

THE ROLE OF LEADERSHIP IMPROVEMENT WITH SUCCESSION PLANNING

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Abstract

This study aims to well understand how organizations in Qatar efficiently combine leadership development and succession planning systems though linking management staff in the procedure. Succession planning and leadership development are significant due to they tied in essential objective which is it, attracting the right person to the right place. Qatar is facing a large scale transition of organizations to achieve QNV 2030 and the Human Development Pillar foresees Qatar building world-class education and health systems that provide all citizens with opportunities to realize their potential. This research conducted in Education ministry in Qatar which they are working hard to prepare the safe replacement of leaders who are leaving their positions due to retirement, illness or moving to other government institutions. Therefore the creation of leaders to step up and take the place of current leaders is a necessity strategic process. The ministry deliberately set a plan of training and development with opportunity of decision making participation to allow the mid-level leaders close to the decision making kitchen. The study findings acknowledge that technical skills training alone are not enough to develop future leaders. Knowing when positions could possibly become vacant allows internal candidates to plan their career path development and avail themselves of all opportunities provided.

Keywords: Leadership; Succession planning; leadership development; Qatar

INTRODUCTION

Noticeably, it is observed that many of the CEOs report their worry about the shortage of bench strength in their organizations. They are afraid from the absence of sufficient “ready” well prepared candidates to replace justified and unjustified lay off of key leaders. Therefore, this problem constantly forming tense and affecting organizational performance. During the

succession planning conference that organized by Abu Dhabi University in 2013, there was a great asserting on the leadership important. They illustrate the role of planning the replacement of leadership in different level and there are lack of applying the planning process. HR practitioners asserted that 15% of companies in Middle East don't have clear plan for coming leadership. In addition, the plan rotate around the highly performed employees and ignore the talented employee with high capabilities which possible to develop them to be within the human capital for future. The conference focus in the idea of the importance of succession planning to guarantee the organization sustainability.

Kur and Bunning (2002) claimed that "corporate leadership development can no longer simply rely on planning the replacement of existing leaders" (p. 761) and institutions should assert on advancing the leadership tasks instead of singular leaders. Charan et al. (2001) stated that "instead of focusing on replacement planning, extremely effective institutions emphasis on forming a inclusive set of evaluation and improvement procedures which backing the flow of talent across the organization".

Sally, 2005 defined succession planning as "Succession planning can be defined as the attempt to plan for the right number and quality of managers and key-skilled employees to cover retirements, death, serious illness or promotion, and any new positions which may be created in future organization plans".

Apparently, Qatar is facing a large scale transition of organizations to achieve QNV 2030 which consist of four interrelated pillars, namely Human Development; Social Development; Economic Development and Environmental Development are. The Human Development Pillar foresees Qatar building world-class education and health systems that provide all citizens with opportunities to realize their potential. Human capital development, especially in science and technology, will remain a priority as they seek to achieve the targets of Qatarization and the needs of a knowledge economy (Aldulaimi, 2012). There are several challenges facing the application of Qatar national Vision, first is the balancing process between modernization and preserving traditions. Second, meet the current needs and at the same time not affecting the future needs. Third, preserve the balance between the local workers and foreign workers. Fourth, save and maintain the environment wither in earth or sea. Therefore, all these principles of QNV needs an effecting leaders with talent and special capabilities and skills to make it really happens.

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This research conducted in Education ministry in Qatar which they are working hard to prepare the safe replacement of leaders who are leaving their positions due to retirement, illness or moving to other government institutions. Therefore the creation of leaders to step up and take the place of current leaders is a necessity strategic process. The ministry deliberately set a plan of training and development with opportunity of decision making participation to allow the mid-level leaders close to the decision making kitchen.

RESEARCH APPROACH

According to David Clutterbuck (2005), In essence succession planning is about “making sure that there are enough suitable people to step into any significant role as it becomes vacant or is created; motivating and developing them to adapt to the new role as fast as possible, with the minimum damage; and ensuring that every role is a learning resource, in which the incumbent can develop not only skills relevant to that job, but the capability to embrace different and/or larger jobs”.

According to Austin Community College (2005) “Professional development is the continuous process of acquiring new knowledge and skill that relate to one’s profession, job responsibilities, or work environment, and plays a key role in maintaining trained, informed and motivated employees regardless of job classification” (p. 1). Lowther and Dexter (2002) write that “*leadership development* is a long-term solution addressing the needs of the firm ... as part of a strategic plan” (p. 16). Although the goal of the organization is to have its needs met, it is also the goal of professional development to ensure that the people being developed are more competent and comfortable within their ever changing workplace. Vokes (2004) concluded through his studies that there are six major competencies identified as being essential for senior officers. “The competencies included strong management skills, ability to understand and manage a budget (numeric competency), and ability to forecast and manage change, communications skills, relationship building, and strategic thinking” (p. 47).

Succession planning consist of four dimensions which are they, bench strength, decision making participation, promotion criteria and pipeline utilization. We believe that high talented employees are find their way easy to discover and apply their potentials in organizations that serve their own goal and organization purpose. Succession decisions for managerial positions are driven by consideration of a diverse range of candidates rather than exclusively direct reports. In order to measure leadership development program, the study assign three dimension which are they, training, study opportunity and promotion. High successful leaders who able to practice the managing role before taking charge of leadership. Giving opportunity of training and study considered as the critical part to making the future leaders. In addition, managers should

give effort to discover talented people and giving them the chance to express their abilities in the work environment.

METHODOLOGY

The study is quantitative and cross-sectional. According to Cooper, Schindler and Sun (2003), “a dominant method for quantitative research is the survey measurement” (p. 198). Therefore, to collect the data we use questionnaires that include the three dimensions of leadership development program and four dimensions to measure succession planning. The study conducted in Ministry of Education and the population were consist of 1200 employee as Qatari citizens. Then, the sample seize was choose randomly to become 250 Participants (165 male and 85 female) selected from secondary schools from range levels.

Reliability test conducted by Cronbach's alpha indicate that 40 items reliable (.838).The results were revealed after entering data which analyzed using the SPSS 21, the first procedure of data analysis start with the preparing the data for analysis process, the second phase including the descriptive demographic profiles of the sample populations. Lastly the univariate analysis (mean, standard deviation, and frequencies) was used to characterize the sample.

To investigate the responds of the leadership development program in Ministry of Education in Qatar, the mean, standard deviation, variation and frequencies were calculated for the 15 questions.

ANALYSIS AND FINDINGS

As shown in Table 1, it seems that mean the 15 items was 2.91 with standard deviation 0.93 and the most proper question was “there is clear training plan in your organization” which get higher mean (3.50), while the second item mean score was (3.31). In contrary, the lower phrase mean score (2.10) for the phrase of “the organization offering the proper support and encourage to pursue your education”. To investigate the results of the second variable succession planning. The mean, standard deviation, variation and frequencies were calculated for the 25 questions. It is appear that the mean of this variable was 1.32 with 1.01 standard deviation. The higher level phrase was “the organization give opportunity to employees to replace the current leaders”. The most strong phrase was “the organization provide the opportunity to be real substitutions for current leaders” and the mean score 2.65. While the mean score of the phrase “the organization have clear plan to teach the successors the adequate skills to take the leadership positions” was 2.65. In contrary, the lower score of the phrase “it happens that there are employees act against the organizational regulations because they believe that there is no

commitment to promotion criteria". Clearly, there is medium influence of Leadership Development on Succession Planning

Table 1: Statistics of mean and SD for the study dimensions

	Dimension	Mean	Standard Deviation	Variation Coefficient
1	Training	3.23	0.939	0.32
2	Study opportunity	2.65	0.925	0.37
3	Promotion	3.35	0.923	0.31
4	Bench Strength	2.65	1.010	0.27
5	Decision-Making Participation	1.17	0.980	0.34
6	Promotion Criteria	1.154	1.054	0.40
7	Pipeline Utilization	2.58	1.005	0.31

Table 2: Statistics of regression

	Dimension	Mean	Regression
1	Training	3.49	1.55
2	Study opportunity	3.61	1.33
3	Promotion	3.54	1.39
	Leadership Development	3.18	1.31
4	Bench Strength	3.19	1.36
5	Decision-Making Participation	3.16	1.23
6	Promotion Criteria	3.18	1.25
7	Pipeline Utilization	3.22	1.43
	Succession Planning	3.54	1.42

T test used to investigate the difference between the means on two variables attributed to gender. The results show no big difference between male and female as shown in Table 3. The age intervening variable doesn't make difference between the results of the effect of independent variable on dependent variable. Obviously, the qualification make difference where the holder of degree tend to make difference in the results of the effect. F value was 1.09 with 0.34 significant and this exceeding the level of 0.05. To test the hypothesis of this study the results in Table 4 show that the bench strength of employees was the most affected by leadership development program. While the decision making participation and pipeline utilization doesn't influenced by the leadership development program.

Table 3: Statistics of T test

	Dimension		Mean	S.D	T	df	Sig
1	Leadership Development	M	3.74	0.564	0.564	228	0.553
		F	4.35	0.428			
2	Succession Planning	M	3.37	0.644	0.261	248	0.553
		F	4.19	0.428			

Table 4: Statistics of Multiple regression and variance with F value

	Dimension		B	Multiple R	Variance R2	R2	F value	Sig
1	Bench Strength	72.88	-6.722	.266	.087	.087	62.053	.000
2	Decision-Making Participation	101.785	-.324	.324	.120	.032	44.258	.000
3	Promotion Criteria	113.987	-5.014	.375	.138	.018	34.464	.000
4	Pipeline Utilization	124.443	-3.757	.354	.156	.018	29.887	.000
5	Training	134.491	-3.043	.412	.169	.013	26.259	.000
6	Study opportunity	134.201	-3.031	.324	.157	.025	22.122	.000
7	Promotion	128.254	3.654	.420	.178	.007	22.915	.000

Conclusions

Generally, succession planning concentrate on top positions in the organizational structure whereas, leadership development typically start execute the preparation programs of the middle management. The results seems interesting especially when it refer to the weak link of leadership development on succession planning. The succession planning need specific types of training. The senior leaders in organization should play a significant role to prepare the future leaders through provide them a training that give them a necessary skills. Moreover the promotion criteria should be clear and the evaluation process should made in transparency climate. Appraisal process also should include the bosses opinion regarding the skills needed for the employees which make the stepping up to the next level of responsibility. The participation of employees in decision making process appear not effective. There is variance between ages regarding the interactive with the leadership programs because the younger are more effective than older employees. Higher educated are more accepted and are well prepared to step up.

Yet, the impact on the organization runs deeper because of the potential to reduce productivity, lost time spent to recruit and train a replacement, negative morale among current employees and reduced services to the patrons (McDonald, 2014). To implement a succession

plan and avoid missteps in hiring leaders, the library administrator needs to achieve maximum benefits. What steps can a library administrator take to design and implement a succession planning process?

The best practice of succession planning lie in in Japanese notion of *kaizen*, or continuous improvement in both processes and content. They refine and adjust their systems on the basis of feedback from line executives and participants, monitor developments in technology, and learn from other leading organizations. Certainly, the worthy succession management is applicable only in redesigning organizational culture that inspires frankness and risk taking at the decision-making level.

The study findings and literature review acknowledge that technical skills training alone are not enough to develop future leaders. Cantor (2005) also recognizes this need to diversity the experience base of possible future leaders. Cantor argues that potential leaders need the technical skills required to perform the job, the management skills necessary to be effective when working with other members of the team, and leadership skills that strengthen one's ability to give direction, develop a vision, and assist others in reaching their developmental goals.

The leadership development must dominate the great meaning for the corporation to launch objectives and path development to achieve those objectives. Otherwise, it is hard to apply succession planning process successfully. Leadership development as a complex phenomenon encompasses the interactions between the leader and the social and organizational environment (Porter and McLaughlin, 2006).

Furthermore, involving the senior managers to set these objectives will shape backing for succession planning and leadership development. Beside, these consequences will aid direct forthcoming work and mid-course adjustments. To measure the applicability of succession planning in certain organization it is possible by comparing the percentage of filling the vacancies from internal candidates by promotion or external employment.

When organization established leadership development at all levels, it is create sense of ownership and entrepreneurs; they like to be in charge and take responsibility to solve problems, acting with a sense of urgency and a readiness to experiment; they would willingly receive accountability for meeting commitments and they would share a collective philosophy and language of leadership. Finally, Leadership development supposed to be combined into everyday works to be portion of the culture of the organization (e.g. McClelland, 1994; Ulrich and Smallwood, 2003).

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