letting it suffer power struggles. Most of the time, the Team Leader would be the most desirable place for a leader along the two axes. One cannot rely on the other three. Some circumstances could require one of the other three to be used occasionally. For example, one makes it possible for the team to gain self-reliance by playing the Impoverished Leader. Observing the situation and the forces influencing it, they could determine where one must be along the axes to achieve the desired outcome.

The fifth leadership style is the middle of the road (moderate task, moderate relationship) on the Blake Mouton Managerial Grid. This style defines leaders who are compromisers, leaders who treat development and interpersonal relationships with a moderate amount of concern. They find a compromise between stressing criteria for work and considering people. Managers with this style are often characterised as being easy, preferring the middle ground, disagreeing softly and swallowing conviction in the interest of progress (Ardichvili & Manderscheid, 2008).

2.19.5 Situational leadership theory

According to situational leadership theories, leadership styles vary based on the situation. Adapting a leader's style and approach to different situations is essential to being effective and competitive (Sims Jr *et al.*, 2009). Some workers perform better under an autocratic or directive leader. Success is more likely for some when the leader can step back and trust his team to make decisions and execute plans. On a similar note, not all industries and business environments require the same skills and leadership qualities. In some sectors, imagination is key, while in others, personal charm and relationships matter more.

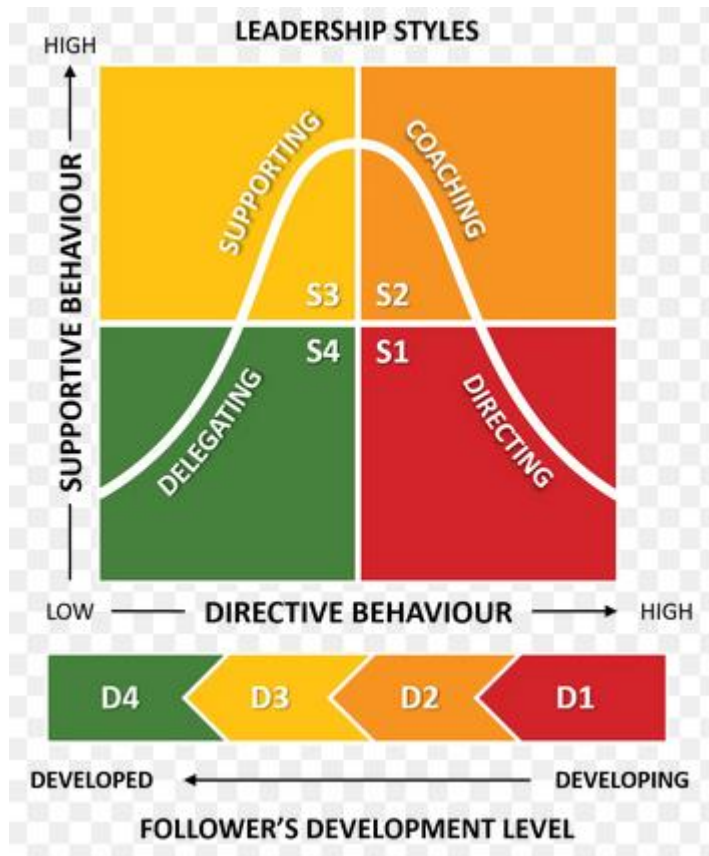


Figure 2.9. Fiedler Contingency Model

Source: Fiedler (1967)

Fiedler (1967) argued there is no one best way to lead and proposed the style of the leaders should be chosen according to the situation. In this article, he discusses what distinguishes task-oriented executives from relationship-oriented executives. When leader-member relationships are good, tasks are organised, and role control is weak or strong, task-oriented managers perform better. The leading member relationships are moderate to weak with an unstructured task at the other end of the continuum. Leadership styles such as these are more directive.

In all other cases, relationship-driven managers perform well and show a more participatory leadership style. Sachdeva (2020) had similar thoughts but suggested that

a leader can adapt the situation to his/her style. He concluded that the subordinates' developmental stage has the greatest effect on which style of leadership is most fitting. Leading will also require more coaching, helping, and delegating as followers' skill and maturity levels increase. Leadership styles were presented from autocratic to democratic in a similar model (Caillier, 2020). (Nahavandi, 2009) argued that the leader had to balance the mission, team, and individual requirements. Thus, the successful leader performs roles and behaviours that vary attention paid to each person according to the situation.

2.19.6 Learning leadership theory

Research shows that the skills required to be a good leader can be taught to individuals with a willingness to learn (Saban & Wolfe, 2009). According to Gordon (2002), natural leadership fosters teamwork, cooperation, and networking. Leadership is a continuous process of learning and development throughout the life of a person. The more an organisation can prepare and actively position talented people, the more likely the person is to learn where learning can occur by acquiring a productive leader's talents and strengths. Although research has addressed the placement of individuals in leadership situations, no researchers have explained how this process works (Wells, 2003).

2.19.7 Servant leadership theory

Leading as a servant means putting the interests of others above the leader's own. Leaders who serve people encourage respect and growth, a society, honesty, leadership that benefits the followers, power and status sharing for the common good of all, the organisation and those served by the organisation (Liden et al., 2008). The servant

leader has an attitude and conduct that benefit others as a prerequisite to leading a healthy and moral life (Coetzer et al., 2017).

In contrast to other theories, servant leadership focuses first on the leader's self-development and self-reflection as a human. Servant leaders are characterized by listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment, and building communities, and foresight (Spears, 2010). Despite not being exhaustive, this list shows the features of servant leaders.

2.19.8 Developmental leadership theory

McAlearney (2008) states that developmental leadership treats employee development and growth as the primary aim and the company does so as workers and leaders evolve. Leaders must individualise strategies that build on unique strengths and resolve areas of vulnerability for employees and potential leaders (Stewart, 2006). Organisations have flattened their organisations to become lean and productive and this has created fewer layers of staff to draw on for promotions. However, this transition also encourages leaders to emerge from all levels of an organisation.

The benefits of flat organisations include better participation in innovation, improved decision-making, improved group work, and a positive response to change (Hassan, 2013). Developmental leaders put their people's development first and the company second. This style of leadership encourages companies to shift in different strategic business directions (Gordon, 2002). According to Gilley & Maycunich (2000), development leaders consider all workers as future leaders and make sure the possibilities for growth exist.

2.19.9 Leadership theory in practice

Theoretically, there are many sequential systems, but there is no consistent agreement among academics or professionals regarding which is preferred (Bolden, 2004). Each theory has its strengths and weaknesses, and the choice is largely determined by personal values, beliefs, and experience about empirical proof. Despite its difficulties, the trait method may be useful in defining or recruiting a leader. Leadership is a dynamic phenomenon that affects many other significant organisational institutions. This eludes straightforward description or theoretical representation, yet all aspects of our endeavours are becoming increasingly relevant (Chemers, 2014). The theories presented have made great strides in our understanding of the essence of leadership and all characters involved, but there is still a lot of space for development and significant judgment needed in their implementation.

There is no general agreement on what managers and leaders should do, as the essence of management and managers is problematic (Salaman, 2004).

2.20 LEADERSHIP STYLES/BEHAVIOUR

In leadership research, various stages are distinguished based on the assumption that successful leaders are born with certain features (Ogbonna & Harris, 2000). Researchers note that difficulty sorting and approving the attributes related to quality, style, and social ways of dealing with leadership, which moved from character to conduct, and style embraced by the leader in the organisation. In re-examining the most ideal method of leadership, transformational and transactional leadership styles emerged.

2.20.1 Transactional leadership

Transactional leadership recommends that leaders utilise basic hierarchical structures to instruct subordinates on what rewards are associated with following orders (Ma &

Jiang, 2018). Employees may show high performance because of rewards offered by transactional leadership (Obeidat & Tarhini, 2016). Employees receive something they want from managers as part of transactional leadership theory. Using this theory, workers are not self-motivated and require structure, instruction, and tracking to complete tasks correctly (Vermeeren *et al.*, 2014). A transactional leader esteems order and structure. In addition to commanding military activities, they may oversee large organisations or lead international projects that require detailed guidelines to ensure goals are met on time or people and supplies are moved efficiently (Ma & Jiang, 2018).

Transactional leadership can limit even though it is important. When a transactional leader is a rational and economic being, transactional leadership can be effective (Hussain *et al.*, 2017). A transactional model is likely to succeed in a crisis or in projects that require linear and specific processes. Among the benefits of transactional leadership are that it rewards those who follow instructions out of self-interest, and it provides a simple structure for large corporations, repetitive tasks, and infinitely reproducible environments (Downing, 2016). Transactional leadership has the advantage of quickly achieving short-term goals and clearly defining rewards and penalties for workers. But according to Hastings (2013), transactional leadership rewards employees only in terms of perks or money. Here, creativity is limited because the goals are already set, and personal initiative is not rewarded.

2.20.2 Transformational leadership

Transformational leadership is a theory of leadership where a leader works with groups to recognise required change, create a vision and manage the change through motivation and execution of the change in tandem with committed members of a

group; it is a vital part of the Full Range Leadership Model (D. Anderson & Anderson, 2002). To reach a certain goal, leaders and their followers participate in social exchange.

Transformative leadership lets workers be inventive, look to the long run, and solve old problems in new ways. Through mentorship and coaching, employees on the leadership track can become transformational leaders (Bass & Bass, 2009). An effective transformational leader motivates and develops followers positively, leads by example with high moral standards and encourages the same in others. Also, transformational leadership promotes building company culture by encouraging employees not to be selfish, the ability to promote cooperation and communication and providing mentoring and training and allowing workers to decisively be responsible for tasks (Hay, 2006). An environment with transformational leadership is sprightly, especially one where failure is less risky. In development and maintenance, it doesn't want the environment to hinder the progress and growth of future updates and improvements (D. Anderson & Anderson, 2002).

2.20.3 Effects of leadership styles on organisational performance

The organisation's leadership and, more precisely, the leadership style used by the leaders primarily determine an organisation's performance. Leadership is a fundamental feature of human communities and it has a major effect on citizens' quality of life (Beakana, 2017). Various leadership types lead people in organisations. The leader's style is determined by a variety of variables including the situation, personality features and experience. Performing an organisation depends on functional leadership, knowledge, skills, abilities, and other human features (Kehinde et al., 2012).

The relationship between the managers and the employees contributes greatly to the effectiveness of an organisation, especially how directors/managers request that representatives attempt errands may bring about basic contrasts in workers' performance, contribution, and commitment. As a part of human attributes, each individual is invested in certain proportions of dispositional inclinations enveloped with his or her character (Akinbode & Fagbohunge, 2012). With continued interactions between humans, these characters unfold. For example, in a work setting, an employee may display good behaviour only when they perceive that their relationship with colleagues or their manager is good or to be loyal always and identify with their job (Dunham-Taylor, 2000). In this study, leadership is more about behaviour and not about personality, whilst it is an act of selfless service that can encourage other workers to do the job efficiently in the study. The research done by Akinbode & Fagbohunge (2012) considers six leadership styles explained below.

The first leadership style is the perceived leadership behaviour measured by the leadership behaviour description inventory, and it refers to individual workers' ratings of their supervisor or manager's leadership behaviour. The second is interpersonal relations leadership-behaviour. Here the subordinate perceives that the supervisor/manager has these qualities: support, mutual understanding, and synchronised interaction in their relationship. It is followed by the emancipatory leadership behaviour where a supervisor is perceived to have these qualities: transformational acts, modelling acts, positive exemplary acts, human development acts, and the act of starting and promoting subordinates' self-development. This is measured using the LBDI.

The fourth leadership style is autocratic leadership behaviour. Subordinates perceive the manager as too controlling, critical or unwilling to explain actions, determine what and how work should be done, and put the welfare of the unit above that of subordinates. Subordinates rate such a boss as being high in autocratic/control leadership behaviour. As an alternative, subordinates perceive productivity leadership as excellent, nurturing-task, and participative leadership, encouraging subordinates to capacity and attendance at relevant training courses, and providing opportunities for skill development on the job.

The last is patriotic leadership behaviour. Here, supervisors and managers are perceived by subordinates to show fairness, trust, organisational justice, tolerance, and the ability to turn goodwill into hope for the future.

Owing to the definition of leadership, Koech & Namusonge (2012) argue that a leader inspires others to achieve organisational performance as a common goal. Leaders accomplish goals through energised and invigorated subordinates who share their passion, vision and direction. The best leaders are continually working and studying to improve their leadership skills (Uchenwamgbe, 2013). Studies show that organisational performance is directly related to leadership style and that the leadership style/behaviour determines the behaviour of subordinates or workers in an organisation. Leadership styles that see workers as primarily motivated by money, resistant to change, and lacking in job knowledge retard employee productivity (Wysocki & Kepner, 2000).

Leadership plays a crucial role in articulating vision, mission, and goals to workers (Aziz *et al.*, 2013). Managing growth and achieving sustainable competitive advantage requires effective leadership (Al Khajeh, 2018). Transformational leadership style may

cause the organisation to perform well because it is not a one-size-fits-all style and it allows subordinates to participate and support the leader in their endeavours (Boedker *et al.*, 2011).

There are a variety of approaches to starting good leadership styles in the workplace. The democratic leadership style is the strongest of the three leadership styles addressed and it is embraced by most organisations because it helps them to meet their goals (Nanjundeswaraswamy & Swamy, 2014). As the organisation's strength depends vigorously on a democratic leadership style, it is proposed that the company's leadership endeavours get more out of this leadership style in its activities. In a diverse workplace, it is also recommended that the organisation adopts certain leadership styles where suitable for the organisation to become stronger in its industry. Esigbone (2000) reported that the democratic leadership style showed a statistically significant positive relationship with employees' job satisfaction, while the autocratic leadership style showed a weak relation with job satisfaction.

Studies too were done to discover the relationship between subordinate morale, ability level, rank and the need for autonomy and three leadership behaviours (pressure, preparation and maintenance) (Akinbode & Fagbohunge, 2012). It was concluded that when subordinates have low status, maintenance is more effective but when subordinates have a high status, planning would be the most suitable leadership behaviour. According to Oriarewo *et al.* (2018), employees build their job attitudes based on their general views of the organisation's behaviour against them.

Such expectations are shaped because of management-driven policies, practices and decisions. Employees may infer the organisation's intentions toward them based on

such expectations and choose whether to be dedicated, active or withdraw their loyalty. In a related report, Huang *et al.* (2016) looked at how leadership behaviour affects job satisfaction, efficiency and organisational engagement. Leadership behaviours and employee outcomes were strongly associated with the study.

Employee perceptions of leadership behaviour, task design and organisational structures, as well as job satisfaction and engagement, were assessed by Jaskyte (2004). A link was hypothesized between job satisfaction and commitment and employees' perceptions of organisational structures, job features, and leadership behaviour. Employee expectations of leadership behaviour were significant predictors of work satisfaction and engagement (Jaskyte, 2004).

Epitropaki & Martin (2005) examined how leaders behaved against implicit followers' expectations and found employee well-being increased. This result indicates that worker-related leadership behaviour is more likely to encourage workers to have positive work attitudes. This result is impossible, however, unless supervisors and administrators determine their followers' desires. Fortunately, research suggests that followers' personalities can influence their leadership preferences.

Perryer & Jordan (2005) investigated how two dimensions of leader behaviour influence public sector employees' engagement. It was found that extinction and positive leader behaviour influence organisational engagement. In addition, a major relationship between these two variables was discovered. This means that increasing supportive leader behaviour while decreasing extinction leader behaviour might result in a higher-than-proportional increase in organisational engagement.

To determine the relationship between nurse executive transformational leadership and organisational engagement, a cross-sectional field survey of nurse executives, nurse

managers and staff nurses was conducted (Leach, 2005). The findings revealed a negative relationship between alternative (high negative) organisational engagement and nurse executive transformational and transactional leadership. Nurse executive leadership and nurse manager leadership were both found to have a good relationship. In a related study, Akroyd *et al.* (2007) gathered data from 3000 full-time radiographers to evaluate the predictive capacity of selected organisational leadership, job position and demographic variables on organisational engagement. The participants were mailed a questionnaire about their loyalty to their jobs, leadership within the organisation where they worked, employer support and demographic data. Radiographers were found to have only modest loyalty to their employers, according to the findings. The radiographers' educational level, perceived level of organisational support, position clarification and organisational leadership were all factors with a major effect on commitment.

2.21 THE LEADERSHIP PROCESS AND DEVELOPMENT

2.21.1 *The leadership concepts*

Human nature has a great quality called leadership. To achieve their desired success, organisation or groups of people require good leaders. Everyone, as a social being, must live his or her life in a shared relationship with others. The individual is incapable of completing a task on his or her own. Our society's need for cooperation brings up the concept of leadership. Leadership has recently gained a lot of momentum in the economic, political and social arenas. For the perfection of post-modern society, good leaders are needed in all institutions, including families, organisations and even world bodies. Despite the importance of leadership, there is still some ambiguity about what it is and how to define it.

The concept of leadership encompasses a wide range of processes in an organisation, social group, or individual. A personal encouragement mechanism drives people to work toward shared goals rather than coercion. It is important to understand the assumptions and consequences of a particular approach before choosing a concept (M. H. Anderson & Sun, 2017).

2.21.2 Leadership competencies

Leadership traits cannot be isolated by trait or behavioural theories, but competency-based approaches are gaining traction. Most large organisations now use leadership criteria, qualities and/or competency structures as the foundation for their management creation and evaluation processes. In the late 1970s and early 1980s, McBer consultants developed the concept of management (and leadership) competence (Chouhan & Srivastava, 2014). This study examined the differences in general qualitative distinctions of success across specific jobs and organisations based on certain competencies that managers share (Chouhan & Srivastava, 2014).

Work competency was described as “an underlying characteristic of an individual that results in efficacy (Potnuru & Sahoo, 2016). As a result of the 1986 Review of Vocational Qualifications report (De Ville, 1986), it became the basis for management education and growth in the United Kingdom (DeVille, 1986). The United Kingdom government, for instance, vowed to resolve the national management and leadership shortage through a variety of programmes to raise demand and boost the availability of management (CEML, 2002).

Evidence-based policies and observable performance effects lead to increasing reliance on government models, structures, and standards. Several of the most

significant generic and public sector systems are currently in use in the United Kingdom. Bolden *et al.* (2003) found that most leadership and management frameworks support a moderated version of transformational leadership.

However, contingency and situational leadership considerations are not widely regarded as impediments to leading in different situations. The majority of the structures examined mentioned the ability of the leader to react and adapt to changing circumstances. In addition to 'soft' skills, the leader should also have excellent information processing, project management, customer support, and implementation skills. They create alliances, show tremendous drive and excitement, and do things. Entrepreneurs who enjoy challenges, seek opportunities, and take risks are these people. Authentic, ethical, trustworthy, and diverse values are emphasized. Empathy for others should be shown by leaders who are self-aware, reflective and emotionally intelligent (Lumpkin & Achen, 2018).

Also, there is no evidence that the 'transformational' leader is any more successful at enhancing organisational efficiency than his or her counterparts in practice (Hallinger, 2003). The functional analysis technique, which is at the heart of the standards approach, is to blame for a large part. This approach produces a list of competencies based on an overview of multiple managers' jobs: the outcome is not a list of activities or behaviours exhibited by a single person, but rather an average of multiple individuals' activities and behaviours.

How leaders manifest these attributes is likely to depend on a variety of factors, including their personality, mission, organisational structure, and community (McCall Jr, 2004). It follows that while frameworks and standards can be useful tools to

motivate individuals and organisations to examine their approach to management and leadership development, starting such frameworks and standards can challenge them.

When dealing with structures and criteria, it is easy to fall into the trap of using them deductively to evaluate, pick and measure leaders rather than inductively to identify and encourage discussion about successful leadership practice.

2.22 TAKING LEADERSHIP DEVELOPMENT SERIOUSLY

It is envisaged that in the 21st century leaders realise that improving their organisations' leadership capacity will be an important change for success. The leadership pipeline in companies will remain a top priority for every organisation in business. These leaders recognise that they must explore new ideas, methods, and practices to help their employees build the skills they need to succeed now. A great leader possesses a mixture of such qualities. This is because leadership must always be viewed in context. Kats de Vries & Korotov (2007) said that the ever-changing leadership criteria will transform leadership positions if they acquire competencies and approaches that enhance the transformation.

Today's leaders understand that to be successful they must be able to adapt their leadership style to the various circumstances they will encounter. Leaders should not live in a vacuum. The leadership paradox is that, while leaders must be powerful, their power comes from their ability to encourage others to obey rather than from commanding them. They must also be mindful of the dark side of leadership, as leaders may harm their organisations (Kets de Vries *et al.*, 2006).

Many leadership experts agree that the most powerful form of leadership is based on principles (Amanchukwu *et al.*, 2015). Authenticity, it is said, distinguishes between

successful and dysfunctional leadership. Authenticity here applies to virtues like openness, sincerity, integrity and being true to oneself. It refers to leaders whose success stems from being transparent and truthful with themselves and others. Such leaders not only empower those around them, but they also know how to unite people around a common cause and collection of principles, motivating them to build value for all parties involved. They work hard to build self-awareness through consistent and deliberate practice (Kets de Vries *et al.*, 2007). They are self-reflective professionals who discuss their experiences and learn from their mistakes. They aim for attributes like bravery, trust, care, self-efficacy, decisiveness, fairness, and integrity as part of their leadership growth.

2.22.1 The leadership development pipeline

Today's companies compete on the strength of their intellectual resources rather than their financial capital, as the name of the leadership development game has changed over time. Although many businesses used to think of leadership development as a once-in-a-while practice like training programmes or seminars, the mindset is shifting. Leadership growth has evolved into a systemic, continuous process at the core of everything leaders do.

Great businesses recognise that one of their top priorities in today's market is producing more leaders. Such organisations' leaders build structures that promote, reward and sustain leadership growth at all levels. Depending on the context in which the company works, there will be a highly organised framework for creating future leaders. There is no uniformity in developing leaders in an organisation; instead, each company has its approach. No two companies treat this vital phase in the same way.

However, the bottom line of leadership development remains a long-term and sustainable approach.

There is a sense of urgency among individuals and teams in vanguard organisations to do things. Their leaders are preoccupied with reform, and they want every employee in the company to share their viewpoints (Western, 2019). They also produce the enthusiasm needed to stay committed to change. Change management processes are related to quantifiable business outcomes; crucial progress and failure factors in change activities are continuously assessed and a vision is developed and articulated to provide consistent mandates to the organisation's citizens. In addition, both short and long-term resistances to transition are overcome. A philosophy of transformation has become entrenched in such organisations. Leadership development initiatives would be needed to allow such a culture change.

Shanghai (2016), opined that highly successful organisations have developed leadership competency models that transform leaders to acquire better skills and competencies needed for the job. The competencies are established and shared within the organisation. In addition, activities related to the desired competencies are highlighted and evaluated and developmental interventions to learn these skills and competencies are introduced.

A leadership development/succession-planning programme is started in these organisations to ensure a steady line-up of every important role within the group. This provides a logical progression from managing oneself to managing others. Each phase poses new challenges that require different levels of growth. These developmental programmes focus on a variety of cognitive skills such as problem-solving, locating,

applying best practices and understanding how to create superior business processes. Whatever skills are needed, people skills development will remain indispensable.

2.22.2 Leadership development requirement

Shanafelt & Noseworthy (2017) concluded that developing leaders at various levels of the organisation to become professionals remains a major concern in many organisations. In addition, senior executives are preoccupied with the issue. The executives also think of whether they have a programme of assignments to groom talent by offering the proper collection of knowledge, abilities, and experience for the future. Great companies strive to develop leaders who can think creatively while still working collaboratively to tap into the creativity and resources of the whole organisation. They are looking for leaders who can move and react rapidly in the face of uncertainty, and who can cope with immediate challenges and opportunities while still handling constant and discontinuous change. Senior management of these organisations recognises that looking for a "heroic" leader who knows what to do is a waste of time. The heroic leadership style is no longer successful in today's competitive world too fluid and complex. The focus no longer needs to be on a lone ranger who can solve all problems on his or her own; instead, it needs to be on the leader who can deal with these different challenges as part of a team, with an emphasis on leadership complementarity in decision-making and persuasion (de Vries, 2007).

2.23 BUILDING A LEADERSHIP DEVELOPMENT PIPELINE

Depending on the company and the obstacles it faces, it may expect a variety of leadership criteria. Successful leadership development in today's world remains difficult to be taught uniformly in all organisations. People who understand leadership development must assess their organisation's particular contextual needs and approach

leadership development from a structural perspective. Smart businesses get the most profit by either engaging in a strategic approach to building the entire leadership pipeline or determining which level of leadership would yield the best results. Effective leadership development programmes often include active engagement from the top, with senior executives making sure leadership is taught correctly at all critical levels while remembering potential challenges.

2.23.1 Talent management

Berger *et al.* (2011), said that talent management is a big obstacle to leadership development. Recruiting, keeping, and developing high-quality employees have always been challenges for businesses. Linking talent management to career growth has been shown to make a major difference in recruiting and retention. Comprehensive leadership development pipelines that reinforce and align a collaborative leadership approach are effective. Leadership competencies are identified by senior management to align with the company's strategic priorities; this generates higher stakes and greater buy-in at all levels.

2.23.2 The role of human resources

Leadership growth cannot and does not happen by accident, particularly if one aspires to the high standards of quality and flexibility required to succeed in today's dynamic business climate. Effective leadership growth requires significant support from upper management. Unfortunately, many senior executives in organisations believe that the HR department's sole responsibility is to develop the company's potential leaders. This is an error common to many companies. Leadership creation is a critical task not solely the responsibility of HR; in reality, it is one of the most important responsibilities of senior management.

The best leader development efforts are those in which senior leaders not only organise the programme but also serve as leadership trainers, mentors, instructors and role models (De Vries *et al.*, 2010). As stated, successful leadership growth is a continuous process for both emerging leaders and senior management. The combination of talent management and leadership growth, if done correctly, will yield extraordinary results for both the employee and the organisation.

2.24 THE LEADERSHIP DEVELOPMENT ‘TOOLBOX’

The leadership development toolbox provides several teaching approaches and strategies, as well as key elements and processes that can prepare and execute a leadership development programme (Kets de Vries & Korotov, 2010). Classroom seminars, leadership drills, outdoor adventure instruction, case studies, simulations and 360-degree assessments and so on, are some of the most widely used strategies during leadership development.

It is assumed that different individuals learn in different ways and hence, the need to use a range of strategies and resources when training individuals to make sure they acquire relevant skills during training. The assumption here is that acquiring knowledge remains a process that integrates parents, into executive leadership training in organisations. Top-level leaders who are trustworthy, empathetic, and transformational inspire new and younger leaders to advance in their organisations.

2.24.1 *Creating self-awareness.*

Research has shown that self-assessment, action learning and different parts of apprenticeship are the best ways to grow leaders (Jørgensen *et al.*, 2003). To become

more self-aware, leaders must gain a better understanding of themselves in a variety of ways. Personality features, personal values, convictions, attitudes, behaviours, emotions and the psychological needs that influence one's actions are all critical areas for self-awareness (Jørgensen *et al.*, 2003).

After assessing a person's strengths and weaknesses, creative leaders should develop a personal development strategy. Individuals create and start training and development plans using the plan. These initiatives raise self-awareness and encourage self-exploration. Leaders in touch with their dreams and abilities will act to realise them. They can also better lead others because they will be more mindful of the impact of their behaviours on others because of their improved self-awareness. Focussing on a leader's emotional intelligence remains an effective part of leadership if it is to be bolstered by the increasing interest in values such as honesty, integrity, trustworthiness and genuineness (De Vries *et al.*, 2010).

2.24.2 Action learning

Marquardt (2000) states that a desk is a perilous place to rule the world from. A developing leader cannot be taught how to execute a mission statement through reading a book or attending a class in an organisation. It is further believed that placing executives in positions that constantly push them to achieve their full potential is one of the best ways to grow them. To do so, potential leaders must be presented with real-world business issues and obstacles to overcome in their everyday work environments. It has also been learnt from leadership growth experiences that aspiring leaders must get out and about and be able to test out new talents, habits, and ways of thinking. Learning through meaningful reflection on specific experiences is called action learning. There are many ways to reflect, such as community discussion, trial and

error, and learning from one another. It involves discussing real-world workplace concerns and problems in a variety of situations.

Giving high potentials meaningful and demanding assignments related to key issues their organisation is facing is the most inspiring and engaging thing one can do. “Real skin in the game” is placed on the line in the quest for innovative solutions. At their best, such obstacles force aspiring leaders to step outside of their comfort zones, and gain a better understanding of the organisation's complexity as well as a sense of ownership and belonging. These obstacles shift the concentration to the future of their business, and they will provide senior management with insight into how these high potentials think and what their leadership potential is. Emerging leaders' engagement, experience, insights, innovation, and resiliency can be checked and exposed by involving them in the company's real problems and challenges, enabling top management to determine whether they embody the key qualities required for the organisation's potential leadership.

2.24.3 Building networks

De Vries (2006) believes that building networks that link people from various functions and areas is one of the most important functions of leadership creation. The goal is to break down organisational silos, prevent silos from forming and let executives contribute to those beyond their immediate sphere of influence. Network building is crucial for developing integrated teams and a boundary-less organisation in today's world of highly diverse teams, matrix systems and multinational organisations (ibid). It involves executives moving outside formal frameworks and creating networks outside of their immediate circles to improve the company's social capital. Loyalty, confidence, mutual respect, engagement and transparency will all be

strengthened by strong relations, which are all essential ingredients for interpersonal collaboration, successful teams and improved success (De Vries, 2006).

2.24.4 Role modelling

Intentionally or unintentionally, leaders set examples. Leadership growth in any organisation requires role models (Gibson, 2004). They show how things are to be handled. By providing knowledge, encouragement, and challenges, they help with their followers' personal development. Leadership styles are also influenced by role models for subordinates. The reciprocal impact is thought to strengthen leaders' ability to lead authentically (Gibson, 2004). Both followers and leaders profit from leadership growth.

2.24.5 Leadership Coaching and Mentoring

According to De Vries (2006), leaders do much more than generate new ideas and approaches to problem-solving. The author further said that leaders draw supporters and can do great things by enlisting the help of others (De Vries, 2006). As part of a leadership development programme, prospective leaders should be mentored and trained on how to coach others, set attractive performance expectations, provide performance input, encourage and inspire others to succeed and build a team (De Vries, 2008; De Vries *et al.*, 2010). Mentoring is a long-term partnership in which a senior executive assists a junior executive in their professional and personal growth. This arrangement provides the junior executive with the skills to lead (De Vries, 2006). Executive coaching will help leaders in honing their coaching abilities (De Vries, 2006). Executive coaching is a collaborative effort between a client with executive authority and accountability in an organisation and a leadership coach who uses a combination of behavioural approaches and strategies to help the client in achieving a

mutually agreed upon set of goals to maximise professional success and life satisfaction (ibid). In a feedback-intensive programme, growth involves helping an individual in seeing significant patterns of behaviour more clearly, comprehending the behaviours and motives that reinforce these patterns, reassessing what makes the person successful about the goals he or she wishes to achieve and reviewing alternate approaches to meeting these goals.

2.24.6 Multi-Party feedback

De Vries (2004) asserts that feedback is crucial for leaders. It gives leaders a way to transform their practice and knowledge into better results. Multi-party feedback helps executives in learning to communicate more efficiently. Teams have a greater idea of how their participants are doing than their supervisors. Executives become more accountable to one another because of multi-party feedback and they exchange information about each other's results (De Vries, 2006). Communication and team growth will also benefit from a well-planned phase. It can also build tipping points by giving executives the extra push to overcome their aversion to dealing with such leadership characteristics they recognise as problematic. Getting 360-degree feedback is a positive addition to a performance management framework when started with consideration and preparation to let people better support customers and improve their careers. This feedback gathers information from a variety of sources regarding a person's abilities and activities within the organisation.

2.25 SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

Many organisations' strategic development requires succession planning and leadership development. Organisations must calculate who will champion their programmes while setting long- and short-term targets. The value of choosing the right

people for leadership positions is vital to the organisation's success (De Vries, 2006). Placing the wrong person in a leadership position can lead to tragic results closely scrutinised by the public. These issues can range from low employee morale to utter financial disaster. The market for experienced and trained leaders outnumbers the supply by a large margin. Other sectors will step up their efforts to recruit new leaders as well. Despite the difficulty, effort must be put forward to thrive in this consumer-driven industry. Organisations can build a long-term process that will provide them with limitless leadership talent by incorporating sound succession planning practices and successful leadership development activities (Jaques, 2017). To mitigate the negative effects of a declining workforce, this strategic initiative is needed (Jaques, 2017).

Oluoch (2021) states that long-term market performance hinges on maintaining intellectual capital competitively around the enterprise which is the bedrock of successful succession planning initiatives. Even though studies show that leaders who are cultivated and promoted internally yield organisational results substantially better than those who are hired externally, little focus has been put on leadership grooming. It has been proven that businesses that put a strong focus on leadership development get financial returns significantly higher than those that do not add to the importance of this topic (Oluoch, 2021). Even though succession planning is critical for long-term corporate success, most companies are unsure where to start for putting one in place (De Vries, 2006).

Several issues surround effective leadership growth. Transitioning from the conventional replacement system to a modern succession mechanism has its drawbacks. Many upper-level executives believe that attempting to cultivate leaders is

pointless because the requisite skills cannot be taught. Organisations find it much more difficult to correctly define the qualities needed to be a good leader. For developing an effective succession planning and leadership development programme, mastering these issues is critical. In the succession planning process, management support is critical (Shen & Cannella Jr, 2003). Cautious executives would not expect their jobs to be permanent. They can understand that the company's long-term sustainability is dependent not just on its achievements, but also on those of its successors. At all levels of the company, current leaders must stress the importance of developing potential talent. For the succession programme to follow the organisation's mission and vision, current management should be involved in its growth. Economic pressures and public expectations for successful successors are growing (Sarbah & Xiao, 2015).

Sarbah & Xiao (2015) concluded that developing the next generation of leaders is no longer seen as an afterthought in terms of corporate strategy. Each member of the administrative team would need to reflect on the skills needed by potential leaders when designing a succession planning programme. Succession planning processes can be developed by successful companies to make sure suitable leadership candidates are always available (ibid). Organisations must recognise that each current manager is responsible for developing future leaders. Candidates for leadership positions must be sought from beyond the organisation's current senior ranks and from other levels. Only those in lower to mid-level management roles should be considered for potential upper-level management positions. Internal talent must be sought at a higher level than normal. When talent has been recognised, it must be nurtured and produced following the needs of the company.

Despite the size of the company, starting a sound succession planning policy is vital to its success. While several larger companies may have succession planning processes in place, small businesses are often guilty of ignoring the issue. It is easy to see how this could happen. Creating successful initiatives can be a time-consuming operation. The rules, protocols and strategies must all be started, and all this takes a lot of time and effort. Many executives just do not have enough time. The challenge of grooming the next generation of leaders is often treated as an afterthought rather than a key success measure. The succession plan, when performed right, should involve key roles other than those in upper management. This, too, will take a lot of time and effort (Groves, 2007). Usually, the Human Resources department is charged with designing such a programme.

Human resources are not always academically prepared to deal with the problems that come with comprehensive succession planning, and they should not be forced to bear the consequences. These individuals may be capable of overseeing basic tasks and making sure growth activities are not neglected in favour of more urgent concerns, but such a large burden should not be put only on the shoulders of the Human Resources department. Upper-level management should oversee maintaining a sufficient pool of executive applicants (Cappelli & Keller, 2014). While the initial focus of starting a succession planning programme should be on upper-level executives, efforts should be made to phase in other levels of the company. Bottom-up succession planning, according to some scholars, is much more successful than top-down succession planning. Top-level managers will not be prioritised in the bottom-up process. The emphasis will be on recognising all main roles, not just those in the highest levels of administration (De Vries, 2006).

No evidence suggests that the bottom-up approach is more successful since most succession planning systems are based on the top-down method. Almost every company would feel compelled to expand its pool of capable leadership candidates. De Vries (2006) said most businesses encounter a talent battle despite their scale or market dominance. The winner of the battle for talent can start flexible methods to solve these issues:

- Organisational processes based on potential labour requirements
- Retention policies recognise future leaders sooner.
- Flexible work conditions aimed at keeping high-potential ageing employees; and
- Increase knowledge of succession planning plans and future job prospects within the company.

Human resource divisions and upper-level executives should be integrated (Atwood, 2020). Discussing these concerns would lay a firm foundation for starting realistic succession and leadership growth procedures. Capturing the organisation's intellectual resources and cultivating diverse groups of leadership candidates should be focused on. Organisations are also striving to develop individuals with advanced knowledge and strong leadership abilities. Early detection and growth of these high-potential workers are critical to every company's success.

2.26 SUCCESSION RISK ASSESSMENT

Succession risk is considered the risk that exists in a critical role in an organisation and cannot be filled satisfactorily within a reasonable period (Elsaid & Ursel, 2011). Succession risk assessment includes the evaluation of key leadership positions about the required competencies, challenges of recruitment and risk turnover (Leisy &

Pyron, 2009). To create a succession profile, supervisors and managers may help by indicating the readiness of potential leaders and leadership candidates that could be internal or external to the organisation and whether training and development opportunities will be available. The talent pipeline of a firm can be developed through leadership development programmes, and these may help to treat succession risks.

2.27 SUCCESSION PLANNING RISKS

The Corporate Leadership Council's research presented various parts of succession planning. It identified four risks that the entire succession planning process tackles in High Impact Succession Planning includes amongst others, vacancy risk, readiness risk, transition risk and portfolio risk (Redman, 2006). Agencies must manage each of these four threats to ensure successful succession planning. Agencies must start succession planning procedures to safeguard the company from key position departures. Second, agencies must make sure potential successors to the main position are prepared. Finally, a holistic approach to succession should be taken to ensure a smooth transition which includes effective business continuity.

2.27.1 Vacancy risk

Leadership is at the centre of vacancy risk (Redman, 2006). Organisations cannot afford to be without a key employee. In this succession planning, businesses define the roles that are most important to success and devise strategies to make sure those positions are always filled. Best practice succession systems are also good at finding talent shortages and recognising key lynchpin roles - the small number of employees crucial to the organisation's overall success. This is a form of risk management that can also be called replacement planning. It is assumed that the current manager can seamlessly transition into the next position, having acquired the skills and knowledge.

There is no need for growth. Some companies that use succession planning to deal with vacancy risks often recognise key staff (Schiuma *et al.*, 2012). However, the concentration of vacancy risk is on the needs of the organisation first.

2.27.2 Readiness risk

The second form of risk is readiness. It is based on individuals, especially those who are not yet ready to move along smoothly. Instead, it focuses on the needs of potential successors in terms of growth (Berke, 2005). Organisations offer learning resources and interactions for high potentials to make sure they will excel in their potential future positions. When high-potential workers need to be ready quickly, they often work to accelerate their growth. While the needs of the workers are considered in this form of succession planning, the organisation is still the starting point. It might consider that when the boss is set to retire in a year, a subordinate, who is next in line for the role, lacks the financial management knowledge to ensure the smooth handling of the department budget. Attempts will be made to rapidly improve those skills so that the subordinate is ready when the time comes, as this is in the organisation's best interests.

2.27.3 Transition risk

Individuals who have moved to a new position but need help to excel in their new role are considered for transition risk. According to studies, past success is not a reliable predictor of potential success. According to the Centre for Creative Leadership, 66% of externally recruited senior managers struggle within the first 18 months (McCauley & Van Velsor, 2004). This has resulted in a renewed focus on helping new leaders in their assimilation. From the perspective of the company, new leaders must excel and remain in their positions. A company can save a lot of money by avoiding executive derailment. Many managers do not hit full productivity until they have been on the job

for about six months. Any way to reduce the "time to efficiency" can have a huge impact on the bottom line. Companies are reviewing their prospects of success during the transition phase and seeking to boost their chances of influencing the bottom line.

2.27.4 Portfolio risk

Finally, there is the portfolio risk which refers to the risk of inadequate deployment of business goals (Sparrow *et al.*, 2015). Leading organisations recognise that planning and succession decisions must consider the organisation's changing needs. People and the portfolio of goods, services or offices, can change. Portfolio risk assesses current and potential strategic requirements as well as certain strategic choices to identify vulnerabilities or decisions. This is the most advanced form of risk management practised within the succession management umbrella. Also, new companies to succession management do not have the luxury of discussing it right away.

2.27.5 Obstacles to effective succession management

According to Groves (2007), investing in succession planning is an investment in personal and organisational learning. But, as with many things, saying it is easier than doing it. A succession management process can be derailed by several factors. Some challenges to succession management include event-based or episodic thinking which is a challenge in leadership growth and succession planning. Both are ongoing procedures, but the common wisdom holds they should be approached sequentially. Leadership growth is viewed as a sequence of "loosely paired" events or episodes, generally as services practised once a year. Some of the most effective ways of creation are found in the work itself (for example, action learning and job assignments). Trying to separate growth from work is a mistake (Day, 2007).

A lack of strategy for development is another obstacle to succession management. In terms of presenting and identifying the ideas and values that will serve as the foundations of the initiative's strategic structure, the organisation's leadership and growth philosophy are critical considerations. Investments in succession planning are ultimately investments in learning for individuals and organisations. But, as with many things, saying it is easier than doing it. A succession management process can be derailed by several factors. (Day, 2007).

Under-emphasising personal accountability is a barrier to succession management. The individual leader bears the primary responsibility for growth. Any development programme or project can only go so far. Personal responsibility and follow-up should be in place such that learning and growth become intentional, consistent and ongoing processes. If a personal improvement plan is in place (and it should be), the leader's primary duty with help from the company is to stick to it (Day, 2007).

Succession management can be drawn back by a lack of fitting with organisational culture (Groves, 2007). Formal structures with a lot of planning and paperwork would probably be met with opposition if not outright hostility. When an informal framework is introduced into a highly organised and formal organisation, the initiative may not be taken seriously. The formality of succession management should align with the culture of the organisation. The succession management framework may, however, be used as part of a larger organisation change effort to shift the culture from formal to informal (Day, 2007).

2.28 EMPIRICAL STUDIES ON SUCCESSION PLANNING REVIEW

Previous related studies that reflect succession planning and implementation in commercial public enterprises are provided. This study aimed to investigate the factors influencing executive leadership succession planning and implementation programmes. Prior studies will be reviewed, with an emphasis on further exploration.

While Gothard & Austin (2013) examined executive exit in the for-profit, public, and non-profit sectors, this analysis identifies the key elements of succession planning for non-profit human service organisations. A comprehensive succession management program, executive-board relations, and self-leadership are the primary topics explored in the study. The study concluded that aligning succession-based efforts and strategic planning remains important in any organisation. Based on the for-profit sector, the study concluded that succession management has no best approach. A more comprehensive succession management approach is needed, including building a leadership talent pool. Through these models, non-profit human service organisations can better understand the key practices underlying effective leadership succession planning.

Bridgland (2013) examined succession planning and leadership development in academic libraries. Leadership is being developed at a range of levels at the University of Melbourne Library to develop a few talent pools and leverage its intellectual capital. The study concluded that leadership development and management are pivotal processes for closing this gap.

Golden (2014) examined talent management, succession planning, and leadership development and found that a possible solution exists to help organisations strengthen and expand their leadership pools. According to the study, this is possible if needs are recognized, including the establishment of stronger methods of effective training and development and; identifying potential leadership candidates. The study concluded that in all cases, libraries need to recognise the need for professional career development strategies. Succession planning, talent management, and leadership career development are all areas in which the State Library and Archives of Florida excel at.

Brundrett & Dering (2006) examined leadership talent identification, leadership development, leadership succession planning, and leadership retention in contextually different schools. Through systematic policies for leadership development, schools are trying to develop their leaders through two narratives from primary school head teachers.

According to the study, senior management teams, especially heads and deputy's heads, build supportive relationships that help their professional development and that of the wider staff. In the research, there is a strong commitment to leadership and management structures that encourage staff to take on active leadership roles and develop decision-making skills.

Beattie *et al.* (2014) examined effective management approaches that include motivating and training competent employees and ensuring human resources are sufficient to meet an institution's strategic plan. It was found that many pharmacy

departments do not have succession plans, despite literature supporting their use. Most key positions have informal succession plans rather than formal ones. In addition, the study found that larger health systems have formal plans. As a result of the study, leadership, mentoring, and internal commitment were identified as critical factors to a successful succession plan.

Webster & Young (2009) conducted a study on behalf of the Association of Research Libraries (ARL) focusing on the characteristics of the senior leadership of very large research libraries. The study provided empirical data that assisted the designing and development of a programme that enables emergent leaders to shift into senior leadership roles.

Heppell & Hill (2010) examined succession planning strategies at the level of the Parliamentary Labour Party in party leadership elections since 1963 in the United Kingdom. Various tactics and long-term strategies were evaluated by the 'socialist left' and the 'social democratic right' to enhance their chances of securing the party leadership. Several tactical and strategic miscalculations in succession planning led to the left's failure to pass the threshold in 2007.

The results showed that democratisation created disunity costs that contributed to the strategic reorientation to the right and enhanced authority and legitimacy of right-wing leaders with increased security of tenure.

Bozer *et al.* (2015) examined non-profits with leadership development initiatives integrated with succession planning to ensure continuity of leadership. A positive association was found between succession planning and the importance of OLD and

its availability and accessibility. In addition to succession planning, EDs advised boards about internal recruitment (including institutional policies) as a mechanism for ED replacement.

The study found that the board and senior administrative team should be committed to a succession plan in the organisation; linchpin leadership positions should be assessed.

Wallin *et al.* (2005) explored how developing a pipeline of new executive leaders would fill the gap in developing new leaders in the absence of a succession plan. The study found that a correlation exists between leadership development and succession planning. The evidence suggests that many organisations use evidence-based competencies to decide whether to promote or recruit candidates from within or from outside the organisation. Simulations are also being used in healthcare organisations to develop leadership skills. A comprehensive, consistent, and effective succession planning process is lacking in healthcare organisations. In contrast to developing succession plans individually, this requires less time and resources.

Lowan & Chisoro (2016) examined succession planning practices at Kwalita Business Consultants. Management and employees of Kwalita Business Consultants were not aware of succession planning's importance. As a result, the study concluded that a good starting point was to understand succession planning. Theus (2019) explored strategies that Non-Profit Organisation leaders apply in developing future leaders in organisations. He concluded that there were barriers to maintaining succession planning that included misalignment of the programmes. The research further shows that leaders should understand the effects of change initiatives on employees at the workplace and that barriers to succession planning appear to be common to all business environments.

2.29 RESEARCH GAP

Studies have been conducted in the context of leadership and succession planning elsewhere. However, there have been limited studies conducted in Namibia, particularly focusing on leadership and succession planning in commercial public enterprises. A study conducted by Gothard & Austin (2013) focused on executive exit. Based on this study, executives and boards were encouraged to develop a collaborative relationship and engage in comprehensive succession management. According to the study, succession-based efforts should be aligned with strategic planning. Despite this, the study was based on a model of replacement planning.

Our study focuses on developing a comprehensive succession planning approach for executive leadership. Bridgland (2013) examined succession planning and leadership development in Australia. According to the researcher, leadership is developed at various levels at the University of Melbourne. By leveraging its intellectual capital, it developed several talent pools and developed talent pools for its employees. Golden (2014) examined talent management, succession planning and leadership development. The research found that there is a viable solution to assist organisations in strengthening and expanding the future leadership pool. Succession planning, talent management, and leadership career development are all areas where the research provided an excellent example.

Brundrett *et al.* (2006) examined practices, drivers, and barriers to identifying, developing, and retaining school leaders. It found that senior management teams are built through pivotal relationships that support professional development. Additionally, the research found that all staff members must be active in leadership

roles for an effective leadership structure. Leadership and decision-making skills are developed through this route, according to them.

Given the above analysis on leadership and succession planning in organisations, it can be concluded that many studies have been conducted elsewhere in the context of the theme under study, but limited studies have been conducted in the context of Namibia, particularly in commercial public enterprises. In the literature survey, it is argued that several studies have focused on organisational commitment and performance, but few have addressed executive leadership succession planning. The literature was reviewed to identify the major research gaps in succession.

Therefore, the current study fills the gap through its findings that can shed some light on executive leadership and succession planning in the context of commercial public enterprises in Namibia. Therefore, the study remains useful to commercial public enterprises in Namibia and any other relevant public entities in the country.

2.30 SUMMARY

In summary, leadership growth is also a work in progress in terms of research and practice. Other approaches to learning are needed, especially to assist people in being more innovative and thinking outside the box. To be effective in future leadership development activities, one must consider both "what we know and have" and "what we strive to become". Every organisation's senior management must accept the notion that the only measure of leadership is whether anyone follows the leader. How many leaders are coming up behind him or her today is the symbol of a true leader.

Developing and nurturing the next generation of leaders is a long-term challenge that requires a concerted effort from all stakeholders including parents, educators and business leaders. The more this fact is understood, the more people will be able to become successful leaders in the 21st century. The researcher has discussed the theoretical aspects of leadership, such as leadership formation, competencies and the leadership pipeline in this chapter. The next chapter explains the research design and research methods used in this study.

CHAPTER 3: RESEARCH METHODS

3.1 INTRODUCTION

An important component of research methods is the consolidation of elements such as worldviews, methods, and designs to formulate a study (Creswell & Creswell, 2017). This chapter presents the plan of the research by providing the research design and methods of the study. It highlights the population and sample of the study. The research

instruments used in primary data collection and how data were collected are also explained in this chapter. The chapter further discusses data analysis techniques used in this research. It concludes with a discussion of research ethics seen during the study.

3.2 RESEARCH DESIGN

According to Kruger & Welman (2001), a research design is a blueprint for the research that describes what will be done in the research considering the research problem. This study employed a convergent mixed-methods design, wherein both qualitative and quantitative data were collected simultaneously in a single phase. The analysis of each data set was conducted independently, and the resulting outcomes were subsequently compared to one another (Creswell, 2014). The research adopted a pragmatism philosophy. The research tried to get views and understanding of the targeted managers regarding executive leadership succession planning and its implementation in commercial public enterprises in Namibia. The research determined the variables of the study.

3.3 POPULATION AND SAMPLE

A population as a group of individuals from which a sample is drawn for measurement purposes (Majid, 2018). The research applied a simple random sampling technique in determining the sample for the study, in which the purposive sampling technique was adopted. Creswell & Creswell (2017) argued that in qualitative research, the goal is to carefully choose volunteers who would best aid the researcher in comprehending the issue and the study topic. All 22 CPEs in Namibia made up the study's population. The unit of analysis was the board of directors, the nomination committee, incumbent chief

executive officers and earlier CEOs that separated from the commercialised public entities in the last 10 years. It also included the senior management and supervisors of the CPEs. This study used a purposive sample approach since it makes it easier for the researcher to comprehend the issue and the research topic. Hence, only commercialised public enterprises were selected. The study comprised a total population of 210 participants, drawn from 22 commercial public enterprises and based on the unit of analysis discussed in this chapter. The sample size was determined as 30% of the study population, which equated to 63 participants. According to Cresswell (2014), in the case of using 30% as an adequate level of precision, it may be appropriate for studies with a moderate to large population size and a relatively low level of variability. Typically, a response rate of 20% is considered satisfactory for an online survey, while a response rate of 30% is deemed adequate for research purposes.

3.4 DATA COLLECTION

3.4.1 Data Assumptions and Limitations

Specifying worldviews, research designs and methods clarify a research approach where broad assumptions become assumptions about the research design and methods (Creswell & Creswell, 2017). Similarly, this study's assumptions were based on the case study research design and mixed-method research approach. Some assumptions were made regarding the collective data procedures. There is enough material to apply all data procedures to relate to the research goals of the study. In addition to these data assumptions, there were data limitations based on data collection type, discussed already under the limitations of the study in this research.

According to Creswell (2014), a qualitative study can use various data collection methods (for example, documents and interviews). The data collection methods have their limitations. However, restrictions on public and private opinions were considered and mitigation measures were taken. As mentioned by Fleming & Zegwaard (2018), these listed limitations range from unavailability, inaccessibility, quality, reliability and accuracy to validity. These limitations did not pose a significant problem for data collection procedures when the proper measures were used for this study.

3.4.2 Data Collection Methods and Data types

The research had two data sets, both qualitative and quantitative primary data. In the study, the open-ended research questionnaire and interview guide were designed to complement each other in order to collect rich and diverse data on the research topic.

The open-ended research questionnaire was used to collect data from a larger sample of participants, while the interview guide was used to collect more detailed information from a smaller number of participants. The questionnaire included a set of open-ended questions that allowed participants to provide detailed responses in their own words, while the interview guide included a set of questions that were designed to explore specific themes and topics in greater depth.

The use of both methods allowed for triangulation of the data, which helped to ensure the validity and reliability of the findings. The data collected through the open-ended questionnaire and interviews were analysed using thematic analysis to identify patterns and themes that emerged from the responses of the participants.. The research instruments were created so participants may answer questions about their personal

experiences. The research scales used to develop the semi-structured questionnaire and interview guide were adopted from the modelled research instrument (Taylor, 2004). The reasoning for using semi-structured questionnaires was driven by the assertion they were easy to administer to participants and that they fitted the purpose of the mixed-method research approach used.

The interview guide controlled the direction of the interviews and created a consistent framework for each interview. The success of a research project is determined by the quality of data collected and cooperation. By combining qualitative and quantitative data, the researcher gained detailed, contextualized insights and generalisable, externally valid insights (Shorten & Smith, 2017). Often, the strengths of one data type mitigate the weaknesses of another. Qualitative and quantitative data are two types of data that were collected and analysed in this research.

3.4.2.1 Qualitative data

Qualitative data refers to non-numerical data that is collected through observations, interviews, focus groups, and other methods that involve open-ended questions and subjective interpretation. Qualitative data can provide rich insights into people's experiences, opinions, and attitudes.

3.4.2.2 Quantitative data

Quantitative data, on the other hand, refers to numerical data that is collected through surveys, experiments, and other methods that involve closed-ended questions and objective measurements. Quantitative data can provide statistical evidence to support

or refute hypotheses. It is often used in natural sciences, economics, and business research.

3.4.3 Sampling Procedure

The researcher first obtained an endorsement from the Ministry of Public Enterprises for the study to have access to the participants. To evaluate the interview guide's design, readability, and interpretation, a pilot poll was carried out in May 2021. The instrument was sent for review to nine CEOs from different commercial public enterprises. The instrument was improved because of the insightful comments and recommendations gathered. The credibility of the questionnaire was tested by carrying out a pilot study on a subset of the sample units of the target population before the rest of the respondents. By doing so, the validity and reliability of the questionnaire were tested as to whether it was understood by the respondents. Participants who participated in the pilot study were not considered in the final study.

The researcher was involved in the administration of the research instruments, conducting online surveys and oral interviews helped by an enumerator. Because of the COVID-19 pandemic, semi-structured questionnaires were administered through online google forms <https://forms.gle/1WEAFmcevqoJbPkfk9>. For oral interviews (face-to-face interviews) data collection was done by the researcher at a centralised, controlled location convenient to participants while strictly observing the COVID-19 protocols started by the Ministry of Health and Social Services as mitigation measures to the pandemic. Some interviews with key participants were conducted over the telephone due to COVID-19 protocols emphasised by the government. In this study, snowball sampling was used, which proved to be effective in identifying a range of participants with different experiences and perspectives. The individual interviews

were conducted to collect data from at least 15 participants until the saturation point was reached.

3.5 VALIDITY AND RELIABILITY

The validity and reliability of the study tools were evaluated using the standards of scientific inquiry. The study's findings are stated and presented so others can evaluate them and conduct a similar investigation. External ratters were brought in to this study to evaluate the interview guides and the questionnaire's qualities as well as their level of agreement because the research instrument's features couldn't be examined objectively (Golafshani, 2003).

According to Heale & Twycross (2015), validity focuses on the idea that the research design includes the research questions and research goals of the study. Testing for validity entails determining the constructs, content, and criteria validity. Validity comprises internal and external validity. Research findings are called internal validity, and how much the research findings may be applied to other contexts with a similar setting is known as external validity. Validity describes the ability of the study strategy to test the research hypotheses. In this research, the researcher made sure the validation process of findings occurs throughout the steps in the research process. The steps provided in the data analysis in this research enhance the validation process.

Cronbach's Alpha, a measure of internal consistency, was used to assess the questionnaire's reliability. The alpha coefficient, which has a value between 0 and 1, can describe the reliability of parts taken from dichotomous or scales with multiple points. A higher number indicates a more reliable produced scale. 0.7 is an acceptable

reliability coefficient according to Brown (2002). This shows all four scales were dependable as their reliability values were above the stipulated threshold of 0.7.

Cronbach's Alpha was employed to assess the reliability of the analysis, and to test for internal consistency among items measuring the same construct. This measure examines the mean and correlation of measurable items. The findings indicate a Cronbach's Alpha of 0.761 for the nine items under consideration, demonstrating their reliability (Brown, 2002). The resulting average index of 0.738 exceeds the threshold of 0.7 adopted for this study, providing assurance that the questionnaire used was reliable and yielded consistent results.

3.6 BIAS

According to DePersio (2015), bias is defined as any systematic change in a research outcome that results from a distortion in the data collected. Randomisation was used in this study to control unknown or unexpected sources of bias.

3.7 DATA ANALYSIS

Data analysis follows the three distinct levels of analytical engagement found in Thomson's (2011) model of empirical analysis. First came the descriptive stage, then came a more in-depth analytical level, and lastly came the theorised stage. The works of Auerbach *et al.* (2009) were used to understand theorisation and to acknowledge a level of `theorising` required at the analytic level that may be absent in Thomson`s model. The analytic stage focuses on identifying the patterns that can be found in the data, but stage three theorisations link these to questions about why these patterns are

occurring and how they might be related to the ultimate "so-what" imperative that places the creation of new knowledge (Thomson, 2011).

To make sure the analysis was robust and did not risk self-referential, it was crucial to triangulate the interpretations made while acting as the researcher's research instrument with other criteria. A "between methods" triangulation technique, which considers the same study objective in various ways, was one strategy for achieving this.

In the study triangulation refers to the process of using multiple sources or methods of data collection to validate and strengthen the findings of a study. In our study, we collected both quantitative and qualitative data through surveys and interviews.

By bringing to life a "conversation of ideas and evidence" between the literature supporting the themes under inquiry and the evidence discernible from the data analysis, opportunities for triangulation occurred as indicated (Rioux & Ragin, 2008). The interaction between the four "fundamental building elements of social research"—ideas, analyses, frames, evidence, and images—was the foundation for triangulation. Analytically, the participants were viewed as a "tertiary collectivity," which is a collection of ad hoc entities used to gather data (Jansen, 2010).

For the executive leadership succession planning and implementation framework proposed in this chapter to be investigated and descriptively analysed for indications of theoretical congruence, the case of commercial public businesses is introduced in chapter 4. When the executive leadership succession planning and implementation framework was subjected to a more in-depth analysis utilising the Logical Framework

Analysis Model, data exploration for indications of experience and observation of the results were conducted next (Ritchie & Spencer, 1994). A qualitative and interpretive analysis of the data can be made using this matrix-based analytical method, which promotes meticulous and open qualitative data management.

There are many models for interpreting data, such as grounded theory and situational analysis techniques (Clarke, 2005), Template Analysis (Crabtree & Miller, 1999; King, 1998) and Structured Case Analysis (Carroll & Swatman, 1999; Carroll & Swatman, 2000). The choice of the logical framework analysis was made due to its long history of use in social science and business research initiatives (Klautzer *et al.*, 2011) including management (Srivastava & Thomson, 2009). It emphasises that qualitative analysis is a continuous and iterative process by making a significant distinction between the two crucial phases of interpretative research. These two crucial phases include organising the data for the first and interpreting the evidence through exploratory or descriptive accounts for the second (Ritchie, 2003).

3.7.1.1 *Quantitative data analysis*

Quantitative data analysis involves summarizing and analyzing data using statistical methods. The interviews were analysed for common themes across open-ended and Likert scale questions using a combination of content analysis and descriptive statistics. Descriptive and inferential statistics, including frequency and correlation analysis, were used to analyse quantitative primary data. Correlation analysis and other inferential statistics were used to examine the correlations and independence of the variables. Based on correlations between responses and corresponding themes, the responses were coded and categorised.

3.7.1.2 *Qualitative data analysis*

Overall, the research collected two sets of data because a mixed research approach was used. For qualitative data analysis the study used methods such as coding, thematic analysis, and grounded theory to identify the key themes and patterns in the data and to help them manage and analyze large amounts of qualitative data.

Twenty oral interviews were conducted to determine the understanding of succession planning and its implementation. According to the investigation's multi-methods approach, the collected data were analysed using qualitatively interpretive techniques. The synthesis, analysis and reduction of this data moving forward using the theme analysis of open-ended questions. In addition to Thompson`s qualitative data analysis techniques, data collected through interviews was analysed through the data analysis technique drawn from Creswell (2014). Through the creation of the Logical Framework Study, the analysis allowed for the identification of themes and sub-themes that developed from the interview. The whole method utilised for data analysis is depicted in Figure 3.1 below.

Creswell Qualitative Data Analysis Technique

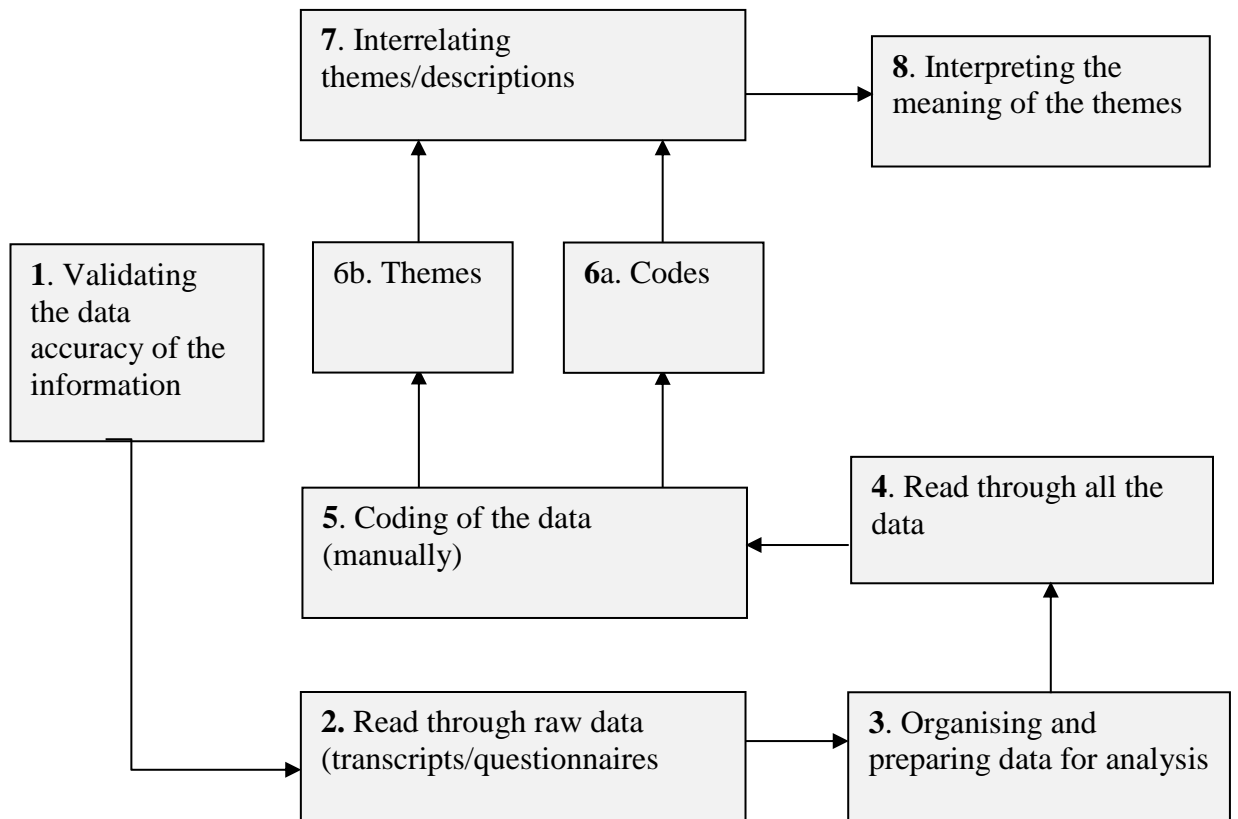


Figure 3.1. Qualitative Data Analysis Process Model

Source: Lyons (2000)

The Logical Framework Analysis reflects the different steps used in the qualitative data analysis technique. The procedures are described below.

The first step involved the validation of data for the accuracy of information (Lyons, 2000). During this procedure, the researcher verified the veracity of the information obtained through face-to-face interviews. The researcher then carefully looked over the entire raw data of the transcripts multiple times to obtain a basic understanding of the information, reflect on their overall meanings, and identify themes and sub-themes that arose from the interview. The researcher sorted and organised the data into several

themes under sub-questions derived from the main research topic in the third step, preparing it for analysis.

The data were read through multiple times in step four to comprehend what the participants were saying and what themes and sub-themes were emerging from the data (Lyons, 2000). General patterns of the study emerged from the analysis. Commonalities, discrepancies, and trends appeared in the responses. The creation of a coding system came next in the fifth step, and using the coding system, the deep analysis started. Interviewees were assigned the codes IP1, IP2, IP3, IP4, and so forth.

Step six involved the identification of the themes and sub-themes that arose from the investigation through sentence construction (Lyons, 2000). The method involved analysing data according to the data analysis summary in the Logical Framework and tabulating the data into themes and sub-themes under sub-theme questions. Making interpretations to generate meaning from the studied data was the final phase in the data analysis process (Lyons, 2000). Participants' opinions and experiences on weaknesses in leadership and succession planning in commercial public enterprises in Namibia were categorised.

In step eight, the final analysis, the themes that had developed from the study and their discussion were summarised. The researcher's interpretation was included in the discussion along with implications that resulted from contrasting the results with the associated literature evaluated (Lyons, 2000). Based on the data acquired under each theme and sub-theme, a summary of the overall analysis of the raw data was then provided under each sub-question. Discussion of the results was based on a

combination of the researchers' knowledge and understanding of the data analysed. However, the researcher integrated a no-code text analysis for easy accessibility by readers. This final approach is discussed below.

3.7.2 *Sentiment Analysis*

Finally, a no-code text analysis tool Sentiment Analysis was used to allow the organisation of the free-form text. Sentiment Analysis is a machine learning technique that automatically predicts if the researcher's text is positive, neutral or negative (Madhushani, 2020). Using powerful Sentiment Analysis tools, one can automatically categorise huge amounts of Excel data by sentiment. The Sentiment Analysis feature assigns sentiment labels depending on the highest confidence score found by the service at a sentence and document level. Also, for each document and each sentence inside it, this feature offers confidence values for the positive, neutral, and negative sentiments that range from 0 to 1.

The Long Short-Term Memory (LSTM) algorithms were used for the Sentiment Analysis to categorise a text blob's sentiment into positive and negative (Madhushani, 2020). The model is trained user-generated content taken from the preliminary survey dataset. In addition, primary data were analysed using the open coding approach (Tesch, 1977). To get a sense of the bigger picture, this involved reading and re-reading full transcriptions of all interview sessions. All themes and sub-themes were categorised, given codes, and field notes coded as well.

3.8 RESEARCH ETHICS

The researcher made sure all ethical matters were considered and adhered to following academic standards. The study's participants were made aware that their participation was optional, anonymous, and open to withdrawal at any time, even after giving their consent. All respondents were also asked to provide written informed consent. Participants were asked to indicate their positions rather than their names on the questionnaire to preserve their anonymity. The data was saved by the researcher in a secure location and it was planned that the researcher would trash the data after five years. Before starting the investigation, the researcher sought ethical clearance from the Ministry of Public Enterprises and the Research and Ethics Committee of the University of Namibia.

3.9 SUMMARY

Chapter 3 presented information on how the research was conducted. It provided information on the research design of the study, the population and the sample of the study. Most important, it provided information on data collection procedures and data analysis techniques focusing on the perceptions, beliefs, values and experiences of the CEOs /MDs/Deputies. Structured interviews and questionnaires were used for data collection. Unknown or unexpected sources of bias were managed through randomisation. Ethical issues were also explained in this chapter. Data interpretation and analysis are covered in the following chapter.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 INTRODUCTION

In this chapter, the study findings from the primary research are presented with the discussions. The chapter further interprets the findings. The interpretation and discussions of the findings were presented regarding the study's purpose to investigate executive leadership succession planning in Commercialised Public Enterprises in Namibia and to determine the factors that influence executive leadership succession planning and their effects. In addition, this chapter provides information about the participants' response rates as well as their biographical details.

4.2 RESEARCH SETTING

Open-ended questionnaires were administered through online Google forms <https://forms.gle/1WEAFmcvqoJbPkfk9> research instruments administration. The online questionnaire survey used simple random and convenient sampling. For oral interviews (face-to-face interviews) data collection was done by the researcher at a centralised, controlled location convenient to participants. The study's population for the oral interviews were from all 22 CPEs in Namibia, in which 63 participants were purposefully drawn from the population. The unit of analysis in this study was the senior management or executive leadership within the 22 commercial public enterprises in Namibia, which encompassed the board of directors, the nomination committee, current Chief Executive Officers, and past CEOs who had left the companies that had been commercialized within the last decade. The total number of senior managers falling under this category was considered. This study employed purposeful sampling procedures which let the researcher pick subjects who met the criteria for a specific purpose. Only commercialised government enterprises were

selected. The research setting was a calm environment for face-to-face interviews, with no excessive influence that could change or undermine the participants' real intentions. Interviews were done without interruption in calm places such as the Executives' boardrooms or the interviewees' offices. Participants had no budgetary worries or financial incentives and the companies had no cost implications. Despite many interruptions due to phone calls and the Covid-19 restrictions, the interview results were unaffected.

4.3 EVIDENCE OF TRUSTWORTHINESS

4.3.1 Credibility

Houghton *et al.* (2013) relate to the reliability and value of the research findings. To reach credibility, the study enforced the rigorous use of qualitative methods and instruments devised specifically for this study. The combination of instruments (questionnaire survey, interview protocol) and case study approaches enhanced the study's trustworthiness (Frels & Onwuegbuzie, 2013). To achieve further credibility, the participants agreed and confirmed that the transcripts were correct after the session. Finally, the study gained legitimacy by removing data from the interviews based on participant input. According to Prion & Adamson (2014), rigour improves the research's credibility, transferability, dependability and confirmability. Through participant interview replies, criticism from the dissertation board and literature evaluation and analysis, data were audited, coded, categorised and corroborated.

4.3.2 Transferability

According to Hammarberg *et al.* (2016), the external validity of research outcomes is assessed by transferability. The study included participant interviews, documentation

and actual artefacts to show transferability. Likewise, Dongre & Sankaran (2016) targeted group discussions and in-depth interviews to acquire rich data and document reviews to find themes and better comprehend shared experiences.

The interview protocol (Appendix 2) was conducted for each participant to saturate the data. The interviews were described and confirmed by the participant. Transferability happens when the researcher describes the study; that is the study population, collected evidence sources, demographics and study boundaries (Hollweck, 2015). Transferability was achieved in this study.

4.3.3 *Dependability*

A researcher's steps are reliable when another researcher can follow them (Onwuegbuzie & Byers, 2014). Thomas & Magilvy (2011) likewise assert that dependability is obvious if one researcher can link the original researcher's audit trail with it. To establish the dependability of the study, a detailed interview protocol was given; the interviewees' responses were recorded and transcribed. A day after the interview most participants checked the transcripts. The other protocol was sent by email and the transcript was accurately checked.

4.3.4 *Confirmability*

Confirmability means the quantitative analysis is objective (Sinkovics *et al.*, 2008). Researchers establish confirmability through feedback received through inspection and peer review. Themes and coding were internally audited for consistency. To confirm alignment with the study's process, the research findings were shared with

academic experts in the postgraduate programme. Finally, to improve the study findings' authenticity and confirmability, detailed results were presented.

4.4 RESULTS OF THE STUDY

4.4.1 Demographics

The case study population included 22 CPE staff members of which 63 participants were sampled for the study. Participants were current and former executive leaders. Interviews lasted between 15 and 30 minutes. Participant feedback was helpful and it was based on personal experiences. Interviews were recorded to verify the information.

Table 4.1 shows participants' profiles: gender, educational qualifications, designation, work experience, economic sector and years of service in an organisation. To appropriately discuss the research questions, a sample size of 47 was chosen. The research protocol (see Appendix 1) guided the interview process.

Table 4.1. Online Questionnaire Participants Profiles

Parameter	N	Category	n	%
Gender	47	<i>Female</i>	22	47
		<i>Male</i>	25	53
Age		<i>30 - 40 years</i>	23	49
		<i>41 - 45 years</i>	15	32
		<i>46 - 50 years</i>	7	15
		<i>51 - 55 years</i>	1	2
		<i>above 60 years</i>	1	2
Education qualifications	47	<i>Bachelor's degree</i>	19	40
		<i>Diploma</i>	6	13
		<i>Doctorate</i>	2	4
		<i>Master's degree</i>	20	43
Designation	47	<i>Accountant</i>	1	4
		<i>Administrator</i>	2	8
		<i>Asset Manager</i>	1	4
		<i>Chairperson of the Governing Council</i>	4	15
		<i>Chief Executive Officer (CEO)</i>	4	15
		<i>Consultant</i>	1	4
		<i>Deputy Chairperson of the Governing Council</i>	6	23
		<i>Deputy Director</i>	1	4
		<i>Training</i>	1	4
		<i>Middle manager</i>	1	4
		<i>Procurement Manager</i>	2	8
		<i>Procurement Specialist/Civil Engineer</i>	1	4
		<i>Production Supervisor</i>	1	4
		Total work experience in years	47	<i>5 – 10</i>
<i>16 – 20</i>	7			15
<i>less than 5</i>	20			43
<i>more than 20</i>	1			2
In which economic sector does your organisation belong?	47	<i>Agriculture</i>	5	11
		<i>Fisheries</i>	4	9
		<i>Manufacturing</i>	5	11
		<i>Mining/Extraction</i>	7	15
		<i>Service industry</i>	21	45
How long have you been part of this organisation	47	<i>Tourism</i>	5	11
		<i>1 - 5 years</i>	13	28
		<i>10 - 15 years</i>	6	13
		<i>15 - 20 years</i>	3	6
		<i>5 - 10 years</i>	23	49
		<i>less than 1 year</i>	2	4

The results show that 53.2% of participants were males, while 46.8% were females. The range of participants was between the ages of 30 and 40 years, which is 49%. The second leading group of participants were the Chairperson of the Governing Council and Chief Executive Officer (CEO) totalling 30% by designation. The results further show that participants from the service industry are 45%, followed by Mining/Extraction with 15%, and Manufacturing, Agriculture and Tourism with 11% respectively. The results also show that the participants had been part of the organisation for 5 – 10 years; this is 49% (Table 4.1).

4.5 FACTORS THAT INFLUENCE EXECUTIVE LEADERSHIP SUCCESSION PLANNING AND RECRUITMENT IN CPES

The main elements to consider while selecting a successor in an organisation were ranked as shown in Table 4.2 below.

Table 4.2. Factors influencing succession planning and recruitment

Sample	N	Scale	n	Rel. frequency (%)
Age of successor	47	1	4	8.5
		2	1	2.1
		3	15	31.9
		4	19	40.4
		5	8	17.0
Gender of successor	47	1	18	38.3
		2	2	4.3
		3	10	21.3
		4	16	34.0
		5	1	2.1
Education of successor	47	1	1	2.1
		3	3	6.4
		4	22	46.8
		5	21	44.7
Experience in PEs	47	1	1	2.1
		3	5	10.6
		4	13	27.7
		5	28	59.6
Outside management experience	47	2	3	6.5
		3	8	17.4
		4	26	56.5
		5	9	19.6
Past performance	47	3	2	4.3
		4	24	51.1

Sample	N	Scale	n	Rel. frequency (%)
Knowledge and skills in marketing, finance, and strategic planning	47	5	21	44.7
		3	5	10.6
		4	19	40.4
		5	23	48.9
Interpersonal skills	47	3	2	4.3
		4	29	61.7
		5	16	34.0
Technical knowledge and skills	47	2	2	4.3
		3	2	4.3
		4	15	31.9
		5	28	59.6
Decision-making abilities and experience	47	3	5	10.6
		4	20	42.6
		5	22	46.8
Compatibility of goals with current CEO/MD	47	1	1	2.1
		2	5	10.6
		3	16	34.0
		4	20	42.6
		5	5	10.6
Commitment to business	47	2	1	2.1
		3	2	4.3
		4	21	44.7
		5	23	48.9
Psychological traits	47	3	9	19.1
		4	32	68.1
		5	6	12.8
A personal relationship with CEO/MD	47	1	15	31.9
		2	16	34.0
		3	10	21.3
		4	5	10.6
		5	1	2.1
Respect from employees	47	1	1	2.1
		2	2	4.3
		3	25	53.2
		4	17	36.2
		5	2	4.3
Trust by employees	47	1	1	2.1
		3	13	27.7
		4	26	55.3
		5	7	14.9

Scale: 1 – less important to 5 – very important.

4.5.1 Age of successor

In Table 4.2, 40.4% of the respondents agreed that the age of the successor is an important factor in identifying the potential successor of an organisation. Only 17%

said age is critically important whilst 31.9% were not sure. Age is critical because at 55 most workers will be near retirement and tacit knowledge must be passed from one generation of workers to another and doing so, reduces learning curves for critical positions. Succession planning allows this sharing to occur simultaneously between the worker and the potential successor, letting the successor gain knowledge and skills without undergoing extensive on-the-job training.

4.5.2 *Gender of successor*

The results show that 38.3% of the respondents said that gender is not important when choosing a successor. Table 4.2 shows that 21.3% were not sure about the importance of gender whilst 34% indicated that gender is important and 2.1% responded that it is critically important. The major conclusion is that, while gender is not considered a hindrance to becoming a successor, male successors outnumber female successors (Aldamiz-Echevarría et al., 2017). Ellemers et al. (2012) assert that more studies have shown that discrepancies in promotion rates and underrepresentation of women in leadership positions cannot be attributed to their lack of ambition. Women are less positive about their chances of reaching a leadership position than men, and they expect more challenges once in such roles, leading them to doubt their leadership abilities (Keller, 2018).

Gender bias has been linked to internalised gendered attitudes (or stereotypes) about the qualities that make a good leader (Heilman, 2001). Offermann & Foley (2020) state it is common for men and women to believe that a good leader should have agentic or masculine features. Also, with a succession of leadership, those at the top, mostly men,

prefer to promote those with similar traits and attributes or with whom they have a good interpersonal relationship.

According to Rink et al. (2019), stereotypical behaviour and interpersonal likeness reinforce each other. In this approach, the desire to have successors who reflect traditional (male) leadership ideals increases organisational similarity. Therefore, those who do not fit into a masculine culture have limited career options (Offermann & Foley, 2020). However, it is uncertain if women, once in positions of leadership, make succession selections based on interpersonal liking because of shared social experiences or important features (ibid).

4.5.3 Education

The survey results show that 44.8% of the respondents supposed education is important when selecting a successor and 44.7% agreed that education is critically important. Success and growth eventually are directly related to education (Yartey & Adjasi, 2007). Although companies invest a lot in hiring and on-boarding skilled and competent employees, many executives neglect the need to nurture and develop them (Kotter, 2012). Kruger & Steyn (2020) state that many firms are struggling to keep up with rapid innovation in the workplace due to the Fourth Industrial Revolution (4IR) and the astounding digital transformation. These factors, along with expanding skill gaps, make education and training essential for the growth of businesses and the workers who drive it. Upskilling and education can distinguish between thriving and barely surviving in the workplace.

4.5.4 *Experience in CPEs*

Results showed that 59.6% of respondents said that experience in commercial public enterprises is critically important whilst 27.7% said that it is important. Clegg (2012) argues that, usually, experience takes precedence over education. Studies show it is best to choose someone with real-world experience as a successor. These individuals are solution-oriented a greater part of the time; they can resolve problems with no heavy supervision.

The right experience enables impromptu crisis management, budget reduction and overall workplace culture management (Andrews et al., 2008). What distinguishes one organisation from another is the knowledge and insight gained through experience. There are few shortcuts to acquiring a competitive advantage over competitors and experience is one way to be on top. In his or her field, the successor should have business experience. A successful successor is aware of changing trends and demands (Herstatt & Von Hippel, 1992). This understanding helps to create effective products that appeal to the target market.

4.5.5 *Outside management experience*

Table 4.2 indicates that 56.5% of the respondents indicated that consider outside management experience in selecting a successor and 19.6% responded that it is critically important. According to Stoddart (2020), choosing a successor is never simple even with a superb succession plan or filling the position with an internal or external candidate. With maximum productivity as the goal, a filled position will always have some downtime, as the new hire can never prepare for the job's specific requirements (Rynes *et al.*, 1991). The background of the successor determines the

time at which they get to ideal productivity. Compared to a student or someone who was previously unemployed, the time to ideal production is substantially decreased if the employee is transferring firms in the same sector.

Internal successors are already established personnel part of the company for years and are familiar with the company's goals, beliefs, employees and best working practices (Drucker, 2017). Whether recruiting a successor internally or externally is not so important since performance depends on the function and the proper environment for that role to be filled (Stoddart, 2020). The purpose of a succession plan is to be ready for theoretical circumstances that could affect the business. Studies show that employees who are cared for and developed are more likely to stay loyal and engaged. So it is critical to incorporate robust training protocols in the succession plan to get the most promising employees ready to take on a more advanced role as this will also make them feel like valuable members of the firm (Phillips & Roper, 2009). Studies show that internal employees are more likely to succeed than external candidates. Before bringing in an external hire, it is critical to assess the benefits and drawbacks. According to Gomez-Mejia et al. (2018), external hires are often paid more and have poorer performance ratings in their first two years on the job.

Stoddart (2020) listed the critical conditions to consider when hiring either an external or internal successor. Some factors to consider when hiring an external candidate include the availability of a great candidate already in mind who can fill in quickly, the delicacy of the internal structure stability such that transferring employees may cause problems and the required skills/experience for the position are not available/reachable internally. When hiring an internal candidate, the conditions

include having promising workers in the organisation that could fit the position. There is a long lead time/notice period during which to promote from the inside. The business must prosper, internal shifts are possible and there must be a surplus of employees. Internal staff have a wealth of talents and knowledge for the role. If there is a lack of onboarding training in the organisation, then there should be an external hire (Stoddart, 2020).

4.5.6 Past performance

The results show that 51.1% of the respondents agreed that past performance is important in the selection process of the successor and 44.7% indicated it is critically important. But studies show that past performance does not guarantee future results. Still, in the world of recruitment, candidates' past experiences are likely the most important factor in determining their fitness for a position (Dixon, 2017; Krapivin, 2019). Pre-hire experience seems to be a hopeless measure of a person's likelihood of succeeding in their new position because the circumstances in their past job and the new one are highly likely not to be comparable (Krapivin, 2019).

Some companies focus on a candidate's ability to learn and grow rather than their past work history to find someone who fits their culture and has strong technical skills (Dixon, 2017). However, to signify that an applicant is ready for the workplace, several occupations require experience. This experience usually refers to the number of years spent on the job, but it can also refer to the seniority of those roles, the firms they worked for and the schools they attended (Krapivin, 2019). A smart starting step would be to lessen reliance on past performance as a criterion for evaluation and instead use other methods. Participation in succession planning by employees, and achieving succession planning goals, should all be considered part of performance management.

It is relatively simple to incorporate important goals into development plans (Hart, 2011).

4.5.7 Strategic planning, marketing, and finance knowledge

The survey indicates that 48.9% of the respondents indicated that marketing, finance and strategic planning knowledge are critically important while 40.4% indicated that they are important in choosing a successor. A manager should be able to plan strategically for the future and perform the current tasks well. Reviewing systems and procedures, attending training, and managing the team's daily activities are all part of the process.

To increase productivity and profitability, strategic thinkers foster innovation and change within the team and the company (Smith, 2021). Either the candidate must be a visionary or must be able to collaborate with someone in the firm who is. It is crucial to keep continuity in succession, and preserving essential relationships is crucial. If the successor stresses or breaks business connections, it could jeopardise the company's stability, causing staff to leave or putting the organisation at risk of bankruptcy (Jaffe *et al.*, 1998). Managers and business owners frequently must understand and manage the company's financial needs (Kirsten, 2018). The ability to understand the current market, understand investments and risks, plan effectively and on time, and identify anything that hurts the bottom line are all financial management skills. Financial management skills are required of business analysts, accountants, and bank staff.

The successor should know the client's needs as well as their perceptions of the organisation. It would be ideal to develop relationships with customers mutually

beneficial by talking to them about their future needs and discussing how to develop the products or services to satisfy their demands (Thakur & Thakur, 2003). Knowledge of the market is also important, that is knowing the competitors' performance, their ways of charging and if the market has any new entrants. The successor must also be well-versed in the business environment as the business can be disrupted by many external factors. Politics, economics, environment, society and technology can all impact the company's growth, so one needs to be informed. The corporate sector could be tracked by forming a group of employees to track and report on changes (Thakur & Thakur, 2003).

4.5.8 *Interpersonal skills*

In Table 4.2, 61.7% of the respondents agreed that interpersonal skills are important in selecting a successor, 34% said they are critically important whilst 4.3% said they are not sure. The ability to connect, work or relate with others is an interpersonal skill. To maximize a company's human resources, managers need these abilities (Matthews, 2001). A manager who inspires and motivates his or her team is a valuable asset to the organisations. This form of contact not only boosts productivity and contentment among employees but also sets a good example.

Some studies rank personality as the most considered factor before other factors such as financial analysis capability, and the ability to think strategically and manage other executives, among others (Finkelstein et al., 2009). While certain fundamental competencies are universal, such as the ability to communicate effectively, consider those that are unique to the industry or situation (Matthews, 2001). The successor must be able to communicate both orally and in writing. Rushed memos full of

typographical errors and confusing meetings are detrimental to the success of the successor. An excellent manager can always communicate clearly and communicate useful, easy-to-understand information that helps with the task at hand. These managers' meetings are well focussed and aptly timed.

4.5.9 *Technical knowledge and skills*

The results show that 59.6% of the respondents agreed that technical knowledge and skills are critically important in choosing the successor whilst 31.9% said they are important, 4.3% were not sure and 4.3% thought that technical skills are not important. The skills and experience of their employees and their understanding of customers' needs make all businesses a valuable source of knowledge. Information can have a significant impact on an organisation's ability to grow. This is not limited to large multinational corporations, but from a local newsstand to a manufacturing firm, knowledge management can help everyone (Smith, 2021).

Low-level managers' technical skills are more important than those at the top of the chain (Hernandez-Marrero, 2006). To reach their aims, managers need technical skills which include knowledge and abilities. These qualities include the ability to enhance sales, develop diverse products and services, and advertise them. The successor must show an understanding of the whole business, for example, to oversee a team of IT professionals, one must know how to navigate the company's programming systems (Hernandez-Marrero, 2006). The manager should be in a position to guide subordinates, help them to achieve higher levels of success and impart practical advice and use trade secrets.

4.5.10 Decision-making abilities and experience

Results show that 46.8% indicated that decision-making abilities and experience are critically important for the successor to have and 42.6% held the view it is important. Problem detection and problem-solving are part of an executive's daily duties. To achieve this, one must be meticulous and able to remain calm under stress. Maintaining productivity and smooth workflow requires quick thinking when problems arise. Creativity is key to producing unique solutions that impact the company and the team a little. It helps to think on your feet when deciding how to accomplish a task. Analysing the benefits and drawbacks of a scenario rapidly is essential (Smith, 2021).

4.5.11 Compatibility of goals with current CEO/MD

Looking at the compatibility of goals with the current CEO/MD factor in choosing a successor in CPEs, 34% were not sure about its importance, 42.6% viewed it as important and 10.6% indicated that it was critically important. It is critical to find a successor who excels at collaborative management or collaborative leadership (Linden, 2003). It is critical to embrace skills that vary from that of the current CEO/MD but help them meet their strategic goals. For example, when considering a successor, they may consider hiring someone who specialises in communications and outreach if they want to raise their company's brand awareness and if they do not know the difference between public relations and marketing.

4.5.12 Commitment to business

The results in Table 4.2 show that 48.9% of the respondents indicated that the successor should be highly committed to the business while 44.7% agreed that commitment to the business is important and a paltry 4.3% were not sure. According to Ibrahim et al. (2001), a common blunder is selecting a replacement without

committing to a target. The successor must uphold the same values upon which the company was founded. The candidate should show he or she embodies those values rather than simply agreeing with them (Matthews, 2001) to avoid the chances of changing the culture through the development of a new culture. High-level commitment and support will benefit succession planning. In addition to giving time for people to learn, succession planning also involves removing barriers and establishing a learning culture (Lynn, 2001).

4.5.13 Psychological traits

Studies show that the link between personality and behaviour is symbolised by observable behaviours which shows that the individual's cognitive state and personality play significant roles in job success (Kurz & Bartram, 2002). In this study, 69.6% of the respondents viewed psychological traits as important when selecting a successor, 13% indicated critically important and 17.4% were not sure of the importance. Sackett & Walmsley (2014) based their research on the Big Five personality model, which is a well-known paradigm for assessing personality. Conscientiousness, agreeability, emotional stability, extraversion, and openness to experience are the Big Five personality traits. The researchers analysed a lot of data from job interviews to determine what companies looked for. Employers use systematic job interviews to examine candidates' personality qualities for the job and workplace fit. When hiring a salesman, a company may check for extraversion and friendliness in prospects to guarantee they can work well with customers.

4.5.14 A personal relationship with CEO/MD

The survey shows that 31% indicated that the personal relationship with the CEO/MD of the successor is critically not important, 34% ranked it as not important, 21.3% were

not sure and 10.6% viewed it as important. Most participants highlighted the need to shun corruption or nepotism by not selecting successors with personal relationships with the current managers. However, the extent of personal relationships varies as some may be linked merely by the job which may be an advantage as the successor will know the company's strategic plan and culture and may influence his performance with that of the organisation.

4.5.15 Respect from employees

Table 4.2 shows that 53.2% of the respondents were not sure how respect from employees correlates with choosing a successor in CPEs while 36.2% viewed respect from employees as important and only 4.3% indicated that it is critically important. Studies show it is important to select someone who is not only qualified but also has respect from important team members and the ability to lead the firm forward (Hunt et al., 2015). Smith *et al.* (2001) argue that relationships are the essence of management and are crucial for success. Before a manager can lead a team, he or she must acquire the respect of the members of that team. Effective communication is crucial to achieving this. The goal is to win team members' respect while maintaining professional boundaries by getting to know them personally and professionally. Despite being a manager, the successor must also be able to contribute as a team player (Smith *et al.*, 2001).

4.5.16 Trust by employees

The results show that trust by employees was ranked critically important by 14.9% of the respondents, 55.3% ranked it important and 27.7% were not sure. The successor should inspire trust and confidence among the company's owners. According to Matthews (2001), there is a need for a different type of successor for every scenario.

For example, for public enterprises, the successor must have that experience and if the organisation is owned by a family, the successor must be someone with whom they are comfortable. For organisations with investors, the stakeholders will likely want to have input in choosing the successor (Matthews, 2001). Good managers hold themselves to the highest standards so their subordinates can see what they should aspire to (Argyris, 2002). Strong managers must have the qualities of integrity, honesty and professionalism. For working ethics and temperament, it is best to show than tell as a leader. Hiring managers seek candidates who follow a tight moral code and who provide a good example for others.

4.6 FACTORS AND INFLUENCE ON SUCCESSION PLANNING IN COMMERCIAL PUBLIC ENTERPRISES

Table 4.3. Summary results for significant factors influencing succession planning and recruitment

Factor	N	Minimum	Maximum	Mean	Std. deviation
<i>Age of successor</i>	47	1	5	3.6	1.080
<i>Gender of successor</i>	47	1	5	2.6	1.363
<i>Education</i>	47	1	5	4.3	0.783
<i>Experience in PEs</i>	47	1	5	4.4	0.853
<i>Outside management experience</i>	47	2	5	3.9	0.787
<i>Past performance</i>	47	3	5	4.4	0.577
<i>Knowledge and skills in marketing, finance, and strategic planning</i>	47	3	5	4.4	0.677
<i>Interpersonal skills</i>	47	3	5	4.3	0.548
<i>Technical knowledge and skills</i>	47	2	5	4.5	0.776
<i>Decision-making abilities and experience</i>	47	3	5	4.4	0.673
<i>Compatibility of goals with current CEO/MD</i>	47	1	5	3.5	0.906
<i>Commitment to business</i>	47	2	5	4.4	0.681
<i>Psychological traits</i>	47	3	5	3.9	0.567
<i>Personal relationship with CEO/MD</i>	47	1	5	2.2	1.070
<i>Respect from employees</i>	47	1	5	3.4	0.735
<i>Trust by employees</i>	47	1	5	3.8	0.770

Scale: 1 – less important to 5 – very important.

Source: Survey data

From Table 4.3 above, the majority of the respondents indicated the following as important factors or variables to consider in recruitment when planning for succession in CPEs: the age of the successor, education, experience in CPEs, outside management experience, past performance, knowledge and skills in marketing, finance, strategic planning, interpersonal skills, technical knowledge and skills, decision-making abilities and experience, compatibility of goals with current CEO/MD, commitment to the business, psychological traits and respect from employees trust by employees. As shown by the mean of 2.66 and 2.2 respectively, respondents understood that gender and personal relationship with the CEO/MD are not significant factors in succession planning.

4.7 RELATIONSHIP OF FACTORS INFLUENCING SUCCESSION PLANNING AND RECRUITMENT

According to Table 4.3, the study assessed the relationship between the study variables by using Spearman's correlation analysis.

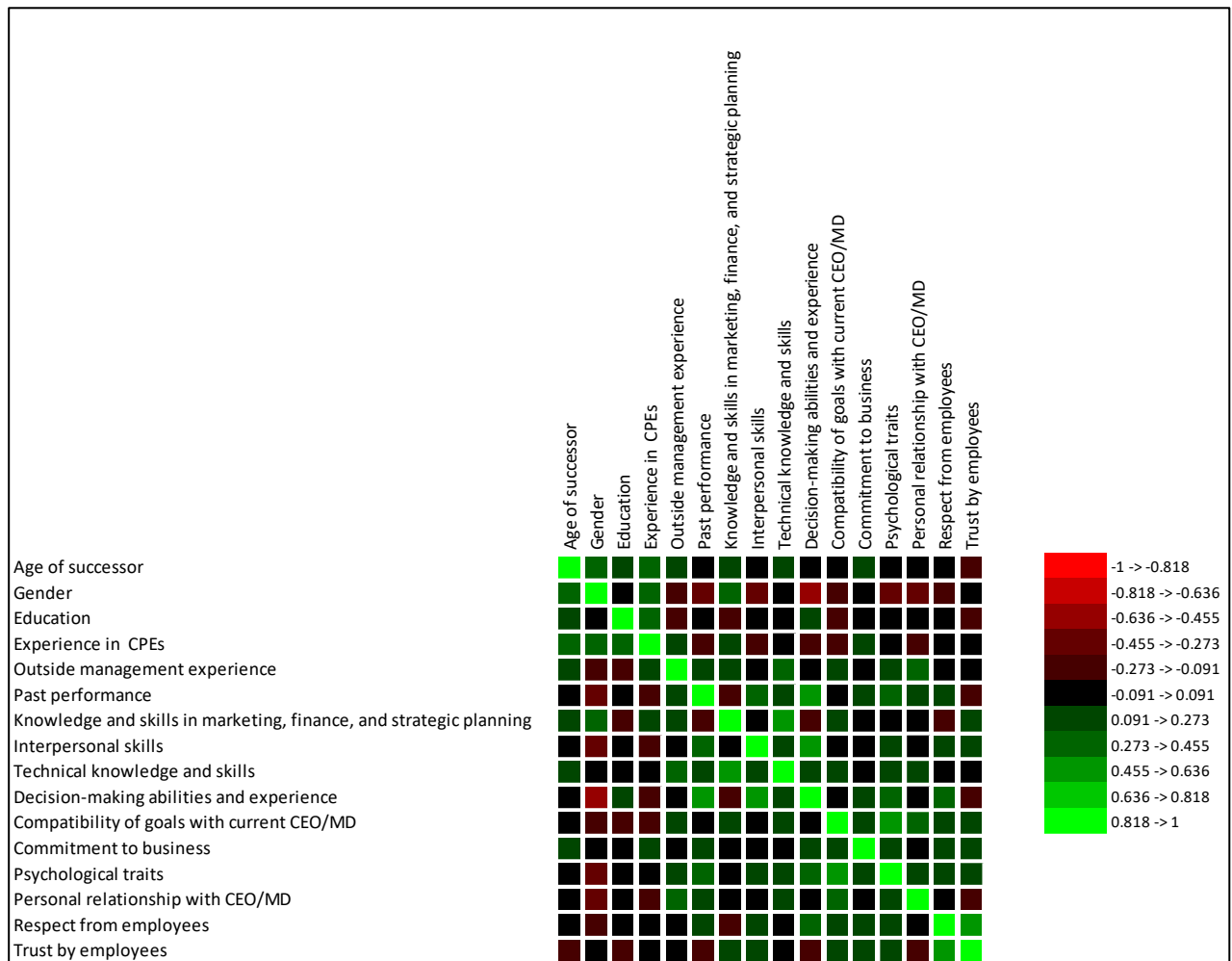


Figure 4.1. Image of the correlation matrix

*Correlation is significant at the 0.05 level (2-tailed) as given in the coded colours
Source: Survey data

Results of the Spearman correlation in Figure 4.1 above indicate there is a significant negative correlation between gender versus past performances, interpersonal skills, decision-making abilities and experience and personal relationship with CEO/MD (p-value <0.05); a significant positive correlation between past performance versus decision-making abilities and experience ($r=0.634$, p-value <0.05) and a significant positive correlation between technical knowledge skills and knowledge in skills in marketing, finance and strategic planning ($r=0.667$, p-value <0.05). The findings indicate there exists an inverse correlation between personality traits and

organisational performance variables and a positive correlation between personal traits as succession planning constructs in Namibia's CPEs. This is in tandem with the views of Ahmad & Cheng (2018) and Oduwusi (2018) who identified experience and personal traits as some factors with a significant positive impact on succession planning, recruitment and overall on organisational performance, while psychological traits of candidates hurt succession planning and organisational performance.

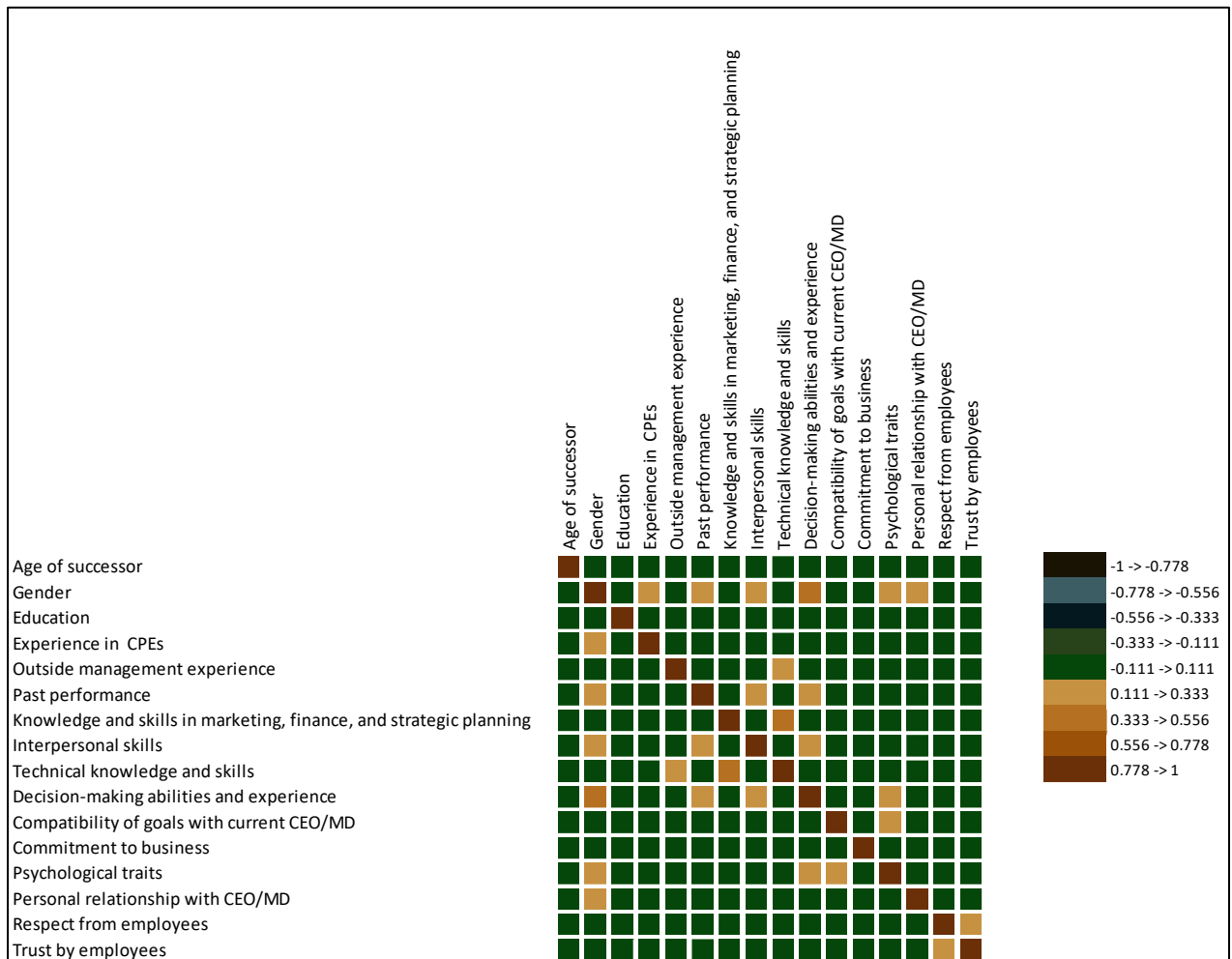


Figure 4.2. Image of the matrix of coefficients of determination

Source: Survey data

The coefficient of determination indicates how much variability is caused by a factor's relationship with another variable (x and y relationship). The correlation analyses performed show that from 33% to 78% of the variation in y can be explained by the x -variables in Figure 4.3.

a) *The effects of the factors that influence executive leadership succession planning in CPEs*

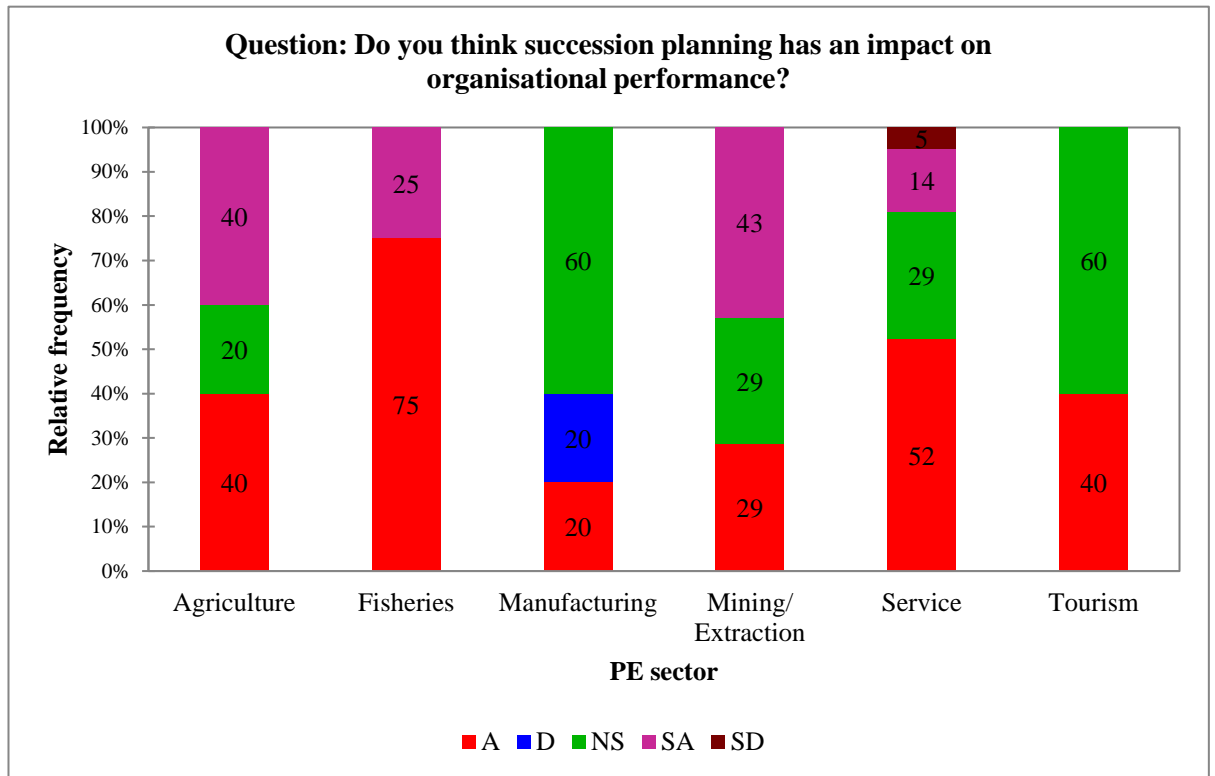


Figure 4.3. The impact of succession planning on organisational performance by sector

Source: Survey data

According to interviewees, the current organisational structure helps with succession planning in CPE. As stated by participants, management must ensure succession planning aligns with the organogram fairly and strategically. The emerging theme/finding was that CPEs had no succession planning. As discussed in Chapter 2, leadership must recognize succession planning's importance. This assertion supports the interview findings. According to Gilliam et al. (2016), a lack of support is a major obstacle to succession planning. One of the major challenges in creating a succession plan is the lack of executive support. A systematic approach to succession planning will fail if top managers refuse to support it.

b) *The recruitment of executive leadership in CPEs*

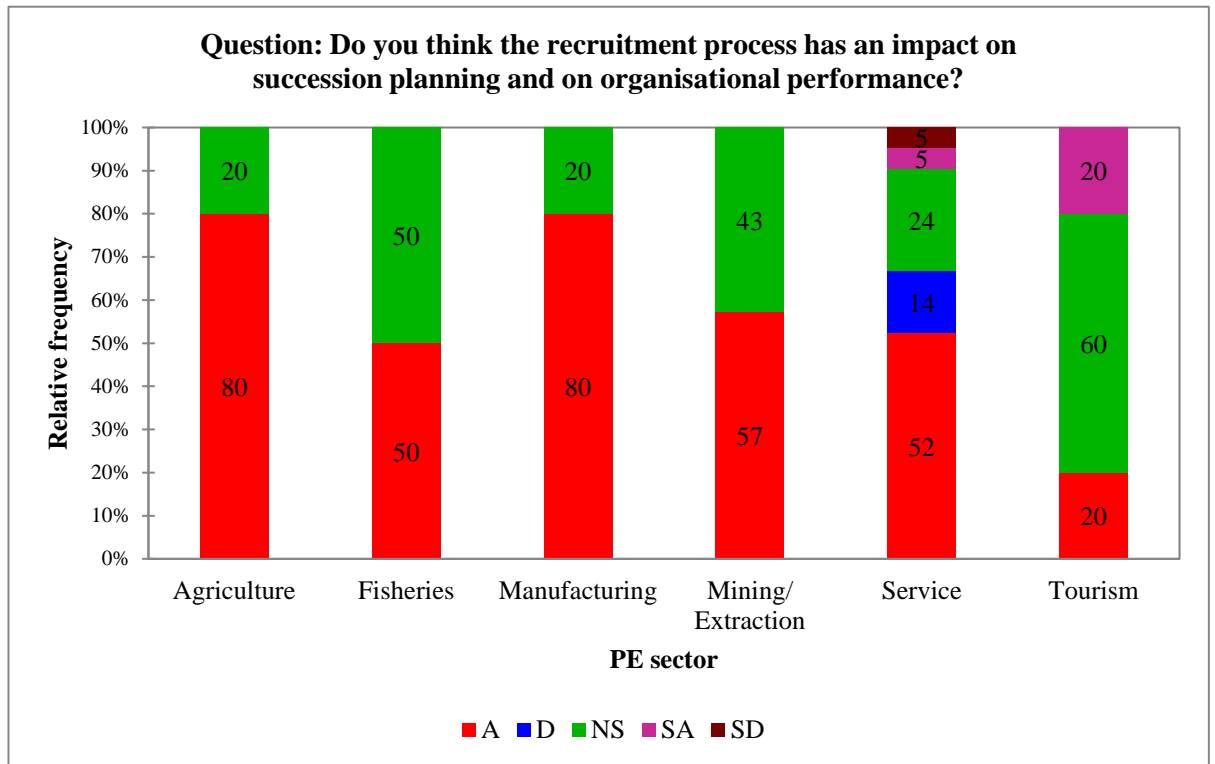


Figure 4.4. The impact of the recruitment process on succession planning and organisational performance by sector

Source: Survey data

The results of the interviews show that all 20 interviewees understood succession planning. Interviewee ‘E’ defined succession planning. According to Braun & Clarke (2006), the theme represents the research question and captures significant aspects of the question. The focus of the study was on CPE succession planning. It would have been difficult to interview participants who did not understand the subject. The pilot study was conducted to fine-tune the protocol and ensure a smooth interview process. In Chapter 2, CPEs have directors, a management team and employees. CPE annual reports briefly discuss succession planning, which supports the study's findings. During the pilot study, the interviewees gained a better understanding of succession planning concepts and issues.

No succession planning was clear in CPEs, and respondents agreed that measuring or evaluating something non-existent was difficult. According to the study, employees felt management was not being honest about succession planning, which demotivated them. In the literature review chapter, it is noted that CPEs have discussed the issue, but have taken no action. While most PEs did not have succession plans, that does not mean they are ineffective. Succession planning increases opportunities for high-potential employees and helps start the organisation's strategic plans (Porkiani et al., 2010).

c) *The effects of the recruitment of executive leadership in CPEs*

The nepotism syndrome and power plays (authority figures) are at the heart of succession planning. In the survey, respondents indicated that CPEs lack clear succession planning policies and training programs for future executives. In the literature review, succession planning was emphasized as lacking. Because of the challenge, employees are unsure of key positions, and this has ripple effects. In Chapter 2 some noted that line management owns and drives succession planning, while HR provides support and guidance. The organisation's long-term strategic and mission-critical needs are the focus of succession planning. Because CPEs did not openly discuss succession, it was unclear which positions would be hit the hardest by departing employees.

4.7.1 Identifying successors for key positions in CPEs

Like the previous question, respondents were asked to describe selecting key employees in CPEs by rating on a scale of 1 – 5 (1 – strongly disagree; 2 – disagree; 3 – neutral; 4 – agree; 5 – strongly agree).

a) *The recruitment of executive leadership in CPEs*

Table 4.4. Descriptive statistics: Identifying potential successors

Variable	N	Mode	Mode frequency	Rating	N	Frequency (%)
Self-nomination	47	1	15	1	15	31.9
				2	15	31.9
				3	9	19.1
				4	5	10.6
				5	3	6.4
Performance Evaluation Ratings	47	4	23	3	1	2.1
				4	23	48.9
				5	23	48.9
Supervisor	47	4	17	1	1	2.1
				2	3	6.4
				3	16	34.0
				4	17	36.2
				5	10	21.3
Ministry	47	3	27	1	5	10.6
				2	8	17.0
				3	27	57.4
				4	7	14.9

1 – strongly disagree; 2 – disagree; 3 – neutral; 4 – agree; 5 – strongly agree.

Source: Survey data

4.7.1.1 *Self-nominations*

Identifying potential successors for executive leadership is the focus of this section. Table 4.4 shows that self-nominations are supported by 17% of respondents, 19.1% were neutral and it was opposed by 63%. In the absence of qualified internal candidates or if the CPE is small or less established, it may use external recruitment strategies. Aspirants for public service jobs should have good morals and be willing to follow the laws such as the Public Service Act of 1995 high standards of conduct. The impact of internal/external strategies on current employees should be considered by institutions (Hughes & Rog, 2008; Rioux & Bernthal, 1999).

4.7.1.2 Performance management system

According to Table 4.4, 73% of the respondents indicated that the performance management system might identify potential successors, while 2.1 per cent were neutral and 22% disagreed. Most middle managers viewed it as a top-down process in which senior executives lack interest in providing feedback to junior staff. Although performance management is intended to create a shared sense of ownership among employees, there is a widespread misconception that HR owns performance management (Ali et al., 2019; Latham et al., 2005). To succeed, the Public Service needs efficient and effective employees. It is known to employees what they are expected to do, while managers know if they are meeting expectations. Berchelman (2005) states that a progression of assessments that are formal and sessions with feedback on performance must be subjected to employees identified as 'high potentials' or 'top talent'.

4.7.1.3 Supervisor

Table 4.4 shows that 35% agreed that the supervisor can identify successors while 6% were neutral and 59% disagreed with this strategy. This could result from strained relationships between supervisors and subordinates. Managers may favour candidates of their race or gender which may lead to the exclusion of people with tremendous potential from other races or genders (Gilal & Siddiqui, 2021; Niven, 2006).

4.7.1.4 Ministry

Table 4.4 shows 51% of respondents approved of the HR manager selecting potential successors, 14% were neutral and 35% disapproved of the method. The merit-based choice is critical in making sure the Public Service hires and promotes the best. The

goal is to pick the best candidate for the job based on skills, experience, talent, personality traits, potential and the requirements for a representative and diverse public service workforce. According to Kapinga (2013) and Nghidinwa (2009), HR should establish a talent pool with specific talents, qualities and experiences to fill certain often high-level positions.

Table 4.5. Summary descriptive statistics for recruitment variables

Statistic	Self-nomination	Performance Evaluation	
		Ratings	Supervisor Ministry
N	47	47	47 47
Sum	107	210	173 130
Mean	2.3	4.5	3.7 2.8
Standard deviation (n)	1.198	0.539	0.947 0.831

1 – strongly disagree; 2 – disagree; 3 – neutral; 4 – agree; 5 – strongly agree

Source: Survey data

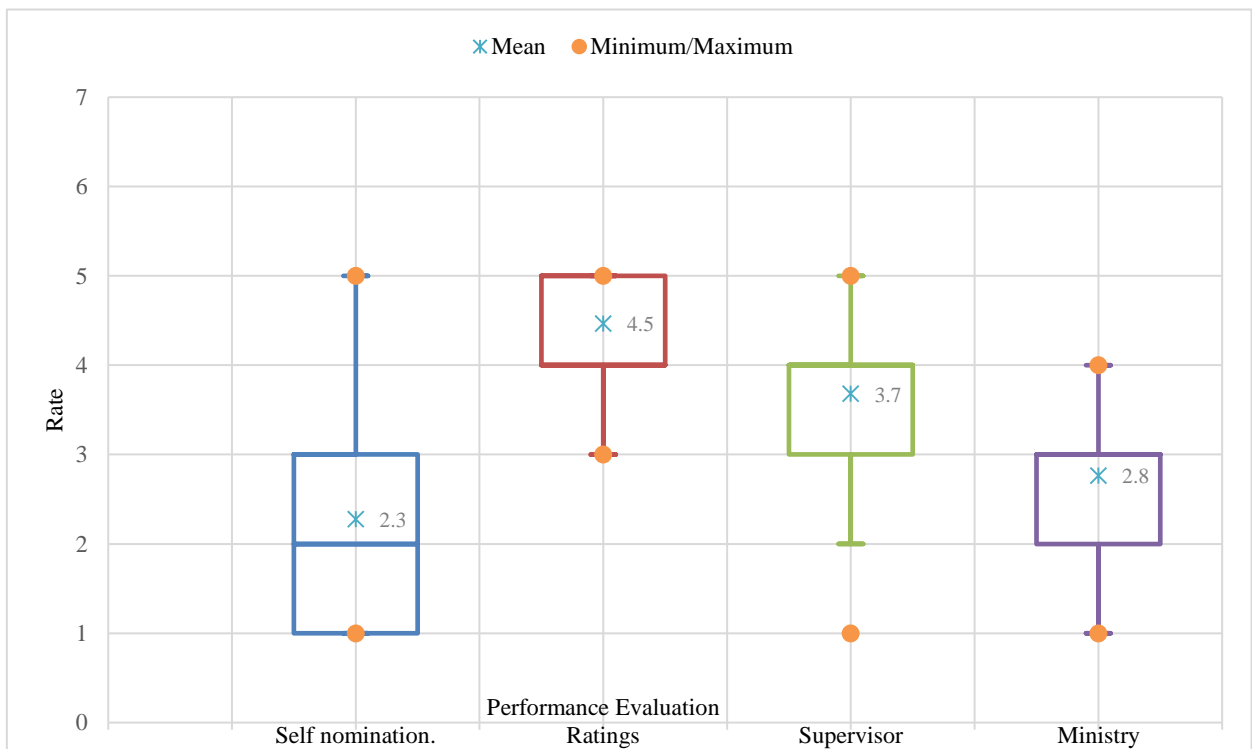


Figure 4.5. Box plot for recruitment variables

1 – strongly disagree; 2 – disagree; 3 – neutral; 4 – agree; 5 – strongly agree

Source: Survey data

From Figure 4.4 performance evaluation ratings had the highest mean of 4.5 and self-nomination had the lowest mean of 2.3. Therefore, respondents strongly agreed with the question based on performance evaluation ratings.

From the previous explanation, the efficacy of departmental advertising, both in terms of content and reach, is critical in identifying and attracting suitable applicants. Job postings should describe the duties to be performed as well as the selection criteria to be used; qualifications should be defined not only in terms of academic achievement but also in terms of abilities and applicable experience (Kapinga, 2013). If educational qualifications are required, they should be set at a level that strikes a compromise between competency and accessibility. On the other hand, the required qualifications should be indicated in the advertisement. Skills search or "head-hunting" can be used to locate people for senior jobs or skills shortages, provided that more standard advertising tactics are insufficient. Once candidates are identified, the principles of merit selection should be employed as usual (Kapinga, 2013; Nghidinwa, 2009).

4.8 VIEWS ON EXECUTIVE SUCCESSION PLANNING AND IMPLEMENTATION

The following conclusions include an analysis of the events and interviews, as well as cited statements from participants on executive succession planning and execution in Namibia's CPEs.

Twenty-one documents were used as primary data. The documents were coded from IP1 to IP21. According to Table 2, the coding revealed these themes. An audio recording of each of the twenty-one documents was transcribed. Using the qualitative

analysis programme Taguette, (Rampin *et al.*, 2019), three themes arose because of trends discovered while analysing textual material. Table 4.6 lists the themes, response frequencies and frequency percentages related to each theme.

Table 4.6. Main themes and sub-themes

Main themes	Sub-themes
1.0 Succession Skills and Competencies	1.1 Leadership development
- Document data show specific competencies and the qualities that candidates should have.	
2.0 Leadership and Succession Planning	2.1 Readiness and Capability
- Document data indicate that the organisation needs leaders who can foster long-term sustainability	
3.0 Knowledge Transfer for Succession Planning	3.1 Knowledge Transfer
- Document data indicate that knowledge attributes need to be transferred. To ensure success, knowledge transfer must occur.	

Note: The author's typical brief interpretations of the findings from this theme outcome are discussed in the discussion and interpretation of findings part of this chapter. Readers should not take these interpretations as all-encompassing in terms of the data found. This chapter has quickly reviewed representative data that contributes to the study question, goal and problem.

4.8.1 *Sentiment Analysis*

The opening mining shows a positive sentiment (84%). The words used in the interviews were more positive (62%) than negative (12%) or neutral (9%). The sentiment closer to 100% means that the opinions given by the participants are positive whilst the one closer to 0% indicates a negative opinion on various parts of succession planning.

According to the findings in Table 4.7, participants were extremely not happy with the challenges experienced in the Ethical, Legal, Social and Policy Implications (ELSP) knowledge of the ELSPI framework, leadership development, leaving the position,

mitigation strategies, opinions on ELSPI, readiness and capability, recruitment framework and effects. One participant remarked:

There is no visible succession plan and not having a plan also creates serious tensions which can sometimes affect teamwork and team spirit.

(IP1)

Positive opinions were gathered more from various parts of the interview. Participants gave their opinions on leadership development. Participants had positive sentiments about leadership development as a process in succession planning. One participant stated:

Leadership development is like playing a game. You may use the external market for fresh ideas, and this is good if the enterprise needs to be a turnaround, it's good to use an internal candidate, especially in an enterprise doing well. The reason is that until now our candidate has been part of the success of that company and he knows the strategy and operations of the company. (IP20)

Table 4.7. Succession planning Sentiment Analysis

<i>Sentiment</i>	<i>Aspect</i>	<i>Confidence (%)</i>
Negative		12
	Challenges in ELSPI	1
	Happy with ELSPI	1
	Knowledge of ELSPI Framework	1
	Leadership development	1
	Leaving the position	1
	Mitigation Strategies	2
	Opinions on ELSPI	1
	Readiness and Capability	3
	Recruitment framework and effects	2
Neutral		9
	Happy with ELSPI	2
	Leadership development	2
	Leaving the position	2
	Mitigation Strategies	3
	Recruitment framework and effects	1
Positive		62
	Challenges in ELSPI	5
	Happy with ELSPI	10
	Knowledge of ELSPI Framework	3
	Leadership development	8
	Leaving the position	4
	Mitigation Strategies	14
	Opinions on ELSPI	7
	Readiness and Capability	6
	Recruitment framework and effects	5
Grand Total		84

Source: Survey data

4.8.2 Theme 1.0 Succession Skills and Competencies

The results highlighted specific skills and abilities that candidates should have. According to Wilson (2018), achieving future strategic goals requires a plan for future capabilities. Participants provided systematic and integrated process steps and methods focusing on key skills judged retainable by skilled staff; for example, crucial areas and jobs. One participant suggested aligning workforce competencies with phased strategic plans. IP9 proposed:

Public Enterprises in Namibia should strive to strike the right balance between growing internal resources and recruiting from outside. As public enterprises should be cautious of not creating little internal kingdoms, some talent from outside is also critical to introduce a new innovative way of thinking. And challenging status. However, the critical skills aligned to the successful delivery of the mandate of the public enterprise and the strategic direction of the public enterprise may also affect the decision to take on from outside or to grow the internal talent.

IP19

4.8.3 Theme 2.0 Leadership and Succession Planning

Document information suggests the organisation needs leaders who will encourage long-term sustainability. Johnson et al. (2018) cited charismatic leadership as useful to leadership sustainability. This phenomenon has been discussed in several academic circles as a hallmark of credible leadership. CEO leadership charisma and transactional leadership styles were investigated as determinants of organisational performance by Bryant (2003). To build a long-term organisation, executives must excel in vision, strategy and scalability. A leader's charisma appears to draw followers. Coding IP7 cited the following human capital hurdles that some companies face:

When talented people reach the pinnacle of leadership, they can prevent the next generation's advancement. Some companies avoid these stumbling blocks by creating new positions, collaboration opportunities, and giving assignments that let future leaders develop. (IP7)

When seeking answers to the question "Who should be hired?", many organisations have struggled with managing chaos, changing cultures, empowering their employees, and reorganizing themselves (Conger, 1999; Fanelli & Misangyi, 2006). Many people feel that transformational, visionary and charismatic leaders are needed to lead organisations through the chaos. Evidence shows charm (idealised influence), personalised concern (a focus on the follower's growth), the ability to challenge assumptions and question the status quo and articulate an appealing vision motivate others to follow them (Groves, 2014; Groves & LaRocca, 2011; Hargis *et al.*, 2011).

A transformational leader is also known as a visionary leader. Others are influenced by visionary leaders because they are emotionally and/or intellectually drawn to the leader's visions of what could be. Vision connects the present and future states, energises and motivates people, gives meaning to their actions and serves as a benchmark for measuring performance (Bryant, 2003; Groves, 2014; Moreno & Girard, 2019).

4.8.4 *Theme 3.0 Knowledge Transfer for Succession Planning*

IP19 remarked: "Succession planning isn't part of the culture." It is necessary to track the organisation after succession is completed for it to continue to exist in a healthy state. Whenever there are important leadership changes, new leaders should undergo board review processes every nine to fifteen months (IP7). The ability to teach and pass on leadership skills to new leaders can help maintain an organisation's sustainability. In a circumstance like succession development, which is analogous to apprenticeship or parenthood, it is vital to transfer learnt skills through mentorship and training. This is the pinnacle of knowledge management.

IP1 said this:

Succession planning at the Executive Leadership level is necessary so that there is enough business continuity. When we lose a leader, we lose knowledge and we feel the pressure or the vacuum because then there is not a person readily available to step in and no time will be available to allow knowledge transfer. Succession planning and implementation also provide hope for career growth in any institution and would provide hope for career growth. An existing talent pool will also allow for knowledge transfer. Besides, it is also cost-effective to train your talent because the recruitment process itself is expensive. (IP1).

No one is indispensable, even though we all bring something unique to our jobs (Kotter, 2001; Rothwell, 2011). Even when a highly respected and influential CEO leaves, organisational life goes on. It is part of a true leader's job to groom one or more successors to fill the vacuum when he or she leaves. This is especially true when a leader is on the verge of retirement. Leaders can, however, move at any stage of their careers or ages.

A succession planning initiative that fails to properly document organisational knowledge can be disastrous. While maintaining profitability, productivity and organisational continuity, it is crucial to reduce knowledge loss that can only be transferred via one-on-one coaching or personal experience.

4.9 AN EXECUTIVE LEADERSHIP SUCCESSION PLANNING FRAMEWORK FOR CPES IN NAMIBIA

In response to this question, interviewee E responded that there existed succession planning in their commercial public enterprise. Other interviewees said that their organisations lacked succession planning. However, IP3 and IP6 stated that their organisations had succession planning, albeit in a limited capacity. The consensus was that there was succession planning, but the difficulty is that there is no defined structure or method on how it should be done. The lack of policies makes it difficult to demonstrate succession planning in most CPES. The literature research and interviews concur that such policies are absent.

The participants agreed that senior management chose important personnel without employees' input or consultation (as stated by IP1, IP2, IP6, and IP7). Management chose senior personnel at their discretion. Literature studies indicate that it is possible to find individuals for specific jobs, but the process should ensure that the incumbent is developed. CPES need to develop succession planning strategies and practices that include staff development. The overarching message was that top management-owned succession planning. Despite the findings in Chapter 2, no consultation was conducted with employees.

According to the interviews, most CPES had a performance appraisal process/system, but it was not used in succession planning. Interviewee IP6 mentioned that performance assessments are important for organisations because executives utilise them to discover skills shortages and to promote or reward employees. Employee performance might be a motivator for advancement. During succession planning, job rotations and promotions are used to train, develop, and retain personnel. Lateral

transfers let managers examine employees' abilities and key competencies, paving the way for advancement. Performance appraisals help achieve this (Swanepoel et al., 2008). Employees will be able to comprehend their supervisors' expectations and managers will be able to recognise their subordinates' limitations. It was noted in Chapter 2 that managers should be aware of the obstacles facing succession planning (Magda et al., 2012).

CPEs face issues in succession planning. Organisational failure, lack of succession planning policies and plans and budgetary issues were all mentioned by interviewees as important obstacles encountered by firms. In Chapter 2 it was also noted that organisational leadership is at the centre of most organisational difficulties. This question's findings support assertions made in the literature review chapter. According to Magda et al. (2012), corporate politics may favour friends and allies over rivals, regardless of skills and qualifications. Performance and potential can be replaced by corporate politics. Training, education and development meetings might take a lot of time to implement succession plans (Magda et al., 2012).

4.9.1 A designed Framework for a better practice of leadership succession in Namibia's CPEs

Based on the findings of this study, leadership succession in Namibia's CPEs is beginning to show signs of potential. Most managers, however, do not understand succession planning and execution processes, even though they acknowledge their importance. Rather than succession planning, most firms adopt leadership replacement. Due to the various factors influencing ELSP discussed previously, this dissertation criticises the wisdom of universal leadership models or frameworks for

succession in Namibia's CPEs. These frameworks are applicable, but do not consider Namibian organisations' level of growth and sophistication in comprehending leadership succession, nor do they consider the impact of national culture on leadership succession practice. While one framework may be useful to a Namibian public enterprise like TransNamib, it may differ with another enterprise like the Namibia Wildlife Resorts (NWR) because of existential differences which were also picked from the interviews.

Based on the findings of this study, the researcher developed a succession management framework for Namibian organisations which is called the Muadinohamba Succession Development Progression Framework. The framework was designed using a theoretical model for managing leadership succession and the tenets of the Leadership Pipeline Model which is highly regarded in the literature on succession models (Dai *et al.*, 2011).

The Muadinohamba Succession Development Progression Framework is presented in Figure 4.6. It depicts the items identified in the study as required in a formalised succession plan. The framework also accounts for cultural effects as well as most reported enhancers and inhibitors.

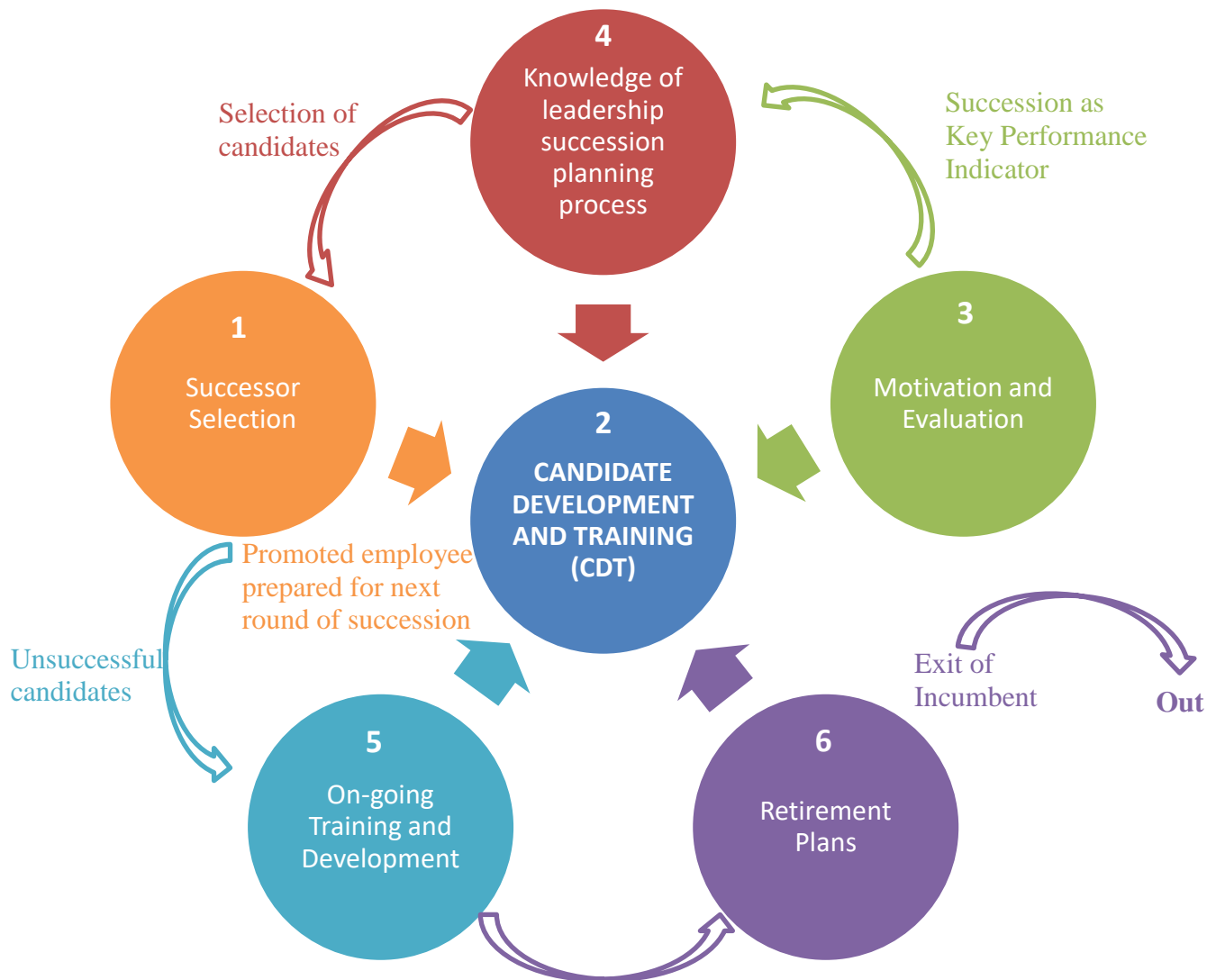


Figure 4.6. Muadinohamba Succession Development Progression Framework for Namibia's CPEs

Source: Researcher's Construct based on Research Results (2021)

The Muadinohamba Succession Development Progression Framework (Figure 4.6) provides a feedback loops at every stage for improvement of the process and candidate development.

The framework which iterative (cyclic) in process begins with stage 1 'successor selection' and trains them in leadership succession management processes. Successor

selection is a critical component of this framework. The goal of successor selection is to identify individuals who have the necessary skills, experience, and potential to succeed in a particular role, and to provide them with the training and development they need to prepare for that role. The purpose is to teach and instill in the chosen individuals a transformational leadership paradigm.

At stage 2 ‘Candidate Development and Training (CDT)’ is another important component of the framework. CDT involves providing targeted training and development opportunities to individuals who have been identified as potential successors for key leadership positions within the organization. This can involve providing leadership training, mentoring, coaching, and other development opportunities to help individuals build the competencies they need to succeed.

Stage 3 which is ‘Motivation and evaluation’ is a crucial component of the framework. Motivation refers to the process of identifying and developing high-potential employees who are capable of taking on leadership roles in the future. Motivation can be achieved through training and development programs, mentoring and coaching, job rotation, and other strategies that help employees to grow and develop. Evaluation, on the other hand, involves assessing the performance and potential of employees to identify those who are best suited for leadership roles. This can be done through a variety of methods, such as performance appraisals, assessment centers, or other tools that help to evaluate an employee's skills, knowledge, and abilities. Evaluation is critical for ensuring that the right people are selected for leadership roles and that they have the necessary competencies to succeed.

Another important component of this framework is stage 4 ‘Knowledge of leadership succession planning process’. Having a clear understanding of the leadership succession planning process can help organizations to create a succession plan that is tailored to their specific needs, and that helps to ensure the long-term sustainability and success of the organization.

The framework highlights that companies should make succession planning a key performance indicator (KPI) and reward successful planning. Making succession planning a key performance indicator (KPI) means that it becomes a measurable objective that is tied to the company's overall performance goals. This can help to ensure that the company is actively engaged in succession planning and that it is taking the necessary steps to identify and develop future leaders. Rewarding successful planning can also help to incentivize and motivate employees to participate in the succession planning process. This can be done through bonuses, promotions, or other forms of recognition that reward employees who have demonstrated leadership potential or who have played a role in developing the next generation of leaders. By making succession planning a KPI and rewarding successful planning, companies can create a culture that values and prioritizes leadership development. This can help to ensure that the organization has a pipeline of talented and capable leaders who can take on key roles in the future, which can ultimately lead to greater success and sustainability for the company.

Managers must continue their leadership succession training and development to stay current with changes in the field. By investing in stage 5 ‘Ongoing training and development’, managers can position themselves and their organizations for success in the long term. Also continuing their leadership succession training and

development, managers can: stay up to date with the latest trends and best practices in succession planning, and incorporate these into their strategies and processes and improve their skills and competencies as leaders, including their ability to identify and develop potential successors and manage change.

The framework includes exit strategies for unsuccessful candidates. An important component of this framework is to consider the possibility of an unsuccessful candidate. It's essential to have an exit strategy for such candidates to avoid creating a negative impact on the organization. The exit strategy may include providing the candidate with constructive feedback, offering them an opportunity to gain the skills required for future consideration. By having an exit strategy in place, the organization can ensure that the succession plan is fair and transparent, and that all candidates are given a fair opportunity to succeed.

Within this framework mandatory retirement age can be an important enhancer or inhibitor, depending on the participant. Having stage 6 'Retirement plan' as part of a broader succession plan can help to ensure that the organization is prepared for the departure of key leaders due to retirement and can minimize the disruption that can occur when key leaders leave the organization. By proactively planning for retirement, organizations can ensure that they have a pipeline of talented and capable leaders who are prepared to take on key roles and continue to drive the organization forward.

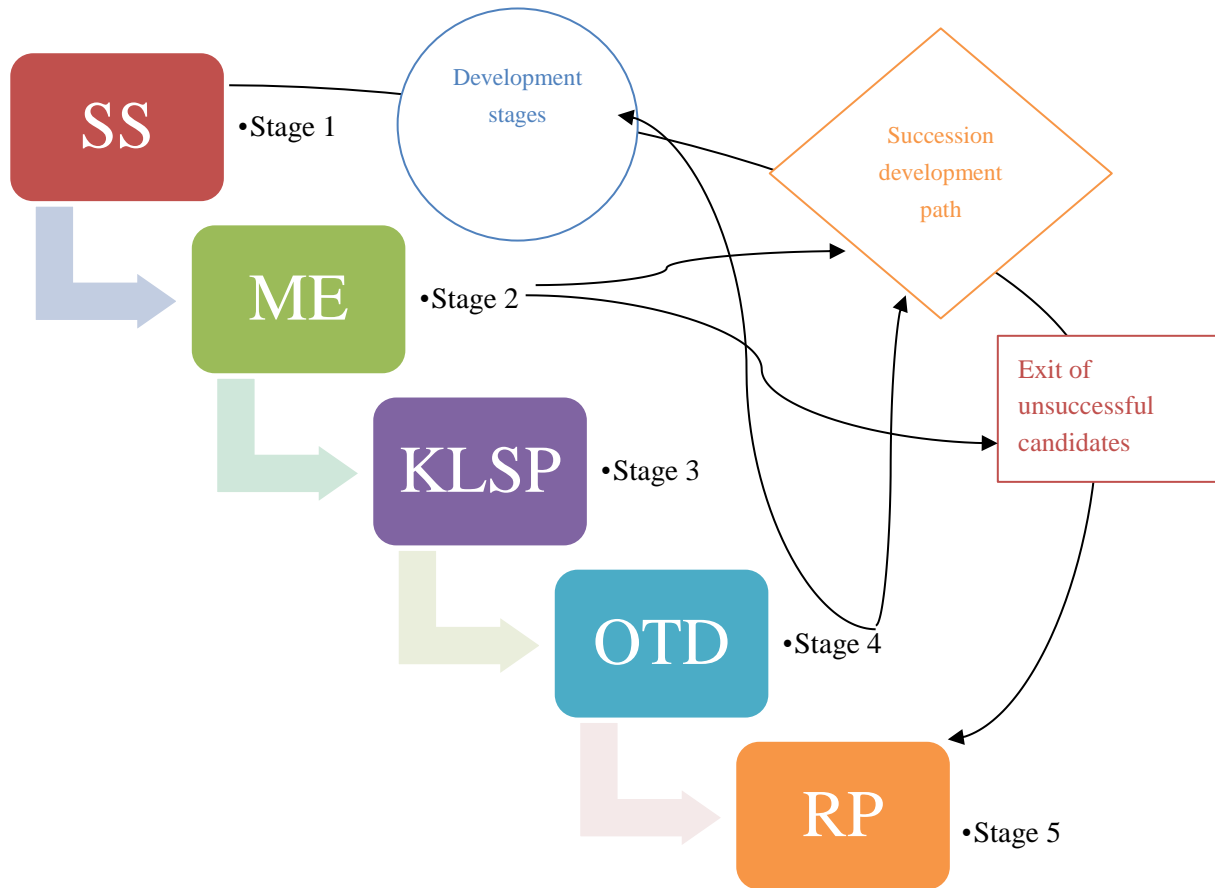
The Muadinohamba Succession Development Progression Framework serves as a tool for planning leadership succession in Namibian companies. It must be noted that this framework takes into account the impact of organizational culture, as well as

enhancers and inhibitors (factors that promote or hinder the effectiveness of a succession planning framework)

This study acknowledges that the framework cannot include all of the factors identified. Although formalisation may help neutralise some of the inhibitors identified in this study, such as alerting companies to the need for a succession mindset rather than a replacement mindset, as well as removing some entrenched tendencies, a formalized framework may neutralise some of the inhibitors identified in this study; but other inhibitors will remain unaffected. Staff education and organisational and social culture changes will be required to overcome factors such as managers' unwillingness to challenge the status quo and their reluctance to include subordinates. However, this research argues that a formalised framework will allow companies to plot and measure succession planning and implementation.

It would be wise to use as many of the enhancers identified in the theoretical framework in any practical succession framework. Making succession management a key performance metric, setting a mandated retirement age, educating managers on succession practices and providing a structured succession process are all aspects of the Muadinohamba Succession Development Progression Framework. The succession framework should also identify and remove any obstacles, including those created by the organisation.

Having considered all factors, the framework's elements are incorporated into the Muadinohamba Succession Development Progression Framework, a tool for planning leadership succession in Namibian companies.



SS: Successor Selection, ME: Motivation and Evaluation, KLSP: Knowledge on Leadership Succession Planning, OTD: Ongoing Training and Development, RP: Retirement Plan.

Figure 4.7. The Stage Structured Muadinohamba Framework of the Succession Development Progression.

The Muadinohamba Succession Development Progression Framework (Figure 4.7) may appear to be only beneficial for medium, large and very large organisations with vast human capital and financial resources, but it can also be applied to small businesses because it can be adjusted to meet the needs of small businesses.

To make succession processes work, while enhancers are being added, inhibitory factors must be removed. These were discussed in the previous chapter and will only be briefly mentioned here. Succession planning is a critical organisational task.

Companies should approach succession as a strategic process in which top managers are involved and assessed.

The organisation would profit if managers were motivated to plan and implement succession properly. A cash incentive for retirees and a promotion conditioned on selecting and developing a successor were discovered. Other forms of incentives may be used, but they were not mentioned by the participants in this study and may be investigated further. Employees will be reminded of the strategic relevance of leadership succession with strong top-management support. This will ensure a smooth transition of power in the event of a death or resignation. When the succession process has been done properly, this is most likely to assist in boosting employee loyalty.

4.10 SUMMARY

This chapter focused on factors that affect succession planning and implementation at CPEs in Namibia, based on the analysis of research findings. The factors included the age of the successor, gender of the successor, educational level, experience in CPEs, outside management experience, past performance, knowledge and skills in marketing and finance, interpersonal skills, technical knowledge and skills, decision-making abilities and experience, compatibility of goals with current CEO, commitment to the business, psychological traits, personal relationship with CEO/MD, respect from employees and trust by employees. The research also concentrated on developing a successful succession planning framework for Namibia's CPEs. The research further converged on the models for implementing succession planning and their effectiveness in light of the new proposed framework. However, the study notes that when conducting exploratory research, it is important to use a sampling technique that allows

for a broad and diverse representation of the population. In this study, snowball sampling was used, which proved to be effective in identifying a range of participants with different experiences and perspectives. The study's conclusions and recommendations are presented in the next chapter.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the conclusions and recommendations based on the findings presented in Chapter 4. The primary objective of the study was to investigate executive leadership succession planning in CPEs in Namibia. According to Piko (2014), the difficulty for grounded theory researchers is to find a key variable and keep participants focused on the theory. Due to the study's concentration on facts and real practices rather than the emotional component of interviews, nonverbal cues were not coded in this research.

Based on the interpretation of the significant findings of this study, conclusions are drawn in this chapter. Also presented in the chapter are the recommendations for the study based on the research objectives and literature review. Further areas of research are presented in the recommendation section.

A lack of leadership succession planning is confirmed in Namibia's CPEs by this study. According to those that have implemented succession planning, their success percentages are lower than they expected. The findings show that organisational entrenchment hinders succession planning and implementation. Because Namibian companies are largely unprepared for succession events, some may be tempted to blame the Namibian corporate culture of leadership for the lack of planning. The lack of preparedness causes some worries. This study has shed light on challenges experienced in succession planning in public enterprises and its findings seek to help bring companies closer to starting effective leadership succession plans.

5.2 CONCLUSION

5.2.1 *Factors that influence executive leadership succession planning in CPEs*

Leadership Succession Planning (LSP) is a key tool for assessing and developing the leadership talent of an organisation (Lewis & Heckman, 2006). Many leaders are interested in the continued performance of business organisations which depend heavily on strong leadership. Literature findings show that transformative, well-trained and proactive leadership has a positive impact on organisational performance (Avey *et al.*, 2011).

According to Shaw (2012), transformational leadership is an important part of a new paradigm of leadership that meets the needs of the group in times of insecurity. Transformational leadership is efficient in leadership development and it is linked to results worthy of most organisations, employees and leaders (Mclaggan *et al.*, 2013). The organisation could become involved in the succession planning process and its success over time through leaders with the features of transforming leadership, namely idealised influence, inspiring drive, intellectual encouragement and individualisation (Hart, 2011).

Another factor that influences executive leadership succession planning in CPEs is the identification of successful candidates within the company. The main aim is to identify which people are interested and have the potential to fill major assets or to find skills in the pool so they can gain the skills they need to fill in the gaps when the opportunities are available (Terry, 2018). Inform internal candidates not originally considered for accelerated development they can be considered to develop their careers

or that alternatives are available (Chan, 2018). Using various forms of evaluating employees and multiple points of view will minimise subjectivity.

Talent management is another factor that influences executive leadership succession planning and this is aligned with three main perspectives, which are exclusive employees (key high-performance workers or potential employees despite position), exclusive position (the right strategic jobs employees) and inclusive employees (every employee of the organisation, given the opportunity and the direction, shall be considered as actual or potential talent) (Armstrong, 2009).

Talent management's sub-factors include talent attraction, talent development, and talent retention. Sastry (2013) and Pila *et al.* (2016) argue that talent management should create an environment where people develop skills for a range of future opportunities through a transparent and equitable process. Talent management, training and development were also seen by respondents as important. Baqutayan (2014) argues that a large number of HR professionals worldwide believe the management of talent is an important challenge for organisations because it is a major source of competitive advantage.

Executive leadership succession planning in CPEs is also influenced by education and mentoring or training and development. The literature shows that effective management growth can be achieved by providing the management and leaders of the organisation with proper training programmes. Training and development sub-factors include on-the-job training, coaching, e-learning and guidance. Practical examples can help practitioners to develop leadership through coaching, personality skills development, understudy, case study and more (Chan, 2018). These arrangements

need not be necessarily formal. Chan (2018) states that providing individual case tasks can provide young producers with an opportunity to gain experience at a senior level by partnering them with a senior producer.

Orphan policies offer an excellent opportunity to start this strategy and provide both producers with a mutual benefit. Rothwell (2010) asserts that succession planning requires new knowledge and skills from internal talent. Employee training makes sure their new roles are effective and efficient. Tahir *et al.* (2014) stress the important factors of education and development for managing human resources since they can improve performance at an individual and corporate level. Training and development can play an important role in HR management. Lessons must also be applied. In terms of a growing knowledge base and a global economy, developing human resources is an important matter for the public and private sectors (Mirsepasi *et al.*, 2013). Training must therefore be seen as a strategic priority and as a resource for the measurement and management of the lack of skills in an organisation (Rajasekar & Khan, 2013).

Performance management is another factor that influences executive leadership succession planning in public enterprises. Yadav & Dabhade (2013) contend that performance management involves an organisation's understanding of and actions on performance issues at all levels, including staff, teams, departments, and the organisation itself. The three theories that support performance management include the Goal theory (emphasises establishing and agreeing on targets to measure and manage performance), the Control theory (focuses on feedback to shape behaviour) and the Social cognitive theory (based on the self-efficacy concept where employees think that their performance affects them) (Armstrong, 2019). Although performance

management was considered important by most respondents, Hvidman & Andersen (2014) conclude that the results of performance management rely on the managers' use of performance data in their activities. The difference indicates that in public organisations performance management is less effective.

For organisations to have successful succession plans, they must have good financial resources for several things such as training and development or hiring employees. In a study conducted by Terry (2018) participants who were board members indicated that financial resources influenced their ability to plan succession. Funders who built confidence and comfort with an agency using a specific leader can get a sign that an executive could leave soon causing them to pull back (Lowan & Chisoro, 2016).

An important finding of the study was that age matters when planning executive leadership succession. There was no significant effect of gender on executive leadership succession planning in Namibian CPEs. The study also found that the level of education of the potential successor was important in executive leadership succession planning. Education as a critical factor for executive leadership succession planning was echoed by Yartey & Adjasi (2007) who see the factor as critical for long-term corporate success and growth. Past performance was considered important, but not guaranteed for future results. Decision-making abilities and experience were critically important for the successor to have as this was important for producing unique solutions.

5.2.2 The effects of the factors that influence executive leadership succession planning in CPEs

According to the study, leadership at all levels is essential for succession management, but the main difference between the 'best' and the 'rest' is the level of engagement and commitment shown by top managers and next-generation executives. In the research done by Lamoureux *et al.* (2009), the results show that HR leaders and managers differ on how often they believe that the review of formal talent and actionable development plans takes place. Executives are also more optimistic in terms of succession management effectiveness to meet business and strategic challenges than HR leaders (Lamoureux *et al.*, 2009). For example, 55% of executives (versus 38% of HR leaders) rated their companies' programmes as "effective or very effective".

Participants viewed talent attraction positively. Organisations want talent. An organisation cannot give service without the skills. Rothwell (2010) states it is not always apparent who, where and when to call. Recruitment techniques may need to be reimagined to attract more high-potential employees. Most government agencies recruit using forms for helping a government department choose a person for an announced post (Pila *et al.*, 2016). Overall, most companies use LinkedIn, Facebook and Twitter for e-recruitment. Organisations also improve their websites so people can apply online. Online is better because it attracts the educated and web-literate, given that jobs are being advertised worldwide, on the local market or in niche markets (Pila *et al.*, 2016).

The study has shown the strategic importance of managing executive leadership succession planning. Therefore, one of the top management's focus points would be to

fulfil and develop potential employees' expectations through continuous learning, whether it is on-the-job or off-the-job training or opportunities for career development (Sessa & London, 2015). Managers must show strong leadership skills and provide training and development initiatives to build employees' skills and personal skills. This would encourage employees to strive to achieve their best results (Pila *et al.*, 2016). The results show that different respondents expressed different views on the commitment of top managers to succession planning. Others saw the importance of the participation of top managers from different points of view. According to them, successful succession planning relies heavily on top management's commitment which encourages top management engagement and dedication.

5.2.3 The recruitment of executive leadership in PEs

Executive leadership recruitment is an ongoing practice based on the definition of the strategic vision for the agency, determining the management and leadership skills needed to start that vision and the recruitment and maintenance of talented people with these skills or who can develop them (Wolfred, 2008). As part of succession planning, developing the strategic leader establishes professional development plans for the team of talented employees (*ibid*). In Namibia, CPEs have been exposed to large amounts of information on the Internet, bookshops, journals and books to help them understand how organisations of the knowledge economy develop and start competitive strategies.

Internal leadership courses can also improve skills and provide information on corporate practice (Lowan & Chisoro, 2016). Lamoureux *et al.* (2009) state that companies that do not follow development plans do not even follow succession management strategies that are best-intentioned. Without development plans and, most

important, implementing such plans, companies cannot prepare successors for future positions in leadership, an organisation's strength becomes weak and pipelines of leadership are curtailed.

5.2.4 The effects of the recruitment of executive leadership in CPEs

Succession planning is commonly associated with large profitable companies where the idea is to find and train the third generation to take over management and continue the business. Wolfred (2008) argues that in many industries, succession planning encounters challenges such as the size of the organisation and failure to keep employees. Typically, public service and community organisations are relatively small, so supporting secondary leadership can add too much weight and expense. Managers in large companies can avoid succession planning fearing compromising their competence (Lowan & Chisoro, 2016). The named successors may renounce and leave the organisation for various reasons, taking the organisation back to re-establishing another potential candidate (Lowan & Chisoro, 2016). The success of CPEs depends on developing leadership and leadership depends on special competencies and skills, the potential and capacities of leaders and the expected work outcome and responsibilities.

There is a correlation between good succession planning and business success (Lamoureux *et al.*, 2009). Further, Normore (2004) stresses the necessity of leadership/executive succession in schools. Some of the seminal studies in this field (Goody, 1966; Trow, 1960; Stout, 1973) and more recent inquiries for example Hargreaves & Fink (2004) indicate that leadership succession can be disruptive and ineffective if the new leader is not integrated and appreciated. Goody (1966) noted that succession affects authority and communication, power and decision-making

structures and interrupts routine business operations. Disruption can improve an organisation's performance (Hart, 1993).

5.2.5 An executive leadership succession planning framework for CPEs in Namibia.

Due to the influence of organisational culture on leadership succession planning and implementation, this study indicated that Western approaches may not be as effective in addressing cultural peculiarities in Namibia. According to Gummesson (2000), it is not uncommon for consultants to bring theory and general answers to practice with them, but this is not always the case. The researcher acknowledges the challenge and proposes the Muadinohamba Succession Development Progression Framework for Namibia's CPEs. This study suggests that, in addition to researching leadership succession, companies within a specific cultural context should research leadership succession planning and implementation processes due to existential differences.

5.3 RECOMMENDATIONS

Succession planning is an indispensable factor for Namibia's CPEs and other organisations. For both large and small organisations, the author suggests a multi-case study. Candidates for middle and executive management could be included in a focus group. A quantitative correlational study based on earlier case study results may be useful for other researchers. Projections would be based on evidence from several case studies.

In terms of organisational entrenchment, this study looked at how organisations can effectively start succession planning. Other sources of organisational entrenchment may exist. It would be interesting to study the impact of organisationally induced entrenchment stemming from gender bias and racial, ethnic and discrimination on

succession planning. Government policies can also be examined as a possible source of organisational entrenchment.

This dissertation confirms the lack of research into this part of mentoring in leadership succession. This author admits that research is scarce in leadership succession mentoring. Several participants acknowledged there is a need to strengthen mentoring. The impact of mentoring on leadership succession at all levels should be investigated.

It would be interesting to explore what motivates managers to actively participate in leadership succession planning and implementation, as this dissertation suggests it is critical. The factors at work in individuals who manage succession should be researched since it leads to promotion and continued employment within the organisation.

The use of theoretical frameworks can provide a valuable structure for data analysis and interpretation. In future studies, the developed Models or Frameworks can be used to guide the analysis of the data collected.

Finally, the Muadinohamba Succession Development Pathway Framework can be developed into a model in future research that can be modelled and can be included in succession planning in Namibia's CPEs as a tool so leadership succession planning and implementation may continue without interruption and it may reach its desired goals. This model can eliminate idiosyncrasies that exist in different corporate cultures in Namibia.

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APPENDICES

APPENDIX 1: ETHICAL CLEARANCE CERTIFICATE



ETHICAL CLEARANCE CERTIFICATE

Ethical Clearance Reference Number: DEC FOC/ 09/03 **Date:** 17/09/2021

This Ethical Clearance Certificate is issued by the University of Namibia Ethics Committee (REC) in accordance with the University of Namibia's Research Ethics Policy and Guidelines. Ethical approval is given in respect of undertakings contained in the Research Project outlined below. This Certificate is issued on the recommendations of the ethical evaluation done by the ethics committee.

Title of Project: Empirical Study of Executive Leadership Succession Planning and Implementation in Commercial Public Enterprises.

Student: Jeremiah L. Muandinohamba

Student Number: 9113754

Supervisor(s): *PROF. Lovemore Matipira*

Centre for Research Services

Take note of the following:

1. Any significant changes in the conditions or undertakings outlined in the approved Proposal must be communicated to the ethics committee. An application to make amendments may be necessary.
2. Any breaches of ethical undertakings or practices that have an impact on ethical conduct of the research must be reported to the ethics committee
3. The Principal Researcher must report issues of ethical compliance to the ethics committee (through the Chairperson) at the end of the Project or as may be requested by the ethics committee
4. The ethics committee retains the right to:
 - i) Withdraw or amend this Ethical Clearance if any unethical practices (as outlined in the Research Ethics Policy) have been detected or suspected,
 - ii) Request for an ethical compliance report at any point during the course of the research.

The ethics committee wishes you the best in your research.

A handwritten signature in black ink, appearing to read "Precious Mushendami".

Precious Mushendami (Chairperson Ethics Committee)

A handwritten signature in black ink, appearing to read "Davis Mumbengegwi".

Prof. Davis Mumbengegwi (Head, Multidisciplinary Research)

APPENDIX 2: RESEARCH PERMISSION



REPUBLIC OF NAMIBIA

MINISTRY OF PUBLIC ENTERPRISES

Office of the Minister

Telephone: +264 (0) 61 202 3602
Facsimile : +264 (0) 886 556 931

Private Bag 13408
4th Floor, Old FNB Building
Opp. Main Post Office
WINDHOEK, Namibia

9 August 2017

Chairpersons and Chief Executive Officers of Public Enterprises

RE: APPROVAL LETTER TO CONDUCT DOCTORAL RESEARCH ON PUBLIC ENTERPRISES IN NAMIBIA

This letter acknowledges that I have received and reviewed a request by Jeremia Lucas Muadinohamba to conduct a research project entitled: *An investigation into Executive Leadership Succession Planning and Developing a Framework for Public Enterprises in Namibia* and my office approve of this research to be conducted at our Public Enterprises.

My office is writing to ask the Chairperson and Chief Executive Officer to participate in the study by completing the questionnaire or availing yourselves for a short interview as and when required by the researcher or his research assistants.

I am of the opinion that the research could contribute to the improvement of Executive Leadership Succession Planning in our Public Enterprises which has been identified as a weakness in many cases.

Yours sincerely,

Leon Jooste
(Minister)



All official Correspondence must be addressed to the Permanent Secretary

APPENDIX 3: QUESTIONNAIRE



INVESTIGATING EXECUTIVE LEADERSHIP SUCCESSION PLANNING AND IMPLEMENTATION OF COMMERCIAL PUBLIC ENTERPRISES IN NAMIBIA

EXECUTIVE LEADERSHIP SUCCESSION PLANNING

QUESTIONNAIRE

Questionnaire Number.....

Introduction

My name is Jeremia Lucas Muadinohamba. I am a PhD Scholar at the University of Namibia, in the Faculty of Accounting and Economics. I am pursuing a Doctor of Philosophy degree in management.

To the Respondent

Thank you in advance for taking the time to join this survey. This survey is conducted as a partial fulfilment of the requirements for my Doctorate dissertation to understand Executive Leadership Succession Planning in Commercial Public Enterprises in Namibia. The survey is asking questions on executive leadership succession planning in Public Enterprises in Namibia. The results will be used only for research purposes and be presented only in aggregate without being revealed by outside firms. The results will only be distributed to Commercial Public Enterprises in Namibia. This

questionnaire consists of **six** sections only. Your correct and frank response is important to the success of this survey.

SECTION A: BIOGRAPHICAL INFORMATION

1.1 What is your Gender? Please tick (√) the appropriate Box.

Gender	Please tick
Male	
Female	

1.2 What is your age category? Please tick only one answer

1.2 Your age category. Please tick (√) only one option.

Age category	Please tick only one option
20-30	
31-40	
41- 50	
51-60	
61 years and above	
Total	

1.3 What is your highest qualification?

Highest Academic Qualification	Please tick only one option
Diploma	
Bachelor's Degree	
Master's Degree	
Doctorate (PhD)	
Any other (please, specify)	

1.4 How long have you rendered your services to the organisation? Please tick only one option

Duration of service	Please tick only one option
1-5 years	
6-10 years	
11-15 years	
16-20 years	
21 years and above	

1.5 What is your work designation? Please tick only one option

Work designation	Please tick only one option
Chief Executive Officer (CEO)	
Deputy Chief Executive Officer (DCEO)	
Chairperson of The governing Council	

Deputy Chairperson of the Governing Council	
Any other Please -----	

SECTION 2: YOUR UNDERSTANDING OF SUCCESSION PLANNING

The statements below deal with your understanding of the concept of succession planning. Please tick only one option.

2.1 Which statement best fits your understanding of succession planning?

Which statement best fits your understanding of succession planning?	Please tick only one option
Developing internal people with the potential to fill management and leadership	
Preparing potential successors for key positions in an organisation through a systematic evaluation process and training	
The identification of high-performing, talented employees for challenging tasks, further development and increased incentives aimed at keeping them within the organisation	
Others (specify)....	

2.2a What do you think should be the main purpose of succession planning at the Public Enterprise Organisation? Please tick only one option.

Which statement best fits your understanding of succession planning?	Please tick only one option
Developing internal people with the potential to fill management and leadership	
Preparing potential successors for key positions in an organisation through a systematic evaluation process and training	
The identification of high-performing, talented employees for challenging tasks, further development and increased incentives aimed at keeping them within the organisation	
Others (please specify)	

2.2b Do you think succession planning is required in your Commercial Public Enterprises? Yes/No

2.2c. If your answer to 2.2b is yes, explain why?

.....

.....

.....

.....

.....

2.2d If your answer to 2.2b is no, explain why?

.....

.....

.....

.....

.....

2.3 What will be your expectation of a succession planning system at the Public

Enterprise Organisation? Please Tick only one option

Which statement best fits your understanding of succession planning?	Please tick only one option
Developing internal people with the potential to fill management and leadership	
Preparing potential successors for key positions in an organisation through a systematic evaluation process and training	
The identification of high-performing, talented employees for challenging tasks, further development and increased incentives aimed at keeping them within the organisation	
Others (please specify)	

**SECTION3: EXISTENCE OF SUCCESSION PLANNING POLICY AT
COMMERCIAL PUBLIC ENTERPRISES OF NAMIBIA**

3.1 Do you have a succession planning Policy in your organisation? Please tick only one option

	Please tick only one answer		
Do You have a succession planning policy in your organisation	Yes	NO	Not Aware

3.2 If your answer to question 3.1 above is No or not aware, state the reasons the organisation does not have a succession planning policy

3.3a If your organisation deriving any benefits from succession planning?

Statement	Yes	No
The organisation is deriving benefits from succession planning		

3.3b If your answer is yes, what are those benefits?

.....

.....

.....

.....

3.3c If your answer is no, why are there no benefits?

.....

.....

.....

.....

3.4 What are the benefits of succession planning in your organisation, presented on a 5-point Likert scale: SA= strongly Agree A= Agree, U= Undecided DA= disagree, SD= strongly disagree. You must tick only one option per the statement below.

Statement	SA	A	U	DA	SD
A means of ensuring the organisation is prepared with a plan to support service continuity when the Executive directors, senior management staff leave					
A continuity supply of qualified, motivated people, who are ready to take over when current senior management and other key staff leave the organisation					

An alignment between your organisation's vision and human resource that show an understanding of the need to have appropriate staffing to achieve strategic plans				
A commitment to developing career paths for employees which will help with your organisation's ability to recruit and keep top-performing employees				
An external reputation as an organisation that invests in its people and provides opportunities and support for the advancement				

**SECTION 4 CRITERIA FOR SELECTING A SUCCESSOR IN
COMMERCIAL PUBLIC ENTERPRISES IN NAMIBIA**

4.1 Do you have any criteria for selecting a successor in your organisation to fill vacant strategic positions? Please tick only one option.

	Please tick only one answer		
Do you have any criteria for selecting a successor to fill vacant strategic positions?	Yes	NO	Not Aware

4.2a If your answer to question 4.1 above is yes, please state the criteria/stages

4.2b If your answer to question 4.1 above is no, please state how you select the successor.

4.3 Perceived traits of a potential successor

What personality features do you look for in a potential successor? Please tick many answers as possible

Statements	Please tick as many answers as possible
Ability to work	
Desire to stay in the organisation	
Hardworking	
Intelligent	
Inspiring	
Competent	
Straight forward	
Broadminded	
Fair-minded	

4.4 Awareness of the programme to develop a potential successor.

Do you have programmes to help develop employees to succeed in higher-level positions in your organisation? Please tick only one answer

Statement	Yes	No
Existence of any programmes to help develop potential successors?		

4.5a If your answer to 4.4 is yes, what are these programmes? Please tick many answers as possible

Programmes to help develop successors	Please tick as many answers as possible
Education	
Executive coaching	
Mentoring	
On-the-job rotation	
Others Please specify	

4.5b If your answer to 4.4 is no, how develop employees to succeed in higher-level positions?

.....

.....

.....

.....

.....

4.6 Which programmes listed in 4.5a above are mostly used to up-grade a potential successor to a higher-level position in your organisation (rank them in priority)? Please

Most used programmes to an up-grade executive successor	Please rank your responses as a priority
Education	
Executive coaching	
Mentoring	
On-the-job rotation	
Others Please specify	

4.7 Procedures used to fill vacant executive positions in your organisation

Which of the following is often used to fill vacant executive positions in your organisation?

Procedures for selecting an executive successor	Please tick only one option
Internal recruitment	
External Recruitment	
Both internal and external recruitment	
Appointment beyond the power of management/ Governing council	

4.8 Effectiveness of methods used in the identification of Executive potential successors in Commercial Public Enterprises in Namibia

4.8.1 Please rate these methods in terms of their effectiveness in developing employees

Statement	Very Good	Good	Not Sure	Fair	Poor
Job rotation					
Job enrichment					
Coaching					
Mentoring					
Training					
Stretch assignments					

4.8.2 Please rate the effectiveness of these methods in assessing development needs

Statement	Most effective	Effective	Neutral	Least Effective	Not effective
Self-assessments					
Performance evaluation ratings					
Interviews					

360- Degree feedback					
-------------------------	--	--	--	--	--

SECTION 5: CHALLENGES OF SUCCESSION PLANNING

5.1 Do you have any challenges in succession planning in your organisation?

Please tick only one answer

Statement	Yes	No
Do you have any challenges in succession planning in your organisation?		

5.2 What challenges do you perceive are limiting the effective succession planning in Commercial Public Enterprises in Namibia?

Below are perceived challenges relating to succession planning of Public enterprises organisations on a 5-point Likert scale: SA= strongly Agree A= Agree, U= Undecided DA= disagree, SD= strongly disagree. You must tick only one option per the statement below.

Statement	SA	A	U	DA	SD
Size of the organisation: There are few positions that the organisation may not have the ability to offer opportunities for advancement, employees with the potential and the desire to advance their careers may move to larger organisations as a result					
Lack of financial resources: Employees may leave for better salaries and benefits offered in other public organisations/ Ministries					
Inadequate training and development result in an employee who is not prepared for promotion					
A plan that does not promote people promptly, leading potential successors to leave the organisation to seek new opportunities					
Potential candidates for promotion cannot be guaranteed that they will be promoted as a lot depends on the timing and need of the organisation					
Poor communication results in confusion and turmoil within the organisation, as staff speculates about what the succession plan is					
Indiscriminate inclusion of employees in the succession plan including those who are disinterested, unmotivated, or cannot advance					

Others (please specify).....					
------------------------------	--	--	--	--	--

SECTION 6: Implementation of Succession Planning in Commercial Public Enterprises in Namibia

6.1 Are you involved in the implementation of succession planning in your organisation?

Please tick only one option

Statement	Yes	No
Are you involved in succession planning in your organisation?		

6.2a If your answer to question 6.1 is yes, in what ways are you involved?

6.2b If your answer to question 6.1 is no, why?

6.3 can you suggest some ways that succession-planning practices can be started in your organisation?

Thank you very much for participating in this study. I highly appreciate your input.

If you will like to know the outcome of this study please provide contact details below.

Telephone **Number:**

Email:.....

APPENDIX 4: INTERVIEW GUIDE



AN EMPIRICAL STUDY OF EXECUTIVE LEADERSHIP SUCCESSION PLANNING AND IMPLEMENTATION IN COMMERCIAL PUBLIC ENTERPRISES IN NAMIBIA

EXECUTIVE LEADERSHIP SUCCESSION PLANNING INTERVIEW GUIDE

Interview Guide Number.....

Introduction

My name is Jeremia Lucas Muadinohamba, student number 9113754. I am a Doctoral Candidate at the University of Namibia. I am pursuing a Doctoral degree in Management at the Faculty of Accounting and Economics.

To the Respondent

Thank you in advance for taking the time to join this survey. This survey is conducted as a partial fulfilment of the requirements for my studies to understand the executive leadership succession planning and implementation in Public Enterprises in Namibia. Your correct and frank response is important to the success of this survey. The

information provided will be used for academic/research purposes only and results will be distributed to the Ministry of Public Enterprises in Namibia. The interview will last for about thirty minutes only.

CPE		
Department		
Designation		
Civil Status	Male <input type="checkbox"/>	Female <input type="checkbox"/>
Region		
	Start Time	Finish Time
Level of Cooperation	High.....; Low.....	Medium.....
Date:		

SECTION A: INTRODUCTORY INFORMATION

1. We would like to know a little bit about you. Please kindly tell us your length of service in the current Commercial Public Enterprise?
2. Could you tell us your reporting structure?
3. How many Executive staff members directly report to you?
4. Could you please tell us, how many senior staff members are in this PE?
5. Could you please tell us how many senior executive staff members have separated from the PE since your date of assumption of duty in the current appointment? Why did they resign?

**SECTION B: UNDERSTANDING EXECUTIVE LEADERSHIP SUCCESSION
PLANNING AND IMPLEMENTATION IN COMMERCIAL PUBLIC
ENTERPRISES**

1. Now we would like to know more about the Executive Leadership Succession Planning and Implementation (ELSPI) in Commercial Public Enterprises in Namibia, and what you think are the major effects of (ELSPI) on the commercial entity. Can you please tell us more?
2. Can you please tell us, what measures or systems have you put in place to address this problem in your Commercial entity?
3. Do you think this problem can be controlled shortly and does it fall in the Commercial Public Enterprise strategic plan?
4. Do you think the Commercial Public Enterprise in Namibian is ready or capable of addressing this current problem of Executive Leadership Succession Planning and Implementation?
5. Do you think executive management in your CPE is happy with the Leadership Succession Planning and Implementation? If not, why?
6. Can you please tell us, how the recruitment of executive leadership in Commercial Public Enterprises in Namibia is done? Are they informed of the succession plan?
7. What do you think are the effects of the recruitment of executive leadership in Commercial Public Enterprises in Namibia? Should they recruit or grow their timber?
8. If you have any other comments or information, please share them with us at this moment.

May I please take this opportunity to thank you for taking the time to share with us information on Executive Leadership Succession Planning in Commercial Public Enterprises in Namibia. Thank you once more.

APPENDIX 5: TRANSCRIPTION TAGS

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 1	Male	Cooperate Legal Advisor	Mitigation Strategies	positive	0.81
Participant 1	Male	Cooperate Legal Advisor	Readiness and Capability	negative	0.42
Participant 1	Male	Cooperate Legal Advisor	Happy with ELSPI	negative	0.10
Participant 1	Male	Cooperate Legal Advisor	Knowledge of ELSPI Framework	negative	0.01
Participant 1	Male	Cooperate Legal Advisor	Opinions on ELSPI	negative	0.00
Participant 1	Male	Cooperate Legal Advisor	Challenges in ELSPI	negative	0.00
Participant 1	Male	Cooperate Legal Advisor	Leaving the position	negative	0.00
Participant 1	Male	Cooperate Legal Advisor	Recruitment framework and effects	negative	0.00
Participant 1	Male	Cooperate Legal Advisor	Leadership development	negative	0.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Leadership development	positive	1.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Opinions on ELSPI	negative	0.16
Participant 10	Male	Senior Manager Accident and Injury Prevention	Leaving the position	negative	0.05
Participant 10	Male	Senior Manager Accident and Injury Prevention	Mitigation Strategies	negative	0.03
Participant 10	Male	Senior Manager Accident and Injury Prevention	Readiness and Capability	negative	0.01
Participant 10	Male	Senior Manager Accident and Injury Prevention	Mitigation Strategies	negative	0.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Recruitment framework and effects	negative	0.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Happy with ELSPI	negative	0.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Challenges in ELSPI	negative	0.00
Participant 10	Male	Senior Manager Accident and Injury Prevention	Challenges in ELSPI	negative	0.00
Participant 11	Female	Chief Executive Officer	Mitigation Strategies	negative	0.17
Participant 11	Female	Chief Executive Officer	Leadership development	positive	1.00
Participant 11	Female	Chief Executive Officer	Knowledge of ELSPI Framework	positive	1.00
Participant 11	Female	Chief Executive Officer	Mitigation Strategies	positive	0.97
Participant 11	Female	Chief Executive Officer	Challenges in ELSPI	positive	0.93
Participant 11	Female	Chief Executive Officer	Readiness and Capability	positive	0.83
Participant 11	Female	Chief Executive Officer	Opinions on ELSPI	positive	0.80
Participant 11	Female	Chief Executive Officer	Mitigation Strategies	negative	0.44
Participant 11	Female	Chief Executive Officer	Challenges in ELSPI	negative	0.09
Participant 11	Female	Chief Executive Officer	Leaving the position	negative	0.07
Participant 11	Female	Chief Executive Officer	Happy with ELSPI	negative	0.00
Participant 11	Female	Chief Executive Officer	Mitigation Strategies	negative	0.00
Participant 11	Female	Chief Executive Officer	Challenges in ELSPI	negative	0.00
Participant 11	Female	Chief Executive Officer	Recruitment framework and effects	negative	0.00
Participant 12	Male	Managing Director	Challenges in ELSPI	negative	0.00

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 12	Male	Managing Director	Leadership development	positive	0.99
Participant 12	Male	Managing Director	Readiness and Capability	positive	0.91
Participant 12	Male	Managing Director	Recruitment framework and effects	negative	0.28
Participant 12	Male	Managing Director	Mitigation Strategies	negative	0.27
Participant 12	Male	Managing Director	Challenges in ELSPI	negative	0.25
Participant 12	Male	Managing Director	Happy with ELSPI	negative	0.07
Participant 12	Male	Managing Director	Opinions on ELSPI	negative	0.05
Participant 12	Male	Managing Director	Mitigation Strategies	negative	0.02
Participant 12	Male	Managing Director	Knowledge of ELSPI Framework	negative	0.01
Participant 12	Male	Managing Director	Challenges in ELSPI	negative	0.01
Participant 12	Male	Managing Director	Leaving the position	negative	0.01
Participant 13	Male	Chief Executive Officer	Knowledge of ELSPI Framework	positive	0.91
Participant 13	Male	Chief Executive Officer	Leadership development	positive	0.90
Participant 13	Male	Chief Executive Officer	Recruitment framework and effects	positive	0.80
Participant 13	Male	Chief Executive Officer	Challenges in ELSPI	positive	0.70
Participant 13	Male	Chief Executive Officer	Happy with ELSPI	neutral	0.50
Participant 13	Male	Chief Executive Officer	Mitigation Strategies	neutral	0.48
Participant 13	Male	Chief Executive Officer	Opinions on ELSPI	negative	0.35
Participant 13	Male	Chief Executive Officer	Readiness and Capability	negative	0.25
Participant 13	Male	Chief Executive Officer	Leaving the position	negative	0.08
Participant 13	Male	Chief Executive Officer	Mitigation Strategies	negative	0.06
Participant 14	Male	GM HR_Admin	Mitigation Strategies	positive	1.00
Participant 14	Male	GM HR_Admin	Leadership development	positive	0.98
Participant 14	Male	GM HR_Admin	Happy with ELSPI	positive	0.98
Participant 14	Male	GM HR_Admin	Challenges in ELSPI	positive	0.86
Participant 14	Male	GM HR_Admin	Happy with ELSPI	negative	0.04
Participant 14	Male	GM HR_Admin	Opinions on ELSPI	negative	0.02
Participant 14	Male	GM HR_Admin	Leaving the position	negative	0.01
Participant 14	Male	GM HR_Admin	Readiness and Capability	negative	0.00
Participant 14	Male	GM HR_Admin	Recruitment framework and effects	negative	0.00
Participant 14	Male	GM HR_Admin	Mitigation Strategies	negative	0.00
Participant 15	Female	Executive Commercial	Opinions on ELSPI	positive	0.73
Participant 15	Female	Executive Commercial	Challenges in ELSPI	negative	0.01
Participant 15	Female	Executive Commercial	Mitigation Strategies	positive	0.94
Participant 15	Female	Executive Commercial	Happy with ELSPI	positive	0.84
Participant 15	Female	Executive Commercial	Readiness and Capability	positive	0.73

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 15	Female	Executive Commercial	Leaving the position	positive	0.65
Participant 15	Female	Executive Commercial	Recruitment framework and effects	neutral	0.49
Participant 15	Female	Executive Commercial	Happy with ELSPI	negative	0.37
Participant 15	Female	Executive Commercial	Challenges in ELSPI	negative	0.06
Participant 15	Female	Executive Commercial	Knowledge of ELSPI Framework	negative	0.03
Participant 15	Female	Executive Commercial	Mitigation Strategies	negative	0.00
Participant 15	Female	Executive Commercial	Challenges in ELSPI	negative	0.00
Participant 16	Male	CFO	Recruitment framework and effects	negative	0.26
Participant 16	Male	CFO	Happy with ELSPI	positive	0.82
Participant 16	Male	CFO	Mitigation Strategies	positive	0.79
Participant 16	Male	CFO	Opinions on ELSPI	positive	0.67
Participant 16	Male	CFO	Leaving the position	positive	0.61
Participant 16	Male	CFO	Leadership development	neutral	0.47
Participant 16	Male	CFO	Mitigation Strategies	neutral	0.47
Participant 16	Male	CFO	Knowledge of ELSPI Framework	negative	0.44
Participant 16	Male	CFO	Recruitment framework and effects	negative	0.42
Participant 16	Male	CFO	Readiness and Capability	negative	0.10
Participant 16	Male	CFO	Challenges in ELSPI	negative	0.07
Participant 17	Male	Manager payment and benefits	Mitigation Strategies	positive	0.93
Participant 17	Male	Manager payment and benefits	Happy with ELSPI	positive	0.91
Participant 17	Male	Manager payment and benefits	Opinions on ELSPI	positive	0.86
Participant 17	Male	Manager payment and benefits	Leadership development	positive	0.86
Participant 17	Male	Manager payment and benefits	Readiness and Capability	positive	0.61
Participant 17	Male	Manager payment and benefits	Leaving the position	neutral	0.55
Participant 17	Male	Manager payment and benefits	Recruitment framework and effects	negative	0.15
Participant 17	Male	Manager payment and benefits	Mitigation Strategies	negative	0.09
Participant 17	Male	Manager payment and benefits	Knowledge of ELSPI Framework	negative	0.00
Participant 18	Female	Manager Human Capital	Mitigation Strategies	positive	0.99
Participant 18	Female	Manager Human Capital	Opinions on ELSPI	positive	0.77
Participant 18	Female	Manager Human Capital	Challenges in ELSPI	positive	0.71
Participant 18	Female	Manager Human Capital	Leaving the position	neutral	0.56
Participant 18	Female	Manager Human Capital	Recruitment framework and effects	negative	0.40
Participant 18	Female	Manager Human Capital	Leadership development	negative	0.25
Participant 18	Female	Manager Human Capital	Happy with ELSPI	negative	0.20
Participant 18	Female	Manager Human Capital	Mitigation Strategies	negative	0.04
Participant 18	Female	Manager Human Capital	Readiness and Capability	negative	0.01

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 19	Female	Executive HR	Mitigation Strategies	positive	0.94
Participant 19	Female	Executive HR	Readiness and Capability	positive	0.93
Participant 19	Female	Executive HR	Mitigation Strategies	positive	0.83
Participant 19	Female	Executive HR	Leaving the position	positive	0.82
Participant 19	Female	Executive HR	Recruitment framework and effects	positive	0.69
Participant 19	Female	Executive HR	Leadership development	positive	0.62
Participant 19	Female	Executive HR	Recruitment framework and effects	negative	0.14
Participant 19	Female	Executive HR	Happy with ELSPI	negative	0.12
Participant 2	Male	Senior Manager Cooperate Services	Mitigation Strategies	positive	0.94
Participant 2	Male	Senior Manager Cooperate Services	Mitigation Strategies	positive	0.90
Participant 2	Male	Senior Manager Cooperate Services	Leaving the position	positive	0.69
Participant 2	Male	Senior Manager Cooperate Services	Leadership development	neutral	0.54
Participant 2	Male	Senior Manager Cooperate Services	Happy with ELSPI	neutral	0.52
Participant 2	Male	Senior Manager Cooperate Services	Knowledge of ELSPI Framework	negative	0.41
Participant 2	Male	Senior Manager Cooperate Services	Recruitment framework and effects	negative	0.33
Participant 2	Male	Senior Manager Cooperate Services	Readiness and Capability	negative	0.21
Participant 2	Male	Senior Manager Cooperate Services	Opinions on ELSPI	negative	0.01
Participant 20	Male	Senior Manager Human Capital	Leadership development	positive	0.91
Participant 20	Male	Senior Manager Human Capital	Mitigation Strategies	positive	0.91
Participant 20	Male	Senior Manager Human Capital	Leaving the position	positive	0.65
Participant 20	Male	Senior Manager Human Capital	Recruitment framework and effects	positive	0.63
Participant 20	Male	Senior Manager Human Capital	Mitigation Strategies	neutral	0.55
Participant 20	Male	Senior Manager Human Capital	Happy with ELSPI	neutral	0.51
Participant 20	Male	Senior Manager Human Capital	Readiness and Capability	negative	0.13
Participant 20	Male	Senior Manager Human Capital	Challenges in ELSPI	negative	0.07
Participant 21	Male	CEO	Happy with ELSPI	positive	0.88
Participant 21	Male	CEO	Mitigation Strategies	positive	0.85
Participant 21	Male	CEO	Happy with ELSPI	positive	0.78
Participant 21	Male	CEO	Leadership development	positive	0.69
Participant 21	Male	CEO	Recruitment framework and effects	positive	0.64
Participant 21	Male	CEO	Leaving the position	neutral	0.55
Participant 21	Male	CEO	Recruitment framework and effects	neutral	0.54
Participant 21	Male	CEO	Mitigation Strategies	neutral	0.48
Participant 21	Male	CEO	Readiness and Capability	negative	0.41
Participant 3	Male	Executive Finance and Human Resources Manager	Challenges in ELSPI	positive	1.00
Participant 3	Male	Executive Finance and Human Resources Manager	Happy with ELSPI	positive	0.95

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 3	Male	Executive Finance and Human Resources Manager	Opinions on ELSPI	positive	0.90
Participant 3	Male	Executive Finance and Human Resources Manager	Mitigation Strategies	neutral	0.53
Participant 3	Male	Executive Finance and Human Resources Manager	Readiness and Capability	negative	0.25
Participant 3	Male	Executive Finance and Human Resources Manager	Leadership development	negative	0.14
Participant 3	Male	Executive Finance and Human Resources Manager	Leaving the position	negative	0.12
Participant 3	Male	Executive Finance and Human Resources Manager	Mitigation Strategies	negative	0.00
Participant 3	Male	Executive Finance and Human Resources Manager	Recruitment framework and effects	negative	0.00
Participant 4	Male	Executive Airports Operations	Readiness and Capability	positive	1.00
Participant 4	Male	Executive Airports Operations	Happy with ELSPI	negative	0.08
Participant 4	Male	Executive Airports Operations	Recruitment framework and effects	negative	0.08
Participant 4	Male	Executive Airports Operations	Recruitment framework and effects	positive	0.98
Participant 4	Male	Executive Airports Operations	Mitigation Strategies	positive	0.97
Participant 4	Male	Executive Airports Operations	Mitigation Strategies	positive	0.94
Participant 4	Male	Executive Airports Operations	Knowledge of ELSPI Framework	positive	0.83
Participant 4	Male	Executive Airports Operations	Leaving the position	positive	0.83
Participant 4	Male	Executive Airports Operations	Opinions on ELSPI	negative	0.39
Participant 4	Male	Executive Airports Operations	Leadership development	negative	0.02
Participant 5	Female	Executive Human Capital	Happy with ELSPI	negative	0.00
Participant 5	Female	Executive Human Capital	Leadership development	neutral	0.60
Participant 5	Female	Executive Human Capital	Leaving the position	negative	0.36
Participant 5	Female	Executive Human Capital	Mitigation Strategies	negative	0.27
Participant 5	Female	Executive Human Capital	Opinions on ELSPI	negative	0.14
Participant 5	Female	Executive Human Capital	Recruitment framework and effects	negative	0.07
Participant 5	Female	Executive Human Capital	Mitigation Strategies	negative	0.03
Participant 5	Female	Executive Human Capital	Readiness and Capability	negative	0.01
Participant 5	Female	Executive Human Capital	Challenges in ELSPI	negative	0.00
Participant 6	Male	Executive Cooperate Department	Happy with ELSPI	negative	0.01
Participant 6	Male	Executive Cooperate Department	Happy with ELSPI	positive	0.99
Participant 6	Male	Executive Cooperate Department	Recruitment framework and effects	positive	0.68
Participant 6	Male	Executive Cooperate Department	Mitigation Strategies	negative	0.35
Participant 6	Male	Executive Cooperate Department	Readiness and Capability	negative	0.33
Participant 6	Male	Executive Cooperate Department	Leaving the position	negative	0.03
Participant 6	Male	Executive Cooperate Department	Mitigation Strategies	negative	0.03
Participant 6	Male	Executive Cooperate Department	Challenges in ELSPI	negative	0.02
Participant 6	Male	Executive Cooperate Department	Opinions on ELSPI	negative	0.00
Participant 6	Male	Executive Cooperate Department	Leadership development	negative	0.00

Participant	Gender	Designation	Tag/Theme/Sub-themes	Sentiment	Score
Participant 7	Male	Chief Marketing Officer	Happy with ELSPI	positive	0.98
Participant 7	Male	Chief Marketing Officer	Readiness and Capability	positive	0.93
Participant 7	Male	Chief Marketing Officer	Opinions on ELSPI	positive	0.85
Participant 7	Male	Chief Marketing Officer	Recruitment framework and effects	positive	0.71
Participant 7	Male	Chief Marketing Officer	Happy with ELSPI	negative	0.09
Participant 7	Male	Chief Marketing Officer	Mitigation Strategies	negative	0.06
Participant 7	Male	Chief Marketing Officer	Happy with ELSPI	negative	0.05
Participant 7	Male	Chief Marketing Officer	Leaving the position	negative	0.05
Participant 7	Male	Chief Marketing Officer	Happy with ELSPI	negative	0.04
Participant 7	Male	Chief Marketing Officer	Mitigation Strategies	negative	0.02
Participant 7	Male	Chief Marketing Officer	Challenges in ELSPI	negative	0.00
Participant 7	Male	Chief Marketing Officer	Leadership development	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Happy with ELSPI	positive	0.92
Participant 8	Male	Chief Technical Information Officer	Opinions on ELSPI	positive	0.95
Participant 8	Male	Chief Technical Information Officer	Mitigation Strategies	neutral	0.51
Participant 8	Male	Chief Technical Information Officer	Challenges in ELSPI	negative	0.16
Participant 8	Male	Chief Technical Information Officer	Leadership development	negative	0.10
Participant 8	Male	Chief Technical Information Officer	Knowledge of ELSPI Framework	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Challenges in ELSPI	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Recruitment framework and effects	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Leaving the position	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Readiness and Capability	negative	0.00
Participant 8	Male	Chief Technical Information Officer	Mitigation Strategies	negative	0.00
Participant 9	Male	Chief Executive Officer	Challenges in ELSPI	positive	0.98
Participant 9	Male	Chief Executive Officer	Happy with ELSPI	positive	0.85
Participant 9	Male	Chief Executive Officer	Opinions on ELSPI	positive	0.83
Participant 9	Male	Chief Executive Officer	Leadership development	neutral	0.50
Participant 9	Male	Chief Executive Officer	Readiness and Capability	negative	0.41
Participant 9	Male	Chief Executive Officer	Mitigation Strategies	negative	0.24
Participant 9	Male	Chief Executive Officer	Recruitment framework and effects	negative	0.05
Participant 9	Male	Chief Executive Officer	Happy with ELSPI	negative	0.00
Participant 9	Male	Chief Executive Officer	Mitigation Strategies	negative	0.00

APPENDIX 6: DESCRIPTIVE SUMMARIES: QUALITATIVE DATA

Row Labels	Count of Tag
Challenges in ELSPI	24
Satisfied with ELSPI	29
Knowledge of ELSPI Framework	10
Leadership development	20
Leaving the position	20
Mitigation Strategies	43
Opinions on ELSPI	18
Readiness and Capability	21
Recruitment framework and effects	25
Grand Total	210

APPENDIX 7: THEMES CATEGORISED BY GENDER ANALYSIS

Row Labels
Female
Challenges in ELSPI
Happy with ELSPI
Knowledge of ELSPI Framework
Leadership development
Leaving the position
Mitigation Strategies
Opinions on ELSPI
Readiness and Capability
Recruitment framework and effects
Male
Challenges in ELSPI
Happy with ELSPI
Knowledge of ELSPI Framework
Leadership development
Leaving the position
Mitigation Strategies
Opinions on ELSPI
Readiness and Capability
Recruitment framework and effects
Grand Total

APPENDIX 8: PARTICIPANTS VERSUS TAG/THEME

Row Labels	Female	Male	Grand Total
Negative	3.3	8.8	12.1
Challenges in ELSPI	0.2	0.6	0.7
Participant 1		0.0	0.0
Participant 10		0.0	0.0
Participant 11	0.1		0.1
Participant 12		0.0	0.0
Participant 12		0.3	0.3
Participant 15	0.0		0.0
Participant 15	0.1		0.1
Participant 16		0.1	0.1
Participant 20		0.1	0.1
Participant 5	0.0		0.0
Participant 6		0.0	0.0
Participant 7		0.0	0.0
Participant 8		0.2	0.2
Happy with ELSPI	0.7	0.5	1.2
Participant 1		0.1	0.1
Participant 10		0.0	0.0
Participant 11	0.0		0.0
Participant 12		0.1	0.1
Participant 14		0.0	0.0
Participant 15	0.4		0.4
Participant 18	0.2		0.2
Participant 19	0.1		0.1
Participant 4		0.1	0.1
Participant 5	0.0		0.0
Participant 6		0.0	0.0
Participant 7		0.2	0.2
Participant 9		0.0	0.0
Knowledge of ELSPI Framework	0.0	0.9	0.9
Participant 1		0.0	0.0
Participant 12		0.0	0.0
Participant 15	0.0		0.0
Participant 16		0.4	0.4
Participant 17		0.0	0.0
Participant 2		0.4	0.4
Participant 8		0.0	0.0
Leadership development	0.2	0.3	0.5
Participant 1		0.0	0.0
Participant 18	0.2		0.2

Participant 3		0.1	0.1
Participant 4		0.0	0.0
Participant 6		0.0	0.0
Participant 7		0.0	0.0
Participant 8		0.1	0.1
Leaving the position	0.4	0.4	0.8
Participant 1		0.0	0.0
Participant 10		0.0	0.0
Participant 11	0.1		0.1
Participant 12		0.0	0.0
Participant 13		0.1	0.1
Participant 14		0.0	0.0
Participant 3		0.1	0.1
Participant 5	0.4		0.4
Participant 6		0.0	0.0
Participant 7		0.0	0.0
Participant 8		0.0	0.0
Mitigation Strategies	0.9	1.2	2.1
Participant 10		0.0	0.0
Participant 11	0.2		0.2
Participant 11	0.4		0.4
Participant 12		0.3	0.3
Participant 13		0.1	0.1
Participant 14		0.0	0.0
Participant 15	0.0		0.0
Participant 17		0.1	0.1
Participant 18	0.0		0.0
Participant 3		0.0	0.0
Participant 5	0.3		0.3
Participant 6		0.4	0.4
Participant 7		0.1	0.1
Participant 8		0.0	0.0
Participant 9		0.2	0.2
Opinions on ELSPI	0.1	1.0	1.1
Participant 1		0.0	0.0
Participant 10		0.2	0.2
Participant 12		0.0	0.0
Participant 13		0.4	0.4
Participant 14		0.0	0.0
Participant 2		0.0	0.0
Participant 4		0.4	0.4
Participant 5	0.1		0.1
Participant 6		0.0	0.0
Readiness and Capability	0.0	2.5	2.5

Participant 1		0.4	0.4
Participant 10		0.0	0.0
Participant 13		0.2	0.2
Participant 14		0.0	0.0
Participant 16		0.1	0.1
Participant 18	0.0		0.0
Participant 2		0.2	0.2
Participant 20		0.1	0.1
Participant 21		0.4	0.4
Participant 3		0.2	0.2
Participant 5	0.0		0.0
Participant 6		0.3	0.3
Participant 8		0.0	0.0
Participant 9		0.4	0.4
Recruitment framework and effects	0.6	1.6	2.2
Participant 1		0.0	0.0
Participant 10		0.0	0.0
Participant 11	0.0		0.0
Participant 12		0.3	0.3
Participant 14		0.0	0.0
Participant 16		0.3	0.3
Participant 16		0.4	0.4
Participant 17		0.2	0.2
Participant 18	0.4		0.4
Participant 19	0.1		0.1
Participant 2		0.3	0.3
Participant 3		0.0	0.0
Participant 4		0.1	0.1
Participant 5	0.1		0.1
Participant 8		0.0	0.0
Participant 9		0.0	0.0
Neutral	1.6	7.7	9.3
Happy with ELSPI		1.5	1.5
Participant 13		0.5	0.5
Participant 2		0.5	0.5
Participant 20		0.5	0.5
Leadership development	0.6	1.5	2.1
Participant 16		0.5	0.5
Participant 2		0.5	0.5
Participant 5	0.6		0.6
Participant 9		0.5	0.5
Leaving the position	0.6	1.1	1.6
Participant 17		0.5	0.5
Participant 18	0.6		0.6

Participant 21		0.5	0.5
Mitigation Strategies		3.0	3.0
Participant 13		0.5	0.5
Participant 16		0.5	0.5
Participant 20		0.6	0.6
Participant 21		0.5	0.5
Participant 3		0.5	0.5
Participant 8		0.5	0.5
Recruitment framework and effects	0.5	0.5	1.0
Participant 15	0.5		0.5
Participant 21		0.5	0.5
Positive	16.7	45.4	62.2
Challenges in ELSPI	1.6	3.5	5.2
Participant 11	0.9		0.9
Participant 13		0.7	0.7
Participant 14		0.9	0.9
Participant 18	0.7		0.7
Participant 3		1.0	1.0
Participant 9		1.0	1.0
Happy with ELSPI	0.8	9.1	9.9
Participant 14		1.0	1.0
Participant 15	0.8		0.8
Participant 16		0.8	0.8
Participant 17		0.9	0.9
Participant 21		1.7	1.7
Participant 3		0.9	0.9
Participant 6		1.0	1.0
Participant 7		1.0	1.0
Participant 8		0.9	0.9
Participant 9		0.8	0.8
Knowledge of ELSPI Framework	1.0	1.7	2.7
Participant 11	1.0		1.0
Participant 13		0.9	0.9
Participant 4		0.8	0.8
Leadership development	1.6	6.3	8.0
Participant 10		1.0	1.0
Participant 11	1.0		1.0
Participant 12		1.0	1.0
Participant 13		0.9	0.9
Participant 14		1.0	1.0
Participant 17		0.9	0.9
Participant 19	0.6		0.6
Participant 20		0.9	0.9
Participant 21		0.7	0.7

Leaving the position	1.5	2.8	4.3
Participant 15	0.7		0.7
Participant 16		0.6	0.6
Participant 19	0.8		0.8
Participant 2		0.7	0.7
Participant 20		0.7	0.7
Participant 4		0.8	0.8
Mitigation Strategies	4.7	9.0	13.7
Participant 1		0.8	0.8
Participant 11	1.0		1.0
Participant 14		1.0	1.0
Participant 15	0.9		0.9
Participant 16		0.8	0.8
Participant 17		0.9	0.9
Participant 18	1.0		1.0
Participant 19	1.8		1.8
Participant 2		1.8	1.8
Participant 20		0.9	0.9
Participant 21		0.9	0.9
Participant 4		1.9	1.9
Opinions on ELSPI	2.3	5.1	7.4
Participant 11	0.8		0.8
Participant 15	0.7		0.7
Participant 16		0.7	0.7
Participant 17		0.9	0.9
Participant 18	0.8		0.8
Participant 3		0.9	0.9
Participant 7		0.9	0.9
Participant 8		0.9	0.9
Participant 9		0.8	0.8
Readiness and Capability	2.5	3.4	5.9
Participant 11	0.8		0.8
Participant 12		0.9	0.9
Participant 15	0.7		0.7
Participant 17		0.6	0.6
Participant 19	0.9		0.9
Participant 4		1.0	1.0
Participant 7		0.9	0.9
Recruitment framework and effects	0.7	4.5	5.1
Participant 13		0.8	0.8
Participant 19	0.7		0.7
Participant 20		0.6	0.6
Participant 21		0.6	0.6
Participant 4		1.0	1.0

Participant 6		0.7	0.7
Participant 7		0.7	0.7
Grand Total	21.7	62.0	83.6

APPENDIX 9: THEMES/TAGS VERSUS DESIGNATION

Row Labels

Challenges in ELSPI

CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive Human Capital
GM HR_Admin
Manager Human Capital
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Human Capital

Happy with ELSPI

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Knowledge of ELSPI Framework

CFO
Chief Executive Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Manager payment and benefits

Managing Director
Senior Manager Cooperate Services

Leadership development

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Leaving the position

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Mitigation Strategies

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer

Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Opinions on ELSPI

CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services

Readiness and Capability

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits

Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Recruitment framework and effects

CEO
CFO
Chief Executive Officer
Chief Marketing Officer
Chief Technical Information Officer
Cooperate Legal Advisor
Executive Airports Operations
Executive Commercial
Executive Cooperate Department
Executive Finance and Human Resources Manager
Executive HR
Executive Human Capital
GM HR_Admin
Manager Human Capital
Manager payment and benefits
Managing Director
Senior Manager Accident and Injury Prevention
Senior Manager Cooperate Services
Senior Manager Human Capital

Grand Total

APPENDIX 10: CORRELATION MATRIX (SPEARMAN)

Variables	Age of successor	Gender	Education	Experience in CPEs	Outside management experience	Past performance	Knowledge and skills in marketing, finance, and strategic planning	Interpersonal skills	Technical knowledge and skills	Decision-making abilities and experience	Compatibility of goals with current CEO/MD	Commitment to business	Psychological traits	Personal relationship with CEO/MD	Respect from employees	Trust by employees
Age of successor	1	0.30	0.13	0.25	0.07	0.20	0.014	0.11	0.00	-	0.146	0.025	0.07	0.03	-0.136	
Gender	0.30	1	0.00	0.35	0.13	0.44	0.32	0.06	0.58	-	0.133	0.055	0.37	0.21	0.058	
Education	0.13	0.00	1	0.32	0.23	0.05	0.09	0.02	0.19	-	0.143	0.040	0.02	0.03	-0.190	
Experience in CPEs	0.25	0.35	0.32	1	0.21	0.18	0.25	0.03	0.14	-	0.096	0.161	0.051	0.22	0.07	
Outside management experience	0.07	0.13	0.05	0.21	1	0.18	0.25	0.03	0.14	-	0.161	0.051	0.22	0.07	0.029	
Past performance	0.20	0.44	0.09	0.25	0.22	1	0.12	0.16	0.54	-	0.247	0.275	0.18	0.11	-0.132	
Knowledge and skills in marketing, finance, and strategic planning	0.014	0.32	0.051	0.03	0.022	0.376	1	0.61	0.24	0.098	0.083	0.042	0.00	0.19	0.226	
Interpersonal skills	0.11	0.06	0.02	0.14	0.34	0.16	0.034	1	0.45	0.048	0.081	0.206	0.02	0.19	0.123	
Technical knowledge and skills	0.00	0.58	0.19	0.14	0.01	0.54	0.24	0.45	1	0.209	0.020	0.254	0.11	0.08	0.071	

Decision-making abilities and experience	0.09	0.05	0.08	0.195	0.147	0.017	0.545	0.240	0.459	0.114	1	0.013	0.237	0.344	0.037	0.304	-0.128
Compatibility of goals with current CEO/MD	-0.01	0.03	0.13	0.43	0.096	0.209	0.069	0.098	0.048	0.209	0.013	1	0.218	0.472	0.274	0.137	0.211
Commitment to business	0.14	0.05	0.45	0.65	0.00	0.161	0.024	0.247	0.083	0.020	0.237	0.218	1	0.128	0.085	0.265	0.261
Psychological traits	-0.02	0.03	0.03	0.10	0.00	0.051	0.141	0.275	0.042	0.254	0.344	0.472	0.128	1	0.122	0.232	0.150
Personal relationship with CEO/MD	0.07	0.03	0.08	0.21	0.00	0.225	0.285	0.185	0.007	0.111	0.037	0.274	0.085	0.122	1	0.071	-0.233
Respect from employees	-0.03	0.02	0.03	0.35	0.00	0.076	0.008	0.113	0.192	0.084	0.304	0.137	0.265	0.232	0.071	1	0.507
Trust by employees	0.13	0.05	0.08	0.90	0.02	0.029	0.133	0.222	0.123	0.071	0.128	0.211	0.261	0.150	0.233	0.507	1

APPENDIX 11: TRANSCRIBED AUDIOS IN DOCX FORMAT

Participant	Transcription
IP1	Transcribed Audios\IP1.docx
IP2	Transcribed Audios\IP2.docx
IP3	Transcribed Audios\IP3.docx
IP4	Transcribed Audios\IP4.docx
IP5	Transcribed Audios\IP5.docx
IP6	Transcribed Audios\IP6.docx
IP7	Transcribed Audios\IP7.docx
IP8	Transcribed Audios\IP8.docx
IP9	Transcribed Audios\IP9.docx
IP10	Transcribed Audios\IP10.docx
IP11	Transcribed Audios\IP11.docx
IP12	Transcribed Audios\IP12.docx
IP13	Transcribed Audios\IP13.docx
IP14	Transcribed Audios\IP14.docx
IP15	Transcribed Audios\IP15.docx
IP16	Transcribed Audios\IP16.docx
IP17	Transcribed Audios\IP17.docx
IP18	Transcribed Audios\IP18.docx
IP19	Transcribed Audios\IP19.docx
IP20	Transcribed Audios\IP20.docx
IP21	Transcribed Audios\IP21.docx

APPENDIX 12: LANGUAGE EDITING CERTIFICATE



The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

5th January 2022

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF JEREMIA LUCAS MUADINOHAMBA'S DISSERTATION FOR THE DOCTOR OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **JEREMIA LUCAS MUADINOHAMBA'S** dissertation for the **DOCTOR OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN EMPIRICAL STUDY ON EXECUTIVE LEADERSHIP SUCCESSION PLANNING AND IMPLEMENTATION IN PUBLIC ENTERPRISES IN NAMIBIA**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Greenfield Mwakipesile".

The Rev. Dr. Greenfield Mwakipesile



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Dr. Greenfield
Mwakipesile

EDITOR'S CERTIFICATE

3 February 2022

Attention: Professor L. Matipira

Jeremia L. Muadinohamba's PhD Main Supervisor

Namibia Business School

University of Namibia

CERTIFICATION OF EDITING OF PHD DISSERTATION: JEREMIA LUCAS MUADINOHAMBA (Student Number: 9113754)

This is to certify that I copy-edited and proof-read the dissertation titled AN EMPIRICAL STUDY ON EXECUTIVE LEADERSHIP SUCCESSION PLANNING AND IMPLEMENTATION IN PUBLIC ENTERPRISES IN NAMIBIA

I declare that the editing process achieved the following:

- It eliminated errors of typing, grammar, punctuation, spelling and idiom.
- It eliminated ambiguity, illogicality, tautology, circumlocution and redundancy.
- It produced accuracy and coherence.
- It improved the mode of expression and writing style.
- It improved consistency in the use of technical terms throughout the dissertation.

All this was done **without altering** the content and arguments provided by the student.

I also declare that I am an experienced Professional English Editor. I have edited many master's and doctoral theses from universities in Namibia, Zimbabwe and South Africa.

Please contact me should you need some clarification with regard to this exercise.

Signature:



Professor Jairos Kangira (PhD) (UCT)

Professional English Editor