



ST. MARY'S UNIVERSITY
MASTERS OF BUSINESS ADMINISTRATION
ASSESSMENT OF LEADERSHIP SUCCESSION PLANNING PRACTICE IN
PRIVATE SCHOOLS OF ADDIS ABABA IN CASE OF ABUNE
GORGORIOS SCHOOLS

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JUNE 2024
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTERS IN BUSINESS
ADMINISTRATION**

JUNE 2024

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Acknowledgement

I would like to express my endless thanks to God and St Mary in every aspect of my journey to have delightful strength and to complete the project. My sincere thanks go to my advisor Tesfaye T. (Assistant Professor of Management) for his unreserved assistance and guidance. I extend my warm thanks to my family for their assistance and pray.

I would like to thank for my group members, and all classmates who had coordinated, encouraged and helped me all time throughout our courses from the start to the end of the program.

Finally, I am very grateful to Abune Gorgorios schools of employees who gave their time to replay my questionnaires and their support for the success of this study.

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ACRONYMS

HR	Human Resources
QS	Quantity Surveying
RR	Response Rate
SHRM	Society for Human Resources Management (SHRM)
SP	Succession Planning
SP&M	Succession Planning and Management
STD	standard deviation
SPSS	statistical package for social science
LSP	leadership succession planning
AGS	Abune Gorgorios School

Abstract

The purpose of this research was to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune gorgorios schools. Specifically this research used to assess the practices of leadership succession planning in private schools of Addis Ababa in case of Abune gorgorios schools, to assess the challenges of leadership succession planning in private schools of Addis Ababa in case of Abune gorgorios schools, to examine the alignments of leadership succession planning practice with the overall strategic plan of private schools of Addis Ababa in case of Abune gorgorios schools, to assess the successfully implementations of leadership succession plan in private schools of Addis Ababa in case of Abune gorgorios schools . A sample of 140 respondents selected from private schools of Addis Ababa in case of Abune gorgorios schools, A questionnaire was distributed to the respondents. The data was collected through questionnaire and by using descriptive statistics in SPSS Version 26. The result of the aggregate mean of all the practice of leadership succession planning, challenges of leadership succession planning, the extent to which leadership succession planning practice aligns with the overall strategic plan, and the extent of successful implementation of the leadership succession plan related items was lies between the range of [3.5 - 4.49] and it felt high mean range section and used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune gorgorios schools Leadership succession plan at Abune gorgorios Schools needs to be directly linked to the strategic goals and objectives of the institution. Regular evaluations of the success of leadership transitions are necessary to identify areas for improvement and refine the succession planning process accordingly. The need to foster a culture of openness and transparency to encourage honest discussions about succession planning challenges and potential solutions among school leadership and staff was also highlighted. there is a lack of regular review and update of the leadership succession plan to ensure its alignment with the evolving needs of the school and the education sector Abune gorgorios Schools should develop a formal leadership succession planning policy and procedure document that outlines the process, criteria, and responsibilities for succession planning and establish a structured mentorship program to facilitate the transfer of knowledge and skills from current leaders to potential successors

Key words: - leadership succession planning, private schools, Abune gorgorios Schools.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Succession planning is a targeted process that prepares employees for movement within an organization. It is a valuable tool that helps leadership identify key roles and individuals with the necessary skills. Succession planning is integral to the institutional knowledge transfer and talent management process. Succession planning seems desperately lacking in higher education, even when related to plan retirement. Succession planning comes in to ensure that the right talents are identified, and required competencies are developed. Effective and efficient succession planning is needed to achieve that (Eichenberger, 2017). Leadership succession is also seen as a strategic issue related to the development of talent and retention of human resources (Taylor & Youngs, 2018) Succession planning in education institutions including unclear policies and procedures in preparing, selecting and appointing academic heads, it is important to develop a succession planning model for leadership sustainability and success of the mission. Effective succession planning requires strong leadership practices throughout an organization. (Villien, 2023).

The process of leadership succession planning practice in private schools in Africa is faced with various obstacles that arise from distinct socio-economic, cultural, and infrastructural factors. There are numerous global polarizing agents but the current record holders are Racism, Religion, Gender, Ethnicity and Politics. Majority if not all Africans are zealots of either one or the others. These challenges are not uncommon in many other regions and are compounded by the aging workforce on the continent. Leadership succession planning has become increasingly important, and new frameworks and cycles have been developed to advance approaches to this process. These constructs have been introduced to promote the proactive preparation of successors for leadership roles. In today's rapidly evolving business landscape, leadership roles are becoming more fluid, and managing organizations has become increasingly complex. This can lead to unexpected changes in management, such as termination, disability, retirement, or even death. Therefore, it is crucial for organizations to prioritize succession planning in their human resource development in private schools. Successful organizations invest in continuous leadership talent development and proactive succession planning to address the challenges of transient management (K.Siambi, 2022).

Succession planning is an essential and recurring process that private schools must implement to ensure they have the right personnel, skills, and knowledge to maintain stability when leaders depart. A well-planned succession program is critical for achieving organizational goals and maintaining a competitive edge. Without it, the gaps in leadership can impede progress and jeopardize the success of the organization (Ali & Mehreen, 2019). As Ali (2019) reported, leadership succession planning is a vital component of human resource management in private schools. Addison (2020) highlights the importance of developing a comprehensive and standardized approach to leadership succession planning that aligns with organizational goals and values in private schools.

Leadership succession planning can create a reserve among potential school leaders Smith (2009) In addition, participating in leadership succession activities can increase employee engagement with the school resulting in improved school reputation, better school-community partnerships, increased school performance-capital, and reduced incidents of leadership attrition Carmin, (2009); khalifa, (2012). When school leaders choose to actively portray their passion for leadership, it can serve as a means to encourage aspirant leaders. In addition, the incorporation of leadership learning and development opportunities associated with school succession planning strategies .e., talent pools and mentoring programs has assisted in the implementation of concepts such as grow your own leaders Drew (2010), Developing one's employees for succession has been a practice that is embraced, as well as regularly implemented throughout corporate and business contexts. Leadership succession is also seen as a strategic issue related to the development of talent, and retention of human resources. Succession planning is designed to ensure the organization continues to perform effectively. This is achieved through planning for the replacement of key people whenever the need arises. Failure to plan for succession sometimes results in gaps in management (Taylor & Youngs, 2018).

In Ethiopia, teachers are either leaving the teaching profession or move from one school to another and join other occupations every year creating a huge gap in leadership development T. Mekuria (2020). A. H. Herut (February 28, 2019) Points out that the need for hiring new teachers coupled with the fact that many teachers leave the field has created unease for educational leaders. A problem of unstable working conditions for teachers that leads to turnover is a major challenge to the education system. H. Assefa (2011) also indicated poor working conditions, the low social status accorded to teachers by the society, teachers' lack of initial preference for the teaching

profession were some of the factors for attrition in schools. With this challenge in mind, schools and school administrators should proactively plan and incorporate succession planning in their strategy as well as daily operation. In this regard, succession planning can be an important way to identify employees who have the current skills or the potential to develop skills that can help schools to fill openings and assure continuity. Assessing succession planning, therefore, helps schools improve their practice. Well-executed leadership succession plan can effectively retain talented leaders Gao et al (2023).

In this regard, succession planning can be an important way to identify employees who have the current skills or the potential to develop skills that can help schools to fill openings and assure continuity. Assessing succession planning would therefore help schools improve their practice. This study, therefore, aimed at assessing the leadership succession planning practice in private schools of Addis Ababa in case of Abune *Gorgorios* Schools.

1.2 Statement of the Problem

The need for effective succession plans in achieving sustainable leadership and management is increasing in the organizations. However, many organizations do not pay enough attention to such plans and many of them are facing many challenges and ineffectiveness in the process of these programs. An effective succession planning seeks development opportunities for employees and the right cover and development plans is in place. Succession planning for Schools can be a source of stability and performance and could lead to student achievement Jacobson, S., & Merchant, B. (2014).

Fink and Brayman (2006), in a Canadian study, attributed the shortage of qualified principals to the dual issues of the emphasis upon standards/standardization on one hand, and the aging baby boom generation on the other. These researchers argued that the most critical issue is not one of succession, but the limited autonomy that principals can exercise on behalf of their schools and communities. Read (2012), in an Ontario study on preparedness for the vice principal's role, joined the variety of researchers who identified leadership succession as a critical issue in school systems, attributing its emergence as a concern to retirements, the shortage of teachers entering administration, and administrators leaving the position, due to dissatisfaction or disillusionment with the job. Read (2012) cited rapid and deep changes that have been the forces for concomitant changes in what schools do, how they are operated and governed, and how teachers and school leaders meet their professional responsibilities.

As Ali (2019) reported, leadership succession planning is a vital component of human resource management, and any criticism regarding its portrayal is baseless. Although many scholars have attempted to define leadership succession planning, there are still gaps and variations in the definition, framework, and models. It is imperative to address these gaps and variations to ensure that leadership succession planning is implemented effectively and efficiently. Addison (2020) highlights the importance of developing a comprehensive and standardized approach to leadership succession planning that aligns with organizational goals and values. According to Moore (2020), the current literature lacks a clear agreement on standard frameworks for leadership succession planning.

In Ethiopia, teachers are either leaving the teaching profession or move from one school to another and join other occupations every year creating a huge gap in leadership development T. Mekuria (2020), H. Herut (February 28, 2019) as well as H. Assefa (2011) indicated a significant level of turnover and attrition from the education sector due to teachers' lack of initial preference to the teaching profession, a low social status given to teachers by the society, poor working conditions, and low salary scales. High staff turnover rates are also a result of unsuccessful succession planning programs, whereas high staff retention rates result from successful succession planning implementation (Stadler, 2011). The effectiveness of succession planning would depend on the leadership style used inside the organization. Organizations with the best leadership styles outperformed rivals in terms of succession planning. Talent management and career management are key components of the human resource planning and succession management policy document of 2017. The two are integral parts of Succession Planning and Management (GOK 2017)

This is supported by Onyango (2014) who asserts that many organizations lack the capacity to recruit the right employees at the right place and time. Leadership talent retention and leadership development policy exist in isolation hence do not link causation to leadership succession planning. With this challenge in mind, schools and school administrators should proactively plan and incorporate succession planning in their strategy as well as daily operation. In this regard, succession planning can be an important way to identify employees who have the current skills or the potential to develop skills that can help schools to fill openings and assure continuity. Assessing succession planning, therefore, helps schools improve their practice. Hence, this research aimed at assessing the succession planning practices of private schools in Addis Ababa Coopers (2017).

Succession planning for Schools can be a source of stability and performance and could lead to student achievement. Like any other organization, schools can benefit from good succession planning. Unlike other business organizations, the ubiquity of change, the complexity of the role, level of remuneration, the status of the profession, legal constraints, and impact on family life are leading to a shortage of future leadership in schools. In Ethiopia, teachers are either leaving the teaching profession or move from one school to another and join other occupations every year creating a huge gap in leadership development as well as indicated a significant level of turnover and attrition from the education sector due to teachers' lack of initial preference to the teaching profession, a low social status given to teachers by the society, poor working conditions, and low salary scales H. Herut (2019). In private schools there is a problem in the developments of leadership succession planning, successfully implementations of leadership succession plan, the alignments of succession planning practices with the overall strategic plan of private schools and this study to investigate needs to fill the above gaps by assessment of leadership succession planning practice in private schools of Addis Ababa in case of Abune *Gorgorios* schools.

1.2 Research Questions

1. What are the practices of leadership succession planning in private schools of Addis Ababa in case of Abune *Gorgorios* schools?
2. What are the challenges of leadership succession planning in private schools of Addis Ababa in case of Abune *Gorgorios* schools?
3. To what extent leadership succession planning practices align with the overall strategic plan of private schools of Addis Ababa in case of Abune *Gorgorios* schools?
4. To what extent the successfully implementations of leadership succession plan in private schools of Addis Ababa in case of Abune *Gorgorios* schools?

1.4. Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune *Gorgorios* schools.

1.4.2. Specific Objectives

1. To assess the practices of leadership succession planning in private schools of Addis Ababa in case of Abune *Gorgorios* schools

2. To assess the challenges of leadership succession planning in private schools of Addis Ababa in case of Abune *Gorgorios* school?
3. To examine the alignments of leadership succession planning practice with the overall strategic plan of private schools of Addis Ababa in case of Abune *Gorgorios* schools.
4. To assess the successfully implementations of leadership succession plan in private schools of Addis Ababa in case of Abune *Gorgorios* schools.

1.5 Significance of the Study

The study is expected to identify best practices and areas of weakness in succession planning in private schools of Addis Ababa in case of Abune *Gorgorios* schools. Therefore, the analysis of perceptions could lead to revitalized mentoring and professional development opportunities better suited to create quality succession plans in primary and secondary schools. From a theoretical perspective, this research could serve as a benchmark for other researchers interested in conducting further research into the topic as well as the sector. This study is important for Employees for care development, for talent management and to provide basic knowledge succession planning on the other hand this study is important for Leaders by providing basic understandings how leadership succession planning practice in private schools and this study is important to School communities and other stakeholders by providing quality education and service to the community.

1.6 Scope of the Study

A researcher on the study was constraint at Abune *Gorgorios* schools for the purpose of doing a research easily for academically year 2016/2024. Conceptually, the researcher investigates leadership succession planning practice in private schools of Addis Ababa in case of Abune *Gorgorios* schools. Methodologically, the study delaminated to descriptive study research design; qualitative and quantitative research approach was used for data collection and analysis. To investigate assess leadership succession planning practice in private schools of Addis Ababa in case of Abune *Gorgorios* schools simple random sampling was for group homogeneity. Geographically Abune *Gorgorios* schools will take as an area for this study because of its convenience for the researcher to collect data easily. Regarding the time scope, the study was conducted for academically year 2016/2024.

1.7 Organization of the study

The research paper have five chapters; the first chapter includes background of the study, statement of the problem, research questions, objectives, significance, and scope of the study, limitation of

the study and also definition of terms. The second chapter was about review of related literature which is related to the study area and it gives a detail description of the study phenomenon by relating other scholar papers on the area. The third chapter will be telling all about methodology of the study in which research approach and method, sources of data, sampling techniques and procedure, method of data collection and analysis and the like were included. The fourth chapter the collected data will be analyzed discussed and interpreted. And the last chapter contains summary of the findings, conclusion, recommendation, references and annex.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Theoretical literature review

2.1.1. The concepts of Succession planning

Succession planning has been defined as any effort geared towards ensuring continued effective performance across the organization through the development, replacement, and application of key employees strategically. It has also been described as a means of identifying crucial managerial positions, beginning at the level of the project manager, and extending to the highest position in an organization (Rothwell, 2010). In the same citation, Roth well recognizes the need for a succession plan to ensure the management position provides maximum flexibility in lateral management moves. In doing so, management skills spread across departments to capture organization-wide objectives as opposed to narrow departmental objectives, from a global perspective, the healthcare service industry is becoming very competitive. An organization runs the risk of being faced out when they fail to attract and retain talent in the market. With these forces at play, organizations are forced to look into developing competencies within the organization, identifying key positions for replacement and performance appraisal, among other measures to guarantee continuity (Mehrtak et al., 2017).

Local studies reveal a positive relationship between succession planning and performance, as well as other indicators that measure satisfaction, such as retention and motivation. In Nigeria, Oluwaseun Oduwusi (2018) study of corporates revealed a relationship between firms that went under and those that had failed succession planning implementation. While several studies link succession planning to performance, those done in the public sector and state corporations in East Africa, for example, Malakwen (2013) and Komora (2016), reveal poor adoption of succession planning practices and a lack of senior management support in implementing of such strategies. Onyango, Njaya, and Zakayo (2015) study on the effect of succession planning on the performance of non-governmental organizations also revealed low uptake of succession planning practice, with only 18% of NGOs having a written succession policy document. Rothwell, (2010), through the Seven-Pointed Star Model, provides a framework through which systematic succession planning can be achieved. This model can also provide a framework through which current succession planning strategies can be assessed in terms of program effectiveness. This model is turning out to

be a more predominantly used framework for succession planning and management post-21st century (Odhiambo, Njanja, & Zakayo, 2015).

Organizations benefit from stability for their human resources. Succession planning represents an organization's attempt to prepare for the transition of all management positions Rothwell, W. J. (2010). Succession planning as Sambrook, S. (2005) defines it is an attempt to plan for the future needs of the organization that is caused by retirement, death, serious illness or promotion, and any new positions. In line with this, Collins, J.K. (2019) points out that succession planning could enable a seamless leadership transition across the organization. Succession planning has to be a systematic effort and a proactive practice Odhiambo, J. O. Njanja, L. and Zakayo, C. (2014), Rothwell, W. J. (2015). Hence, it should focus on consistency and a systematic approach to growing

leaders within the company. A proper succession planning should address the need for critical backups and individual development in any job category, including key people in the professional, technical, sales, clerical, and production ranks Rothwell, W. J. (2010).

Succession planning provides an organized approach to the process. Systematic “succession planning occurs when an organization adapts specific procedures to ensure the identification, development, and long-term retention of talented individuals. The benefits of succession planning lie on two main points, namely; business continuity and sustaining competitive advantage Winn, T.J. (2006). The benefits of succession planning can be explained in terms of its impact on organizations and individuals. Perrenoud, A. (2012) indicates that effective succession planning provides a balanced impact on both the organization and individuals. Succession planning for Schools can be a source of stability and performance and could lead to student achievement Merchant, B. (2014), Wahlstrom, K. (2014). Like any other organization, schools can benefit from good succession planning. As the literature indicates, unlike other business organizations, the ubiquity of change, the complexity of the role, level of remuneration, the status of the profession, legal constraints, and impact on family life are leading to a shortage of future leadership in schools Raham, H., & Renihan, P. (2013). education sector was not properly succession planning which is also reflected in the shortage of literature on succession planning at educational institutions Riddick, F. P. (2009)

2.1.2. Hesitance on grooming successors

(Ankita, 2012) States that emotional involvement from members of the family makes it difficult for succession planning in family businesses. They never want to discuss succession planning even though they know that owner of the business will one day die. Thus, the issue of succession planning is often avoided. Most family businesses have a very unprofessional way of handling succession planning (Luhn, 2006). Most family firms end up not doing succession planning or whenever done, it is done in confidentiality and most times leads to wrong decisions (Ankita, 2012) The thought of replacing managers who have been in a position for long is usually difficult. Some managers never want to leave their positions and want to remain at their jobs. Other leaders concentrate so much on retaining their jobs and forget to focus on what matters (Conger, 2004) Implementation of a strategic succession planning process encounters barriers that once identified will bring out the importance of human resources and developing pieces of training in line with the training needs to create an easier platform to implement the strategic plan of the organization (Rothwell, 2005)

2.1.3. Unprofessionalism

Most family businesses have an unprofessional approach to conducting succession planning. Some family businesses ignore succession planning and fail to factor it as an integral part of HR management. Those that practice succession planning, tend to appoint a person to that role without consultation or any set succession planning practices. Most of it is a result of a gut feeling (Manjkutty, 2011) deep down, everyone worries about retirement or redundancy. The importance of succession planning is at times undermined by the fear of discussing moving on slowing down the strategic process. Some of the people in senior positions view the process of succession planning as a reminder of their possible exit; this is due to a lack of adequate training on the importance of succession planning (Jackson, 2004)

2.1.4 Deciding who to promote

Being very good at one thing is not an automatic assurance that someone has the required skills and talents to take up a more senior position in an organization. Some employees tend to be comfortable in their positions and would not want a promotion. Including them in the succession plan would be a mistake since they lack the drive, ambition, or motivation for a more senior role. The fear of being unable to handle the pressure of more responsibility also makes them shy away from moving up the ladder (Richardson, 2006) Loyalty and hard work could also put pressure on

the human resources personnel and they are forced to give a promotion a. Promotions should not be treated as rewards; the decision on who to select should be based on which candidate is likely to perform best if given that opportunity. Different levels in an organization have different challenges and whenever an individual succeeds in one level, it is no guarantee that they will pass in the next position as lower levels have fewer challenges, selection should be done on the qualitative differences (Glen, 2017).

2.1.5. Biased selection

Familiarity makes people comfortable and managers are no exception to this. It is very easy for males to have a bias for males and the reverse is true. In a group where all managers are male, they will tend to have a bias in the selection of a male making it difficult for a woman to get selected. This is not a bias out of intentional discrimination but because of the comfort of familiarity(Glen, 2017).When selecting people required for different levels in an organization, the person specifications of the positions should be very clear, and objective comparison is done against individuals to ensure the best fit (Stinchcomb, 2010) Stinchcomb further says that trying to fit an individual into a stereotype can affect the process and it is no longer a skill-based process.

2.1.6. Succession plan:

It offers a blueprint for the growth of the organization and is vital to the prolonged existence of any business. Executing a succession strategy can be daunting as it is not a one-size-fits-all but needs to be customized for each particular organization. It should be considered that what works well for one company might not work for the other (Mathur, 2011)The important factors that assist to guide the organization in undertaking succession planning include having a strong human resource (HR) that will take succession planning practices very seriously ((Mehrabani, 2011)Succession planning as part of Recruitment

Plan, Training Plan, and Career Growth Management Plan with Performance Appraisal and HRMS tools assists to ensure that the right kind of people in the right numbers at the right time is available to help in sustaining continuity of strength and vitality

2.2. Challenges to Succession Planning in Education

Because the development of talent was one of the core components of succession planning, (Smeltzer, 2002)believed one of the purposes of succession planning was to prepare individuals for positions of greater responsibility, even knowing that some of the individuals would leave the organization for other opportunities. In reviewing planning efforts, (Griffith, 2012)specified that

an open-systems approach was necessary for analyzing the effectiveness of a succession plan. High-quality candidates needed to be developed from within the organization, and top-tier candidates had to be recruited from external sources for key positions.

(et.al Z. , 2012)believed there were additional challenges in succession planning in an educational organization, especially in smaller or rural school districts with fewer administrative positions. While mentoring was deemed important, the implementation was inconsistent. Another challenge unique to succession planning in educational organizations was the quality and relationships with institutions of higher education.

(Steyen, 2013)conducted a two-phase qualitative study of the socialization of a principal in a South African primary school. The outgoing principal had served in the position for more than two decades and left a positive legacy on the school. Although the new principal had previously served as a secondary school principal and was familiar with the school as a parent of a student, he felt insufficiently prepared to assume responsibility for the new school.

Socialization for administrators is key, and ensuring a principal is prepared to lead a school is of the utmost importance. The influence of a principal had a .25 effect size on student achievement ((et.al M. e., 2005)), which was second only to the influence of the classroom teacher (Bengtson, 2013)yet the process to ensure sustainable success was often non-existent (Hargreaves, 2005)(Bengtson, 2013)believed school systems needed to address the socialization of school leaders systematically. Proper socialization for school-based administrators ensured continuity of vision

2.2.1. A lack of trust

Without a general attitude of confidence and trust, it's hard for a leader to fully commit to the idea of succession. When someone is convinced that nobody can fill their shoes, it becomes impossible to trust anyone that seems remotely capable of doing so. After you've put in years of personal energy towards holding a company together, how can you allow someone new to simply 'take over'? It's important to remember that the right newcomer will build on your work, not trample over it. Leaders need to accept the fact that someone will do a great job when it's time to take charge. Yielding control to a competent and worthy heir can be - and should be - very freeing.

2.2.2. Choosing the wrong successor

Sometimes, succession is hampered by a bad selection. An insecure leader might choose a safe, unthreatening and therefore less-qualified successor. Or, a leader might make the wrong pick due

to disengagement from the succession planning process. The problem is, putting the wrong person in a principal role, whether due to lack of focus or self-protective instincts, only hurts the company long-term. The right hire will come with the skills and talents needed to lift up the whole organization and keep their predecessor's legacy alive.

2.2.3. Undercutting the successor

A leader may sometimes fail to give a potential successor the resources and support needed to do well in the role. A controlling, insensitive, or cynical leader can hurt a newcomer's morale, making it much harder for them to prepare for the job.

Micro-managing and undermining an understudy is unhelpful. After proving their worth, a candidate should be given the freedom to carve out their own path towards established corporate goals, instead of being put in a restrictive box that stunts their growth and sets them up to fail.

2.2.4. A passive-aggressive stance towards planning

A subtle, yet damaging way leaders often weaken a succession programmed is to pretend to prepare for new leadership while quietly thwarting the process. This can look like several things: choosing multiple potential successors (and in effect, choosing nobody), introducing random delays into the interview process, or offering the job to completely ill-suited prospects. This is often the passive-aggressive behavior of a leader who feels helpless when the specters of retirement are raised. But here is where stakeholders must keep the leader accountable, and not allow roadblocks in the process of choosing a replacement.

2.3. Developing a Succession Plan

According to Rothwell, (2017) effective succession plans frequently exhibited all or most of 15 characteristics: (a) participation of senior management, (b) benchmarks, and needs assessments, (c) a developmental focus, (d) dedicated responsibility, (e) emphasis at all organizational levels, (f) a systemic approach, (g) analysis of future potential, (h) a timeframe for high-level replacement, (i) accountability to prepare successors, (j) specific training and development, (k) continual performance of current employees, (l) an understanding of the specific culture, (m) critical review of procedures, (n) focus beyond the next promotion, and (o) formal mentoring. (BEESON, 2015) noted an important factor in succession planning; the most successful organizations developed talent at each level of the organization and did not simply focus on grooming a CEO, which aligned with several characteristics identified by Rothwell. Conger and (FULMER, 2016) called a flexible systems-oriented approach to the development of employees as the

fundamental rule. (Rothwell, 2013)) listed a systemic approach as one of the characteristics of an effective succession plan. Conger and (FULMER, 2017)also stressed the importance of specific development over replacement planning, which solely focused on providing a list of names of top-tier candidates.

Job rotation, special assignments, classroom-based training, and real-life exposure were far more effective in providing specific, targeted development for promising individuals (Conger F. , 2018)(Rothwell, 2015)cautioned that training should not be exclusively outside of the organization, or classroom-based. The employees needed to continue to succeed in their current roles. The senior executives had to be intimately involved in the process for a succession plan to yield quality results. (beeson, 2017)also specified the importance of including a great number of the senior executives in the succession-planning process, and in providing development opportunities for subordinates. In an earlier article, (Beeson, 2010)contended that supervisors had to be held accountable for subordinates' growth. Ultimately, the discipline displayed by the members of the organization, and their supporting actions determined the success of a defined plan (Lewis, 2013)While providing targeted professional development opportunities was important, the process had to start with mechanisms to identify top-tier talent (Chavez, 2011).

2.3.1 Identification of Talent:

Relying solely on manager evaluations was found to be a poor source of talent identification. Some managers ranked employees highly because of a sense of loyalty, or a high degree of personal trust. Conversely, emotional factors led to highly skilled employees receiving lower ratings than deserved, (Beeson, 2008)(et M. , 2009)believed the succession planning process was an opportunity to give stakeholders a voice in the process, as maintenance of the culture for the organization was important. Griffith (2012) contended the process for talent identification should begin with entry-level employees. Top-tier candidates with the proper dispositions needed to be recruited for entry-level positions, and trained for positions with greater responsibility. .(Rothwell, 2005)asserted that an effective succession plan trained employees for future positions beyond the next level promotion.

(Conger F. , 2009)focused on the development aspect for top-tier candidates, like early exposure to their limitations allowed for the development of needed skills. The development of skills should coincide with an assessment of the future needs of the organization.(Rothwell, 2005)). Identification of the proper candidates was imperative, yet difficult, as supervisors often hindered

prime candidates from advancing, because of a desire to keep an employee in a current position for the perceived value of the current job performance, (Beeson, 2010)(Chavez, 2011) provided characteristics that should be possessed by suitable candidates, including (a) vision with passion, courage, and integrity; (b) open-mindedness and ability to listen to others; (c) risk-taking and a willingness to admit failure; (d) acumen; and (e) respect through being trustworthy, value-driven, and authentic.(Beeson, 2014)believed that feedback had to be solicited from supervisors, subordinates, peers, and those external to the organization. (beeson, 2015)also noted that the most successful organizations had active, cross-functional assessments of talent frequently. (Rothwell, 2005)agreed and specified for organizations to identify key competencies for the present and future. Multiple raters had to consider those competencies in the framework of the organizational culture.

Few researchers appeared to address succession planning in educational organizations and most only reviewed the identification of leadership from the periphery(riddick, 2009)contended that senior school administrators believed their districts were engaged in successful succession planning because internal candidates filled a majority of vacancies for principals. (Thomas, 2011)) Reported the same result from interviews with superintendents from Canadian school systems, To ensure a sufficient number of internal candidates were available, (Hengel, 2007)believed the responsibility for identifying leadership candidates belonged to the principal. The principal had to recognize leadership activities and the specific accomplishments of all staff members.

2.3.2 Development and Mentoring:

Specific leadership training and development is needed for identified candidates (Beeson, 2007)(Chavez, 2011)(Rothwell, 2005)Chavez (2011) recommended a combination of traditional and non-traditional approaches. Traditional approaches included executive coaching, mentoring, and rotation of job functions. Non-traditional approaches included projects meant to stretch the candidate's experiences, community service, and experience on a non-profit board, and reverse mentoring – where the candidate was tasked with a leading team composed of superiors. (Beeson, 2018)specified to avoid the pitfall of providing generic managerial training, rather than intensive individualized professional development opportunities. Managers were held responsible for the staff development of those they supervised. (Rothwell, 2005)recommended the use of individual development plans to help employees develop the needed competencies to be successful in the future.

Some educational organizations recognized the importance of targeted development. (Durden, 2008) reviewed a program to train new administrators for New York City schools. Applicants underwent a multi-prong assessment, and those selected were provided with specific individualized development plans. No two leadership candidates had the same plan, as each plan was designed to help the candidate develop specific knowledge and skills, and gain targeted experiences.

(al B. e., 2013) agreed that specific training and strong mentoring were needed for new principals, as both elements contributed to the socialization process. Socialization occurred through six tactical dimensions, each in a dichotomous pair: (a) formal and informal, (b) sequential and random, (c) fixed and variable, (d) serial and disjunctive, (e) investiture and divestiture, and (f) collective and individual settings. Despite which of the dimensions were dominant, the relationships between the candidate and mentor and between the candidate and colleagues were important for success. For example, one of the programs analyzed by (al B. e., 2013) focused on a cohort model, in which leadership candidates collectively completed a formal academy. However, the candidates also met through informal meetings. The program was coded as serial since personnel who previously served or were currently serving as principals instructed the academy. The academy had a fixed time frame of one year; the process had sequential steps and was coded as a divestiture since the training was focused on building norms for the position, rather than accepting preconceived beliefs.

While there were similarities in many leadership development programs, there were also vast differences. For example, (Brittingham, 2009) reviewed a Delaware school district's succession-planning process. The district's assistant superintendent stated the school district struggled to fill administrative vacancies before implementing the program, and now the concern transitioned to which of the qualified personnel was the best cultural fit. All principals mentor candidates on a rotating basis for the two-year development program.

2.3.3 Retention:

While identification of talent in conjunction with targeted development and mentoring were frequent themes in the literature, the final component to a successful succession plan was the retention of top-tier candidates. (Chavez, 2011) contended that retaining top performers was equally as important as preparing new talent; both were needed for organizational success. Beyond the high costs associated with replacing high-caliber employees, (Chavez, 2011) indicated that

retaining top-tier candidates provided a higher return on investment, as the internal employees had demonstrated experience, along with an understanding of the organizational culture.(beeson, 2000)asserted a link had to be clear between performance, and the reward and recognition systems. Earlier(Beeson, 2008) had linked open communication and employee growth opportunities. He stated there had to be transparency in the entire process.

Beyond retention, the internal movement of principals was another factor to be considered. (Farley, 2012)divided retention and turn over into static and dynamic categories. Furthermore, they contended retention and turnover were defined differently in the literature. Therefore, analyzing the retention and turnover for principals was complex, especially as there were instances in which principals were transferred to new schools without participation in the decision-making process. Administrative retention and turnover had to be analyzed through static and dynamic approaches to yield valid data for policy considerations.

2.3.4. Organizational Culture and Sustainability:

Understanding the climate and culture of a school is an important facet for an administrator (Owens, 2005)stated one of the prime responsibilities for an administrator was to build sustainability in the organization. On the very first day in the position, the principal needs to establish an exit plan for his or her eventual departure. Hargreaves contended that truly sustainable efforts were maintained over the tenures of several principals, which he defined as three or four consecutive (Principals, 2005)Poor planning is the enemy of sustainability. Succession plans should consider the organizational culture. Attempts to change the organization through a forceful, top-down strategy do not inspire teachers to improve teachers, the strategy only entrenches resistance among the faculty. Instead, distributed leadership was the only method to ensure important aspects of sustainability were perpetuated in the organization (Hargreaves F. , 2006)

2.4 Theory of the study

2.4.1 Systems Theory

Systems theory looks at a system as a living entity made up of separate but interdependent parts that together make up the whole (Jacobs, 2014). These parts interact with the environment and with each other to achieve the overall organizational goal. During the process, feedback becomes important to ensure maximum performance and synergy of efforts. In doing so, the system becomes greater than the sum of the parts. According to Mele, Pols, and Polese (2010), the system and its sub-parts take input from the environment and convert the inputs into outputs. This

conversion is referred to as a process. Interaction of outputs with the external environment results in outcomes. Emery and Trist (1960) referred to organizations as socio-technical systems incorporating interaction between people and technology.

In an organization set-up, inputs can be employee skills, hours put into work, and raw materials needed for processing. Application of technical and nontechnical expertise to the inputs converts them into outputs. Different parts of the system convert inputs into outputs. Outputs are the immediate items of value that the system generates. It can be goods or even services. Outcomes are the overall result of interaction between the organization's outputs and the clientele. It can be continuity and survival, profitability, reduced burden, or prevalence of diseases, among others. Katz and Kahn's (1966) study notes that in organizations, the outputs can be feedback to reactivate the system.

Jacobs (2014) argues that almost everything can be looked at as a system, including processes. Policy implementation begins by defining the desired outcomes. With this approach, all the different phases of development and implementation are designed to achieve the desired outcome or behavior, including having feed-forward and feedback mechanisms. Phases of implementation vary in terms of approach and objectives, but each objective attained helps the whole process attain the broader objective. Talent management and career management are inputs of human resource development programs such as succession planning (Tarique, I. 2021). At the same time, the two operate as independent but interrelated development processes at a sub-level(Tarique, I. 2021).. System theory is relevant to our study because organizations like CDOH consist of different functional groups and departments. Interdependence means they have to communicate to achieve synergy to achieve the organization's ultimate goals. With different processes happening in different departments, the failure of any department may jeopardize the organization's goals (Jacobs, 2014). Human resource management plays a significant role in the system. It is an area where organizations can gain a strategic advantage. Concerning the current human resource situation identified by the Government of Kenya (2017), 31% of staff within the public sector are due to retire within ten years. The group has a wealth of experience that needs to be managed well before it gets lost through attrition. The policy document identifies on-job transfer of leadership and managerial competence as a solution to this problem through strategic succession planning and management.

2.4.2 Situational Theory

Individual characteristics and situations determine a leader's effectiveness (George & Jones, 2012). The situational theory of leadership asserts that effective leaders are those that can adapt their style based on the situations that arise. Leadership types or styles differ and no one style suits all circumstances that a leader may find themselves in from time to time. This theory implies that a situational leader needs to be flexible. They may respond to the different circumstances through commanding, mentorship, coaching, persuading, delegating, participation, collaboration or any response that they feel will get the best results. This theory is relevant to the study in the context of middle and junior-level healthcare leadership and management positions filled in the country. Healthcare managers find themselves frequently facing different situations upon appointment with little managerial experience. They have to adopt their leadership style and learn in the process as situations and circumstances arise GOK (2017) policy program identified this as a challenge. The policy reported that there are several unqualified officers in leadership positions serving in an acting capacity. Taking consideration of situational characteristics during succession planning can help in the identification and recruitment of best suited candidates for leadership continuity. With Succession planning and Management, potential leaders can be exposed to different situations as they are being prepared for future managerial roles. This will allow them to be flexible when dealing with challenges when they eventually take over managerial positions, hence making them more effective.

2.4.3 Human Capital Theory

Human capital refers to all the knowledge, skills, abilities, experience, intelligence, training and competences demonstrated by individuals with a value to the organization (Gillies, 2015). the theory of human capital was first developed by Becker, (1962).The human capital theory asserts that schooling provides marketable skills and abilities related to job performance. This makes the more highly schooled applicants more valuable to employers thus raising their incomes and their opportunities for securing jobs (Bills, 2003). The essence of the human capital theory is that people invest in themselves according to their own self-interest, for the sake of future gains in lifetime earnings. The resulting human capital pays off in increased productivity which when valued by the labor market results in increased earnings (Dobbs, Sun & Roberts, 2008). Since most of the sustainability issues worldwide are resultant effects of human and industrial activities, it,

therefore, makes sense to offer training and organizational development programs toward a sustainable economy (Kopp, and Martinuzzi, 2013; Atiku, 2020). Also, alignment of human and organizational development strategy, as well as a national development plan with the economic, social, and environmental pillars of sustainability is imperative. Therefore, human capital development strategy is a holistic approach to for a more sustainable economy (Atiku and Lawal, 2022).

Succession policies should be flexible to account for rapid change. Furthermore, proactive development of the talent pipeline is thus essential (Mans-Kemp, and Flanagan, 2022). According to the theory, human capital includes skills, knowledge, experiences, abilities and attitudes as well as all other attributes that an employee can use for the effective performance of assigned responsibilities. Thus, the human capital theory can explain the assumption that succession planning will be effective if it will involve programs of developing employees' skills, knowledge, abilities and experiences in leadership and management.

2.5. Review of Empirical Studies

Succession planning has been a tool for employee and organization development despite of lacking effectiveness in strategic plans. Kariuki and Ochiri (2017), define strategic planning as a process of developing a vision, mission and objectives of an organization. It communicates the organization's goals and actions needed to achieve those goals (Matini, Gesimba, and Mwangi, 2019). According to Adewale, Abolaji and Kolade (2011) human resources play vital functions in an organization and there is a need to employ strategic human development concepts to achieve organizational goals and objectives. Thus, strategic human development concepts such as talent attraction, talent retention, career management & training and development have influence on the performance or organizations through succession planning (Wang'ombe and Kagiri, 2013). Despite of the fact that succession planning is one of the most significant human resource management responsibilities within today's organizations (Mwemezi, 2011), less is done on succession by human resources managers in the local government authority particularly in Tanzania. Hargreaves, (Moore, 2003)after interviewing 250 teachers and administrators concluded that what affects the life of a school and the sustainability of its improvement 9efforts is leadership succession. Successful succession depends on sound planning, successful employment of outbound and inbound leadership knowledge, limiting the frequency of succession events, and preserving leadership in the face of movements toward more management. On the other hand

indicated that a coherent and coordinated approach to leadership learning and development in individual schools, supported by incumbent senior leaders, is essential if succession planning is to be effective and the supply of able leaders entering the talent pool is to be increased.

The leadership succession plan adopted by the state of (Maryland, 2006) is based upon a series of questions about five succession-related practices, namely: identification, development, Promotion, movement, and retention. In Canada, The Treasury Board of (Canad, 2002)) developed a comprehensive guide to serving as a resource for organizations considering their transition and succession strategies. The goal is leadership sustainability: to identify pools of leadership talent-not 'heirs to specific positions.' Mentorship as a succession strategy has received significant attention in leadership research, and there is growing recognition as to its potential in educational organizations. (Daresh, 2013)pointed to research that suggests that school leadership is enhanced when clear, focused efforts are made to help novice school leaders through their first professional duties. Crow &(Matthews, 2008)advocated long-term, conscientious approaches to mentorship as important means of accomplishing this, and added that support and mentoring be a career-long experience.

(Read, 2012)sounded a warning that teachers tend to learn about the nature and issues of the in-school administrators' roles through incidental observations and interactions, that might not accurately reflect the true nature of the role. She added that the leadership succession phenomenon requires careful recruitment, support, and retention of persons who are well prepared and qualified for the challenges they will face as administrators. Read noted that, while both incidental and deliberate learning is important to the novice administrator, structured (deliberate) programs are more important for such role-specific situations as dealing with the police and social services.

(Tilahun, 2016),the purpose of this study is to assess the challenges and practices of succession planning and management in the Commercial Bank of Ethiopia, which has been the pioneer to implement the program in the banking sector. The study used primary and secondary data. A cross-sectional survey has been used to collect primary data from 92 employees at the management level in the first and second pool of candidates and interviews were conducted with 5 top managers from the Human Resource Division who are directly related to executing the program. The study identified that the succession planning and management program of the CBE has been entrapped by challenges like lack of identifying talent at the lower level, biases in the selection of candidates, inability to run computer programs meant to track progress and processes, information gaps, low

visibility, etc. Having these challenges, the CBE although struggling to spine the program considering SP&M strategic tool to achieve its business imperative, but the system still is hung up on the planning continuum of succession.

(Eshetu, 2017)the study aimed at assessing succession planning practices and challenges affecting human resource succession planning in the Commercial Bank of Ethiopia. Specifically, the study aimed in finding answers to four objectives. It assessed the extent of human resources succession planning activities in the Commercial Bank of Ethiopia it also examined the challenges facing human resources succession planning in the bank. Furthermore, the study assessed the positive factors influencing human resources succession planning in the bank. Finally, the study looked at strategies used for enhancing the application of human resource succession planning in the Commercial Bank of Ethiopia. The study employed questionnaires and interviews in data collection. The study findings indicate that majority of the respondents did not know the concept of human resource succession planning. The study finding also showed that the bank did not properly practice the positive factors of human resource succession planning such as the ability to motivate and retain key employees, focusing on roles and responsibilities across a carrier plan, and Lack of Plenty of information about employees. Moreover, the bank did not properly use various strategies of enhancing human resources succession plans which included attracting and recruiting potential employees, Effective leadership and management development, and improving budget.

(Sheila, 2017)the study sought to analyze the effects of succession planning on the organizational performance of family-owned businesses in the horticulture industry. The specific objectives of this study include how training and development, talent retention, talent recruitment, and compensation management affect the performance of Mara Farming Ltd. The target population consisted of senior management, middle-level management, and supervisors, based on the technical nature of the study only this category of employees was best placed to assist in the study. The researcher used a stratified sampling procedure to select samples that were representative of the entire population, a total of 38 which is 50% of the target population. The data collected from the respondent was analyzed and presented using tables, pie charts, graphs as well as a qualitative and quantitative tabulation of data to ease understanding and interpretation of results. Lastly from the study findings, it was concluded that compensation management has a great influence on performance, this was backed up by 97% of the respondents because compensation management helps attract and retain a high caliber of people, employees are attracted and retained if the

organization offers a competitive pay rate. These findings demonstrated that succession planning strategy can be used to mobilize and manage staff to enhance the performance of the horticultural industry organizations in Kenya. To achieve all this the researcher recommends that companies develop a proper retention strategy, enhance their compensation system to attract and retain key talent and employ new recruitment sources such as networking websites, job websites, professional publications, and campus recruitment which will improve the attraction of staff because the employable age group makes more use of the internet more than conventional media.

Samuel and (Mercy, 2018)the purpose of the study was to find out what challenges are faced in succession planning at the five-star Hotels in Kenya. The study considered one major five-star hotel in Kenya that has a chain of hotels, resorts, and lodges in different regions of Kenya. The study was guided by three theories namely: Transformational Leadership Theory (MacGregor, 1978)Contingency Theory (Fiedler, 1960)and Trait Theory (Allport, 1936)The study adopted a case study research design and the respondents were 18 senior managers in the hotels who included: Directors, Head Office Executives, General Managers, and Lodge Managers. The data collection instrument was an interview guide where interviews were administered in person to all the respondents.

The findings revealed that succession planning is practiced and there is a general understanding of what it is in the organization. In addition to this, the findings also revealed the major challenges that were experienced which included the size of the organization, financial resources, lack of proper mentorship and training of successors as well as their predecessors, unprofessionalism in the process of succession planning, lack of involvement of all key stakeholders, micromanagement of successors and lack of seriousness in implementation of the process. The study recommended that there is a need for clear guidelines on identification of successors; successors should be continuously engaged through tailor-made pieces of training and mentorship; ensuring better pay for successors to avoid leaving; regular review of succession plans; ensuring all people relevant to the process are involved and finally avoiding stereotyping of candidates and positions.

(Eyobed, 2018)study aimed at assessing succession planning practices and challenges at Ethiopian Shipping and Logistics Services Enterprise. Specifically, the study aimed in finding answers to four objectives. It assessed the practice of succession planning it also examined the challenges facing human resources succession planning in the enterprise. Furthermore, the study assessed the factors influencing human resources succession planning in the enterprise. Finally, the study

looked at strategies used for enhancing the application of human resource succession planning in Ethiopian Shipping and Logistics Services Enterprise. The study employed questionnaires and interviews for data collection. The study findings indicate that majority of the respondents know the concept of human resource succession planning. The study finding also showed that the enterprise did not properly practice the enable factors of human resource succession planning such as the ability to motivate and retain key employees, focusing on roles and responsibilities across a carrier plan, and Lack of Plenty of information about employees. Moreover, the enterprise did not properly use various strategies of enhancing human resources succession which included attracting and recruiting potential employees, effective leadership and management development, and improving budget.

(Vichetera, 2019) this study aimed to explore the issues and challenges of implementing succession planning in the Ministry of Education Malaysia. Besides that, this concept paper is also intended to look at factors that contribute to the implementation of effective succession planning. The sample of this study is focused on the Education Service Officers, Ministry of Education Malaysia. Succession planning is seen as an important factor for the well-being of an organization. Transformational leadership, transactional leadership, and organizational culture are seen as contributing factors to the implementation of effective succession planning.

(Alex, 2019) This study which was conducted in one of the Public Sector Organizations in Tanzania revealed that succession planning is affected by the shortage of staff, lack of qualified staff, lack of experienced staff, and aging of the workforce. To resolve the challenges of succession planning, it is recommended to employ human resource management strategies such as recruitment, training, and rewards to increase the number, quality, and experience of the staff at all levels and consider age factors in recruiting and preparing employees for succession. Shortage of staff has an impact on succession planning in the sense that, effective succession requires the availability of staff in all job positions in an organization by replacing those going out of employment for various reasons such as retirement, resignation, appointment to other organizations, termination by employer, death and other forms of separations as emphasized by (Wilkerson, 2007) Lack of qualified staff was also found to be a critical factor affecting the succession planning process.

2.5. Research Framework

Combining the above discussion, we can summarize that as assessment of a quality succession plan includes measures for organizational leaders to identify candidates, provide targeted training and development, and retain the most promising employees (Chavez, 2011)

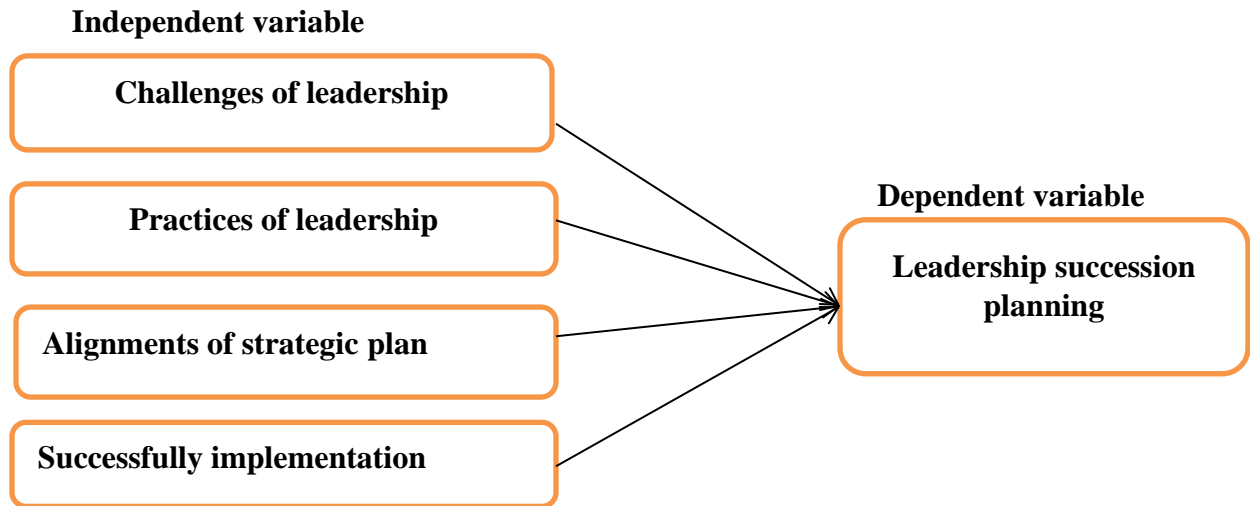


Figure 2.1 conceptual framework

Source: - own developed by the researcher 2024

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter focuses on the numerous methods and procedures used by the researcher to perform the study and answer the research objectives mentioned in the previous chapter. The research design, research approach, population characteristics, sampling design and sample size, data collection methods, research procedures, data analysis methods, and ethical issues will organize in the following order: research design, research approach, population characteristics, sampling design and sample size, data collection methods, research procedures, data analysis methods, and finally the ethical issues.

3.2. Research Design

In this study descriptive and explanatory research design was applied. The descriptive research design aims to describe the current state of the identified variables. Collecting information systematically requires careful selection of the research unit and careful measurement of every variable. (Brewer,2000). Descriptive research is considered appropriate because subjects are generally observed in their natural environment and can produce accurate and reliable information (Britt, 2006). Explanatory research design used to explain and explore the occurrences of phenomena towards the future. Therefore it is useful to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.

3.3. Research Approach

The research approach constitutes the plan and the procedure for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation (Creswell, 2014)(Creswell, 2014) further suggests that a quantitative research approach is suitable for testing objective theories. Accordingly, this research followed both quantitative and qualitative research approach to conduct the research. Quantitative data was collected using a survey of teachers at Abune Gorgorios schools. The research is also designed as cross-sectional research as data collected at one point in time.

3.4. Population, Sample Size, and Sampling Techniques

3.4.1 Population

The target population was from private schools of Addis Ababa in case of Abune Gorgorios schools. This research was conducted in the capital of Ethiopia, Addis Ababa in case of Abune

Gorgorios schools. Specifically in Abune Gorgorios schools the study focus on five schools of Aware branch, lebu branch, weyra branch, cmc branch and kality branch. The target populations from which the sample respondents was select from selected private schools in Addis Ababa, so the total population of the study is 216.

Table 3.1: The total population.

Sample of Abune Gorgorios schools	Quantity
aware branch	35
lebu branch	40
weyra branch	42
cmc branch	51
kality branch	48
Total	216

3.4.2. Sample Size

According to Cooper and Schindler (2008), sample size was described as a smaller set of elements from the larger population. Mugenda (2003) argued that the choice of sample size was governed by the confidence you need to have in your data, level of certainty, and the accuracy. You require for any estimates made in your sample, the type of analysis you are going to undertake and finally the size of the total population from which your sample is drawn. The sample computation has be as follows. Using all population for data collection is difficult for one researcher. So it is difficult to use all population, and the researcher using formula developed by (Yamane, 1967).

$$n = \frac{N}{1+N(e)^2}$$

Where N= number of total population

n= sample

e=level of precision (5%)

$$n = \frac{N}{1+N(e)^2} = n = \frac{216}{1+216(0.05)^2} = 140$$

Therefore My Sample size is =140

If N = 216; respondent

Each branches =?

For example, N = 216 = 140 respondent

Aware branch (35) =?

Then, by using the cross Math multiplication we get,

Table 3.2 sampling size

Sample of Abune Gorgorios schools	Quantity	Simple size
aware branch	35	23
lebu branch	40	26
weyra branch	42	27
cmc branch	51	33
kality branch	48	31
Total	216	140

3.5. Types of Data and Tools/Instruments of Data Collection

This study was collect from primary data using a self-administered paper-based questionnaire and unstructured interview. The data was collected quantitative data collected using a five-point Likers scale questionnaire. Based on the review of the literature, a survey instrument is developed. The survey questions will be covered open and close-ended questions.

3.6 Methods of Data Analysis

The data was analysis after checkups of completeness, consistency, blank or missing data were checked, analysis was done by using both qualitative and quantitative techniques by using (SPSS version 26).the result was present in the form of tables graphs with mean STD and percentage frequency. Data analysis that was conduct involved reducing the collected data to a manageable size, by developing summaries, through the utilization of data analysis techniques (Cooper and Schindler, 2008). The quantitative data was analyzed using both descriptive and inferential statistics.

3.6. Validity and Reliability

To assure the validity of the questionnaire, pilot testing, as well as feedback from practitioners will be take questionnaires was distributed to respondent to see the clarity of the questionnaire before distributing it to the whole participants Further, Cornbrash’s alpha will calculated for the scale to determine reliability (internal consistency 0.07 as recommended).

3.7. Ethical Considerations

The study was conduct by considering appropriate ethical principles. It has not undermined all aspects of gender, religious, and language and includes using proper citation, providing information to the respondents on the purpose of the study and the use of the information as well

as reporting of the findings in a moral way. Information obtained will be kept in strict confidence and used for the intended purpose only. Individuals have provided sufficient information in order to make an informed decision on their participation and demonstrated with any ethical issues of consent of confidentiality are clearly defined. The researcher observes the principles of ethical issues like confidentiality and dignity of the participants, integrity, on no account plagiarism, and never fabricating and destroying data.

CHAPTER FOUR

DATA PRESENTAT ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

The data is presented, analyzed, and interpreted in this chapter. The data acquired by the questionnaire is analyzed in this chapter four. The data was analyzed using descriptive and inferential statistical approaches, depending on the type of data collected. The general characteristics of the respondents, such as gender, educational qualification, and work experience in the company and job type, were analyzed using frequency and percentage. Mean, standard deviation, descriptive analysis was also calculated.

4.2 Response Rate

According to Bacon (2014), response rate is defined as the extent to which the final set of questionnaires collected from respondents is calculated against the number of questionnaires received back from respondents interviewed in the study. For this study, sample size was 140 respondents. From this sample size 133 fully filled questionnaires were received back from respondents representing a response rate of 95%.

4.3 Respondents Profile

Objective one was to know the demographic characteristics of the respondents. To achieve it, questions were asked to capture these responses. Frequencies and percentage distribution table were employed to summarize the demographic characteristics of the respondents.

Table 4.1: response Rate

No.	Respondents category	Frequency	Percentage
1	Responded	133	95%
2	Did not responded	7	5%
Total		140	100%

(Source: SPSS output researcher survey data, 2024)

4.3 General Information of the Respondents

This section profiles the respondents in respect to gender, age, marital states, level of education and year of experience the respondents. The items in the research instruments used in the study informed profiling of the respondents.

4.3.1 Gender of respondents

Table 4.2 genders of the respondent

		Genders of the respondent			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	74	55.6	55.6	55.6
	female	59	44.4	44.4	100.0
	Total	133	100.0	100.0	

(Source: SPSS output researcher survey data, 2024)

The data sought on whether respondents were males or females. The study found it important to analyze gender distribution of the respondent so as to compare the level of participation to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. The study did not consider any of the gender in the selection of respondents. Respondents asked to indicate their gender. From the finding of the study males made the majority of the respondents at 74(55.6 %) and the females at 59 (44.4 %) as shown the above table. This indicates the majority of the respondents are males.

4.3.2 Age of the respondent

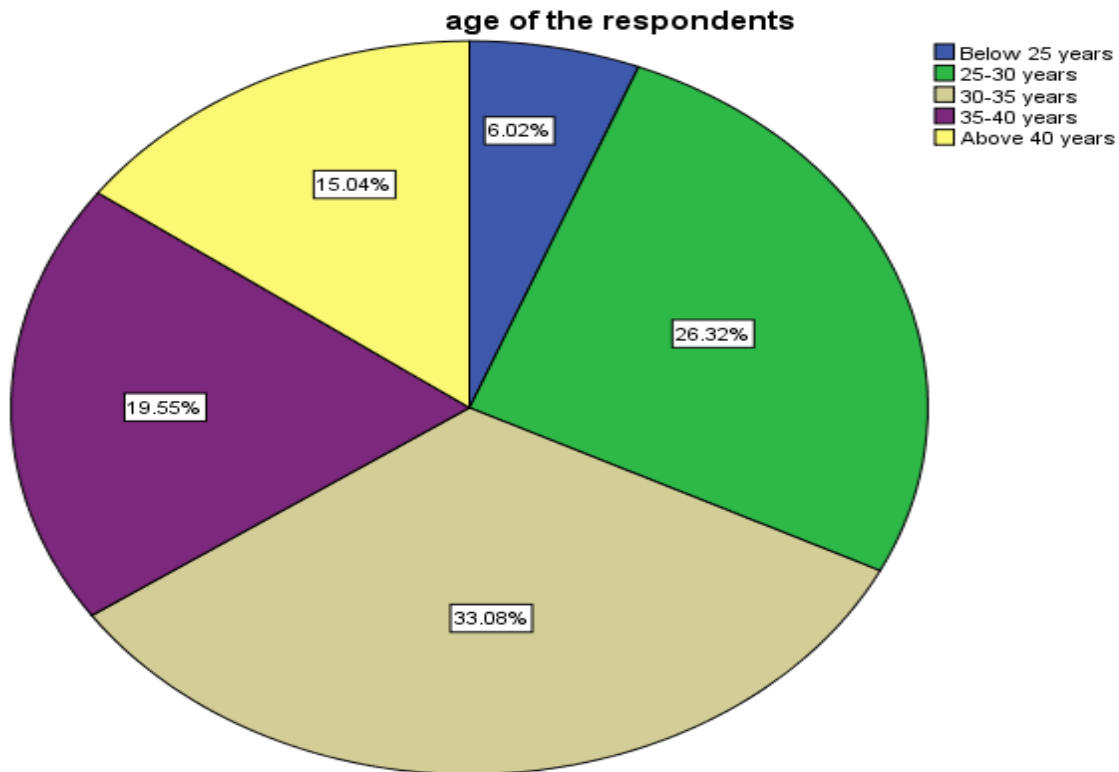


Figure 4.1 age of the respondents

(Source: SPSS output researcher survey data, 2024)

From the given figure above Respondent asked to indicate their age group in years. This done to understand the age distribution of the respondents since an individual's age was consideration in the selection of respondents in this study. Age groups classified into five categories:- Regarding to respondent Age category in year majority 44 (33.1%) of respondents are participated at age of 30-35 years old, similarly the second highest number 35 (26.3 %) of respondents are ate age of 25-30 year-olds. In other hand the list participated respondents are 35-40 years old are 26 (19.5%), Above 40 years olds are 20(15) and finally the remaining respondents are Below 25 years which is 8(6%). This confirms that 38 (31.1%) of respondents were youths between the age of 26-35 years. About the age, distribution of the respondent majority of them found at young and youth age and can assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.

4.3.3 Education level of respondents

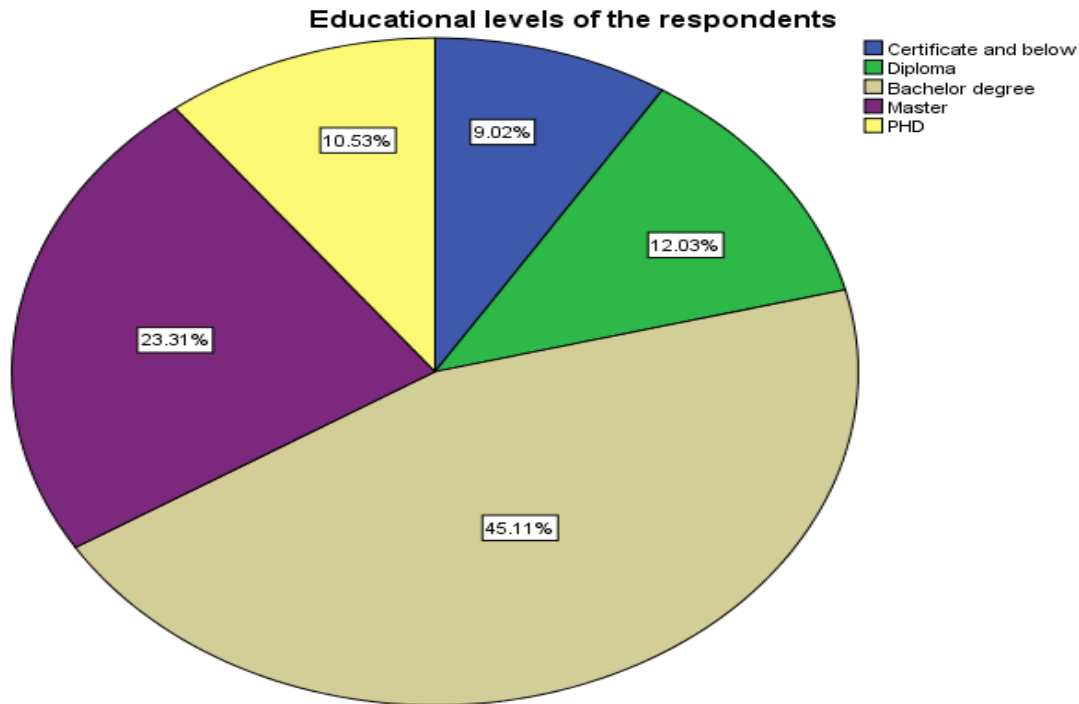


Figure 4.2 Educational levels of the respondents

(Source: SPSS output researcher survey data, 2024)

From the figure above the respondents asked to indicate their highest level of education. Respondent's level of education considered important in this study in respect to responding to the research instruments as well understanding leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. The study sought to establish the educational level of respondents from the findings of the respondents 60(45.1%) are Bachelor degree followed by masters 31 (23.3%) whereas certificate and below were 12 (9%) as shown in the table above. Finally 16(12%) of the respondents were diploma and 14 or 10.5 % of the remaining respondents were PHD holders. From this majority of the respondents were Bachelor degree or educated and have knowledge of leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.

4.3.4 Work Experience of respondents

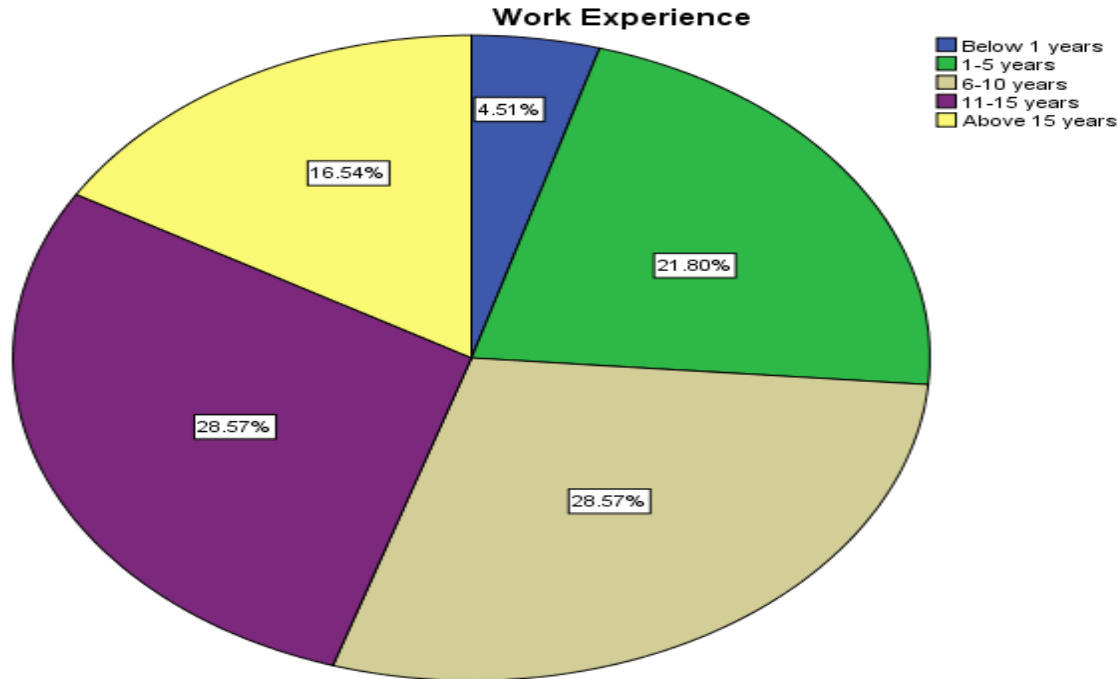


Figure 4.3 Work Experience of respondents

(Source: SPSS output researcher survey data, 2024)

From the given table above the study sought to establish that the work experience of respondents from the findings of the respondents below 1 year are 6 (4.5%) and those respondents who are 1-5 years of work experience are 29 (21.8%) followed by those 6-10 years of experience of 38 (28.6%). From the given table above respondents with 11-15 years of work experience were 38 (28.6%) and above 15 years were 22 (16.5%) as shown in the above table. So from the work experience of respondents we can conclude that 28.6% of the major respondents have 6-10 and 11-15 years of work experience and have leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.

4.4 descriptive statistics of leadership succession planning practice

4.4.1 Practices of leadership succession planning

This section presents the analysis of Practices of leadership succession planning obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Please show the extent of your perception on the assessments of credit risk management. Please indicate in the

Rating or Liker items measuring technique using very high (VH), High (H), Moderate (M), Low (L) and very low (VL) to rate the exhibited Practices of leadership succession planning. The analysis of the Practices of leadership succession planning was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.3 Descriptive Statistics of Practices of leadership succession planning

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
There is an effective method to assess the assignment performance of successors as an input for development plan adjustment.	133	1.00	5.00	3.8421	.93616
There is enough variety of developmental techniques to help probable successors in job assignments.	133	1.00	5.00	4.1203	.96952
There is a means to track development activities to prepare successors for eventual advancement.	133	1.00	5.00	3.5414	1.26438
The performance system/corporate gap analysis is effective enough to help the succession plan.	133	1.00	5.00	3.6842	1.27546
In the school, there is the availability of effective company vision, and addressing future needs of the organization affects positively the facilitating of human resource succession planning.	133	1.00	5.00	3.8346	1.15588
The school makes a deliberate effort to identify potential candidates to be successors	133	1.00	5.00	3.6692	1.19799
Valid N (listwise)	133				
Aggregate mean and STD				3.782	1.18947

Source: - SPSS output survey data 2024

The results presented in Table 4.4 indicate that the sample mean for individual responses ranged between 3.5414 and 4.1203. These values of sample mean generally tends to 3.782 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .93616 and 1.27546 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Practices of leadership succession planning were 3.782 and 1.18947 respectively.

According to the given table majority of the respondents stated that There is enough variety of developmental techniques to help probable successors in job assignments having a highest means of 4.1203 and STD of .96952, There is an effective method to assess the assignment performance of successors as an input for development plan adjustment having a highest means of 3.8421 and STD of .93616 and In the school, there is the availability of effective company vision, and addressing future needs of the organization affects positively the facilitating of human resource succession planning having a highest means of 3.8546 and STD of 1.15588 respectively.

On the other hand majority the respondents stated that the performance system/corporate gap analysis is effective enough to help the succession plan having a means of 3.6842 STD of 1.27546, The school makes a deliberate effort to identify potential candidates to be successors having a means of 3.6692 STD of 1.19799 and There is a means to track development activities to prepare successors for eventual advancement having a means of 3.5414 STD of 1.26438 respectively.

In general Practices of leadership succession planning of the respondents were USED TO assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools having aggregate scores for sample mean and sample standard deviation of 3.782 and 1.18947 respectively

4.4.2 Challenges of Leadership Succession Planning

This section presents the analysis of Challenges of Leadership Succession Planning obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Please show the extent of your perception on the assessments of credit risk management. Please indicate in the Rating or Liker items measuring technique using very high (VH), High (H), Moderate (M),

Low (L) and very low (VL) to rate the exhibited Challenges of Leadership Succession Planning. The analysis of the Challenges of Leadership Succession Planning was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.4 Descriptive Statistics of Challenges of Leadership Succession Planning

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The insufficient talent affects the effort of succession planning.	133	1.00	5.00	3.7519	1.10375
Succession planning is made difficult by a carrier plans disorganized roles and responsibilities.	133	1.00	5.00	4.2105	.87085
Limited information about employees is one challenge for succession planning.	133	1.00	5.00	3.5940	1.10122
Lack of effective company vision is one challenge in succession planning.	133	1.00	5.00	4.0000	1.07309
The school's ability to motivate and retain key employees through succession planning helps for the achievement of its goals.	133	1.00	5.00	3.3609	1.16345
Effective business practice in the school enhances the profitability and success of the school.	133	1.00	5.00	3.1729	1.05537
Week performance of Rewarding and recognizing hard-working employees is a challenge for the Human resource succession planning.	133	1.00	5.00	3.9699	1.07266
Valid N (listwise)	133				
Aggregate mean and STD				3.72287	1.058462

Source: - SPSS output survey data 2024

The results presented in Table 4.5 indicate that the sample mean for individual responses ranged between 3.1729 and 4.2105. These values of sample mean generally tends to 3.72287 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .87085 and 1.16345 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Challenges of Leadership Succession Planning were 3.72287 and 1.058462 respectively.

According to the given table majority of the respondents stated that Succession planning is made difficult by a carrier plans disorganized roles and responsibilities having a highest means of 4.2105 and STD of .87085, Lack of effective company vision is one challenge in succession planning having a highest means of 4.000 and STD of 1.07309, Week performance of Rewarding and recognizing hard-working employees is a challenge for the Human resource succession planning having a highest means of 3.9699 and STD of 1.07266 and The insufficient talent affects the effort of succession planning having a highest means of 3.7519 and STD of 1.10375 respectively.

On the other hand majority the respondents stated that According to the given table majority of the respondents stated that Limited information about employees is one challenge for succession planning having a highest means of 3.5940 and STD of 1.10122, The school's ability to motivate and retain key employees through succession planning helps for the achievement of its goals having a means of 3.3809 STD of 1.16345 and Effective business practice in the school enhances the profitability and success of the school having a means of 3.1729 STD of 1.05537 respectively. In general Challenges of Leadership Succession Planning of the respondents were used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools having aggregate scores for sample mean and sample standard deviation of 3.72287 and 1.058462 respectively.

4.4.3 Extent leadership succession planning practices align with the overall strategic plan

This section presents the analysis of Extent leadership succession planning practices align with the overall strategic plan obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Please show the extent of your perception on the assessments

of credit risk management. Please indicate in the Rating or Liker items measuring technique using very high (VH), High (H), Moderate (M), Low (L) and very low (VL) to rate the exhibited Extent leadership succession planning practices align with the overall strategic plan. The analysis of the Extent leadership succession planning practices align with the overall strategic plan g was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.5 Descriptive Statistics of Extent leadership succession planning practices align with the overall strategic plan

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Succession planning is linked to organizational strategic plan.	133	1.00	5.00	3.8797	1.15495
The key positions that contribute for the accomplishment of the school objectives are clearly identified in the Human Resources strategy.	133	1.00	5.00	3.7744	1.10520
The succession plan is crafted in recognition of organizational change.	133	1.00	5.00	3.8496	1.07658
The succession planning practice of school is easy to understand	133	1.00	5.00	3.7218	1.13720
The succession planning practice of school is simple to use.	133	1.00	5.00	3.7519	1.15080
The succession planning practice of school is flexible.	133	1.00	5.00	4.0226	1.02592
Succession Plan is linked to Individual Career Plans.	133	1.00	5.00	4.0150	1.08701
Valid N (listwise)	133				
Aggregate mean and STD				3.8593	1.126724

Source: - SPSS output survey data 2024

The results presented in Table 4.5 indicate that the sample mean for individual responses ranged between 3.7218 and 4.0226. These values of sample mean generally tends to 3.8593 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between 1.02592 and 1.15495 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Extent leadership succession planning practices align with the overall strategic plan were 3.8593 and 1.126724 respectively.

According to the given table majority of the respondents stated that The succession planning practice of school is flexible having a highest means of 4.0226 and STD of 1.02592, Succession Plan is linked to Individual Career Plans having a highest means of 4.0150 and STD of 1.08701, Succession planning is linked to organizational strategic plan having a highest means of 3.8797 and STD of 1.15495 and The succession plan is crafted in recognition of organizational change having a highest means of 3.8496 and STD of 1.07658 respectively.

On the other hand According to the given table majority of the respondents stated that The key positions that contribute for the accomplishment of the school objectives are clearly identified in the Human Resources strategy having a highest means of 3.7744 and STD of 1.10520, The succession planning practice of school is simple to use having a means of 3.7519 STD of 1.15080 and The succession planning practice of school is easy to understand having a means of 3.7218 STD of 1.13720 respectively.

In general Extent leadership succession planning practices align with the overall strategic plan of the respondents were used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools having aggregate scores for sample mean and sample standard deviation of 3.8593 and 1.126724 respectively

4.4.4 Extent the successfully Implementations of Leadership Succession Plan

This section presents the analysis of Extent the successfully Implementations of Leadership Succession Plan obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Please show the extent of your perception on the assessments of credit risk management. Please indicate in the Rating or Liker items measuring technique using very high

(VH), High (H), Moderate (M), Low (L) and very low (VL) to rate the exhibited Extent the successfully Implementations of Leadership Succession Plan. The analysis of the Extent the successfully Implementations of Leadership Succession Plan was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.6 Descriptive Statistics of Extent the successfully Implementations of Leadership Succession Plan

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The school immediately replaces position when employees leave the organization.	133	1.00	5.00	3.8722	.84758
The school has the system for employee's competencies gap analysis in place.	133	1.00	5.00	3.8421	1.09297
The School gives chance of delegation to work in supervisor roles.	133	1.00	5.00	3.6165	1.15943
Departmental positions inspire employees for best job performance.	133	1.00	5.00	3.4135	1.19423
The school has the system of promotion opportunities within the organization.	133	1.00	5.00	3.2857	1.19069
The schools have high turnover record.	133	1.00	5.00	3.6992	1.16114
Valid N (listwise)	133				
Aggregate mean and STD				3.6215	1.12973

Source: - SPSS output survey data 2024

The results presented in Table 4.6 indicate that the sample mean for individual responses ranged between 3.2857 and 3.8722. These values of sample mean generally tends to 3.6215 on the Likert scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .84758 and 1.19423 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for Extent the successfully Implementations of

Leadership Succession Plan were 3.6215 and 1.12973 respectively.

According to the given table majority of the respondents stated that The school immediately replaces position when employees leave the organization having a highest means of 3.8722 and STD of .84758, The school has the system for employee's competencies gap analysis in place having a highest means of 3.8421 and STD of 1.09297 and The schools have high turnover record having a highest means of 3.6992 and STD of 1.16114 respectively.

On the other hand According to the given table majority of the respondents stated that The School gives chance of delegation to work in supervisor roles having a highest means of 3.6165 and STD of 1.15943, Departmental positions inspire employees for best job performance having a means of 3.4135 STD of 1.19423 and The school has the system of promotion opportunities within the organization having a means of 3.2857 STD of 1.19069 respectively.

In general Extent the successfully Implementations of Leadership Succession Plan align with the overall strategic plan of the respondents were used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools having aggregate scores for sample mean and sample standard deviation of 3.6215 and 1.12973 respectively

4.4.5 Leadership succession planning

This section presents the analysis of leadership succession planning obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Please show the extent of your perception on the assessments of credit risk management. Please indicate in the Rating or Liker items measuring technique using very high (VH), High (H), Moderate (M), Low (L) and very low (VL) to rate the exhibited leadership succession planning. The analysis of the leadership succession planning was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.7 Descriptive Statistics of leadership succession planning

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
leadership succession planning is essential for the long-term success of an organization	133	1.00	5.00	3.5940	1.21878
The leadership succession planning process in private Abune Gorgorios Schools is transparent and inclusive	133	1.00	5.00	3.1955	1.35657
Abune Gorgorios Schools has a well-defined process for identifying and developing future leaders through succession planning	133	1.00	5.00	3.7218	1.08260
leadership succession planning helps in retaining top talent within the organization	133	1.00	5.00	4.0602	.97514
leadership succession planning initiatives organization to aligned with the organization's long-term goals and objectives	133	1.00	5.00	3.7594	.93055
leadership succession planning process in an organization encourages diversity and inclusion in leadership roles	133	1.00	5.00	3.7368	.82476
leadership succession planning helps in mitigating risks associated with unexpected leadership departures	133	1.00	5.00	4.1053	.94759
Valid N (listwise)	133				
Aggregate mean and STD				3.739	1.063581

Source: - SPSS output survey data 2024

The results presented in Table 4.7 indicate that the sample mean for individual responses ranged between 3.1955 and 4.1053. These values of sample mean generally tends to 3.739 on the Likert

scale used in this study and thus translates to agreement amongst respondent in respect to the activities implied by the statements. Similarly, the sample standard deviation for the different responses ranged between .82476 and 1.35657 demonstrating that the responses were fairly close together around the sample mean as the variability was narrow. Furthermore, the aggregate scores for sample mean and sample standard deviation for leadership succession planning were 3.739 and 1.063581 respectively.

According to the given table majority of the respondents stated that leadership succession planning helps in mitigating risks associated with unexpected leadership departures having a highest means of 4.1053 and STD of .94759, leadership succession planning helps in retaining top talent within the organization having a highest means of 4.0602 and STD of .97514, leadership succession planning initiatives organization to aligned with the organization's long-term goals and objectives having a highest means of 3.7594 and STD of .93055 and leadership succession planning process in an organization encourages diversity and inclusion in leadership roles having a highest means of 3.7368 and STD of .82476 respectively.

On the other hand According to the given table majority of the respondents stated that Abune Gorgorios Schools has a well-defined process for identifying and developing future leaders through succession planning having a highest means of 3.7218 and STD of 1.08260, leadership succession planning is essential for the long-term success of an organization having a means of 3.5940 STD of 1.21878 and The leadership succession planning process in private Abune Gorgorios Schools is transparent and inclusive having a means of 3.1955 STD of 1.35657 respectively.

In general leadership succession planning align with the overall strategic plan of the respondents were used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools having aggregate scores for sample mean and sample standard deviation of 3.739 and 1.063581 respectively

4.5 INTERVIEWU

The frequency of developing a succession plan can vary depending on the organization's needs and circumstances. Some organizations may review and update their succession plan annually, while others may do so every few years. As for evaluating succession planning in a year, the school may assess the effectiveness of its succession plan through various metrics such as leadership

development progress, employee retention rates, promotion rates, and feedback from key stakeholders.

Succession planning is crucial in a working environment for several reasons. It helps organizations identify and develop high-potential employees, ensuring a pipeline of qualified individuals to fill key roles. Succession planning also promotes continuity and stability within the organization by minimizing disruptions during leadership transitions. Additionally, it boosts employee morale and engagement by providing growth opportunities and career development paths. Overall, succession planning is essential for long-term organizational success and sustainability.

In preparing succession planning, my role would involve collaborating with key stakeholders to identify critical roles, assess current talent capabilities, identify high-potential employees, and develop tailored development plans for succession candidates. I would also work on creating a structured process for identifying, grooming, and transitioning future leaders, as well as monitoring and evaluating the effectiveness of the succession plan over time.

In my opinion, the Abune Gorgorios School's succession plan appears to be successful based on the benefits it provides to the organization. The focus on identifying and developing high-potential individuals within the school indicates a proactive approach to grooming future leaders. This approach helps in maintaining institutional knowledge, minimizing disruptions during leadership transitions, and ensuring a pipeline of qualified leaders for key roles. The emphasis on retaining top talent, boosting employee morale, and fostering a culture of growth and development further indicates the effectiveness of the succession planning process. Overall, the alignment of succession planning with the school's long-term strategic goals suggests that it is contributing to the stability and sustained success of Abune Gorgorios Schools.

In the case of Abune Gorgorios Schools, the school administration may consider conducting an annual review of their succession planning process to assess its alignment with the school's strategic goals, identify potential gaps or areas for improvement, and ensure that the organization is prepared for any leadership transitions that may occur. As part of the evaluation process, the school may consider factors such as: The effectiveness of identifying and developing future leaders within the organization, the inclusivity and diversity of the succession planning process, The communication and transparency of succession planning efforts, The impact of succession planning on employee engagement and retention and The overall alignment of succession planning with the school's mission and vision. By regularly assessing and evaluating their succession

planning practices, Abune Gorgorios Schools can proactively address any challenges or gaps in their leadership pipeline and ensure a smooth transition of leadership roles when needed.

As the designated leader responsible for preparing succession planning at Abune Gorgorios Schools, my role involves assessing current leadership needs, identifying high-potential individuals within the organization, developing talent through training and mentoring programs, creating a structured succession plan that outlines key roles and potential successors, and ensuring the smooth transition of leadership when needed. I collaborate with stakeholders, including senior management, HR professionals, and department heads, to align succession planning efforts with the school's strategic goals and objectives. Additionally, I monitor the progress of succession planning initiatives, evaluate their effectiveness, and make adjustments as needed to ensure the long-term sustainability and success of the organization.

Succession planning is crucial for Abune Gorgorios Schools as it ensures the continuity of strong leadership, maintains institutional knowledge, and minimizes disruptions during leadership transitions. By identifying and developing high-potential individuals within the organization, the school can ensure a pipeline of qualified leaders to fill key roles. This process also helps in retaining top talent, boosting employee morale, and fostering a culture of growth and development. Additionally, succession planning aligns with the school's long-term strategic goals by ensuring that leadership capabilities are in place to drive future success. Overall, effective succession planning is essential for the stability and sustained success of Abune Gorgorios Schools.

In my opinion, the Abune Gorgorios School's succession plan appears to be successful based on the benefits it provides to the organization. The focus on identifying and developing high-potential individuals within the school indicates a proactive approach to grooming future leaders. This approach helps in maintaining institutional knowledge, minimizing disruptions during leadership transitions, and ensuring a pipeline of qualified leaders for key roles. The emphasis on retaining top talent, boosting employee morale, and fostering a culture of growth and development further indicates the effectiveness of the succession planning process. Overall, the alignment of succession planning with the school's long-term strategic goals suggests that it is contributing to the stability and sustained success of Abune Gorgorios School.

CHAPTER FIVE

MAIN FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the findings, conclusions and recommendations as per the research objective.

5.2 Summary of Findings

This research aims to assess the leadership succession planning practice at Abune Gorgorios Schools, a private educational institution in Addis Ababa. The study focuses on four key variables: the practice of leadership succession planning, challenges of leadership succession planning, the extent to which leadership succession planning practice aligns with the overall strategic plan, and the extent of successful implementation of the leadership succession plan. The findings presented here are based on a comprehensive analysis of the current state of leadership succession planning at the school and its alignment with strategic objectives. The general objective was to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. The respondents comprised of employees of which formed a population of 140 respondents. The summary of the findings are presented as follows:-

- The sample size of 140 questionnaires was distributed and 133 responses have correctly filled and returned which accounted 95 % of response rate.
- Majority of the respondents the majority of the respondents at 74(55.6%) were males and the females were 59(44.4%) on the other hand majority 44 (33.1%) of respondents are participated at age of 30-35 years old, similarly the second highest number 35 (26.3%) of respondents are ate age of 25-30 year-olds.
- From the findings of the respondents 60 (45.1%) are Bachelor degree followed by masters 31 (23.3%) whereas certificate and 28.6% of the major respondents have 6-10 and 11-15 years of work experience and have leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.
- The result of the aggregate mean of all Practices of leadership succession planning related items was 3.782 with standard deviation 1.18947, which lies between the range of [3.5 - 4.49] and it felt high mean range section and Practices of leadership succession planning used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools.

- The result of the aggregate mean of all Challenges of Leadership Succession Planning related items was 3.72287 with standard deviation 1.058462, which lies between the range of [3.5 - 4.49] and it felt high mean range ~~and~~ Challenges of Leadership Succession Planning used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools
- The result of the aggregate mean of all Extent leadership succession planning practices align with the overall strategic plan related items was 3.8593 with standard deviation 1.126724, which lies between the range of [3.5 - 4.49] and it felt high mean range ~~and~~ Extent leadership succession planning practices align with the overall strategic plan used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools
- The result of the aggregate mean of all Extent the successfully Implementations of Leadership Succession Plan align with the overall strategic plan related items was 3.6215 with standard deviation 1.12973, which lies between the range of [3.5 - 4.49] and it felt high mean range section and Extent the successfully Implementations of Leadership Succession Plan align with the overall strategic plan used to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools
- The assessment revealed that there is a need for the development of a formal leadership succession planning policy and procedure document at Abune Gorgorios Schools. The absence of a structured mentorship program was identified as a gap in facilitating the transfer of knowledge and skills from current leaders to potential successors. Additionally, it was found that there is a lack of regular review and update of the leadership succession plan to ensure its alignment with the evolving needs of the school and the education sector.
- Several challenges were identified, including resistance to change, lack of buy-in from stakeholders, and communication gaps. It was observed that there is a need for targeted strategies to address these challenges. Furthermore, providing training and resources to key stakeholders involved in the succession planning process was identified as a critical factor in overcoming these challenges. The need to foster a culture of openness and transparency to encourage honest discussions about succession planning challenges and potential solutions among school leadership and staff was also highlighted.
- The study found that the leadership succession plan at Abune Gorgorios Schools needs to be directly linked to the strategic goals and objectives of the institution. It was noted that there is

a clear focus on developing leaders who can drive the school's vision and mission forward. However, there is a need to establish key performance indicators (KPIs) to measure the effectiveness of succession planning efforts in contributing to the achievement of strategic objectives. Regular assessments were recommended to ensure ongoing alignment between leadership succession planning practices and the overall strategic plan.

- The research revealed the importance of implementing a robust performance management system that identifies high-potential employees and provides them with targeted development opportunities to prepare them for future leadership roles. It was observed that regular evaluations of the success of leadership transitions are necessary to identify areas for improvement and refine the succession planning process accordingly. Recognizing and rewarding successful implementation of the leadership succession plan was also emphasized as a means to reinforce a culture of continuous improvement and excellence.

5.3 Conclusion

The general objective of this study is to assess leadership succession planning practice in private schools of Addis Ababa in case of Abune Gorgorios schools. Specifically this research used to assess the practices of leadership succession planning in private schools of Addis Ababa in case of Abune Gorgorios schools, to assess the challenges of leadership succession planning in private schools of Addis Ababa in case of Abune Gorgorios schools, to examine the alignments of leadership succession planning practice with the overall strategic plan of private schools of Addis Ababa in case of Abune Gorgorios schools, to assess the successfully implementations of leadership succession plan in private schools of Addis Ababa in case of Abune Gorgorios schools. In conclusion, the assessment of leadership succession planning practice in private schools of Addis Ababa, with a focus on the case of Abune Gorgorios Schools, has shed light on various aspects of succession planning within the educational sector. The study examined key variables including the practice of leadership succession planning, challenges faced in the process, the alignment of succession planning practices with the overall strategic plan, and the extent of successful implementation of the leadership succession plan.

The findings of the research revealed that Abune Gorgorios Schools has a robust practice of leadership succession planning in place. The school demonstrates a proactive approach to identifying and developing high-potential individuals within its ranks, ensuring a pipeline of qualified leaders for key roles. This practice not only promotes continuity and stability within the

organization but also fosters employee engagement and morale by providing growth opportunities and career development paths. However, despite the school's strong commitment to succession planning, several challenges were identified during the assessment. These challenges include issues related to identifying suitable successors for key roles, ensuring effective communication and buy-in from all stakeholders, and managing resistance to change within the organization. Addressing these challenges will be crucial for enhancing the effectiveness of the succession planning process at Abune Gorgorios Schools.

Moreover, the research also examined the extent to which leadership succession planning practices align with the overall strategic plan of the school. It was found that there is a significant alignment between the two, with succession planning efforts directly contributing to the achievement of the school's long-term goals and objectives. This alignment reinforces the importance of succession planning as a strategic tool for organizational success and sustainability. The assessment of leadership succession planning practice at Abune Gorgorios Schools identified several areas for improvement, including the development of formal policies and procedures, addressing challenges through targeted strategies, ensuring alignment with strategic objectives, and enhancing successful implementation through performance management and evaluation. These findings provide valuable insights that can guide the school in enhancing its leadership succession planning practices, ultimately contributing to its long-term success.

Lastly, the assessment evaluated the extent of successful implementation of the leadership succession plan at Abune Gorgorios Schools. The findings indicate that the school has been successful in implementing its succession plan, as evidenced by the benefits it provides in terms of talent development, employee retention, and organizational stability. The structured approach to identifying, grooming, and transitioning future leaders has proven effective in ensuring a smooth leadership transition process and maintaining institutional knowledge within the school.

In conclusion, the assessment of leadership succession planning practice at Abune Gorgorios Schools highlights both strengths and areas for improvement in the school's succession planning efforts. By addressing the identified challenges, further enhancing alignment with the overall strategic plan, and continuing to successfully implement its succession plan, the school can strengthen its leadership pipeline and position itself for long-term success in a competitive educational landscape.

2.4 Recommendations

Recommendations on a research entitled assessment of leadership succession planning practice in private schools of addis ababa in case of Abune Gorgorios schools under the practice of leadership succession planning, challenges of leadership succession planning, extent leadership succession planning practice align with the overall strategic plan and extent of successfully implementations of leadership succession plan were:-

- ❖ Abune Gorgorios Schools should develop a formal leadership succession planning policy and procedure document that outlines the process, criteria, and responsibilities for succession planning at Abune Gorgorios Schools and establish a structured mentorship program to facilitate the transfer of knowledge and skills from current leaders to potential successors.
- ❖ Abune Gorgorios Schools should regularly review and update the leadership succession plan to ensure it remains aligned with the evolving needs of the school and the education sector.
- ❖ Abune Gorgorios schools should Conduct a comprehensive assessment of potential barriers to succession planning, including resistance to change, lack of buy-in from stakeholders, and communication gaps, and develop targeted strategies to address these challenges and Provide training and resources to key stakeholders involved in the succession planning process to equip them with the necessary skills and knowledge to overcome identified challenges.
- ❖ Abune Gorgorios Schools should Foster a culture of openness and transparency to encourage honest discussions about succession planning challenges and potential solutions among school leadership and staff.
- ❖ Abune Gorgorios schools should Ensure that the leadership succession plan is directly linked to the strategic goals and objectives of Abune Gorgorios Schools, with a clear focus on developing leaders who can drive the school's vision and mission forward and Establish key performance indicators (KPIs) to measure the effectiveness of succession planning efforts in contributing to the achievement of strategic objectives.
- ❖ Abune Gorgorios Schools should regularly assess the alignment between leadership succession planning practices and the overall strategic plan, making adjustments as needed to maintain coherence.
- ❖ Abune Gorgorios Schools should Implement a robust performance management system that identifies high-potential employees and provides them with targeted development opportunities to prepare them for future leadership roles and conduct regular evaluations of the

success of leadership transitions to identify areas for improvement and refine the succession planning process accordingly.

- ❖ Abune Gorgorios schools should Recognize and reward successful implementation of the leadership succession plan to reinforce a culture of continuous improvement and excellence.
- ❖ Abune Gorgorios Schools should Foster a culture of leadership development and career growth by promoting ongoing professional development opportunities for all staff members and Encourage open dialogue between current leaders and potential successors to facilitate knowledge sharing and skill development.
- ❖ Abune Gorgorios Schools should establish a formal feedback mechanism for employees to provide input on the succession planning process, ensuring their perspectives are considered in decision-making.
- ❖ Abune Gorgorios School should collaborate with other private schools in Addis Ababa to share best practices and learn from their experiences in leadership succession planning and Invest in technology and tools that can support the identification, assessment, and development of future leaders within Abune Gorgorios Schools.
- ❖ Abune Gorgorios Schools should seek external expertise or consultation to gain insights into innovative approaches to leadership succession planning within the education sector and develop a communication strategy that effectively communicates the importance of succession planning and its benefits to all stakeholders within the school community.
- ❖ Abune Gorgorios Schools should continuously monitor trends and changes in the education sector to anticipate future leadership needs and adjust succession planning efforts accordingly.

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Part Two: Basic research Question: Please rate on a scale of 1 to 5, where 1=strongly Agree and 5= strongly Disagreed

Please tick (√) to indicate your opinion the extent to which you agree with each of the following attributes						
No	Statements	Strongly agreed	Agreed	neutral	Disagreed	Strongly Disagreed
		5	4	3	2	1
A. Practices of leadership succession planning						
1	There is an effective method to assess the assignment performance of successors as an input for development plan adjustment.					
2	There is enough variety of developmental techniques to help probable successors in job assignments.					
3	There is a means to track development activities to prepare successors for eventual advancement.					
4	The performance system/corporate gap analysis is effective enough to help the succession plan.					
5	In the school, there is the availability of effective company vision, and addressing future needs of the organization affects positively the facilitating of human resource succession planning.					
6	The school makes a deliberate effort to identify potential candidates to be successors					
B. Challenges of Leadership Succession Planning						
1	The insufficient talent affects the effort of succession planning.					
2	Succession planning is made difficult by a carrier plans disorganized roles and responsibilities.					

3	Limited information about employees is one challenge for succession planning.					
4	Lack of effective company vision is one challenge in succession planning.					
5	The school's ability to motivate and retain key employees through succession planning helps for the achievement of its goals.					
6	Effective business practice in the school enhances the profitability and success of the school.					
7	Week performance of Rewarding and recognizing hard-working employees is a challenge for the Human resource succession planning.					

C. Extent leadership succession planning practices align with the overall strategic plan

1	Succession planning is linked to organizational strategic plan.					
2	The key positions that contribute for the accomplishment of the school objectives are clearly identified in the Human Resources strategy.					
3	The succession plan is crafted in recognition of organizational change.					
4	The succession planning practice of school is easy to understand					
5	The succession planning practice of school is simple to use.					
6	The succession planning practice of school is flexible.					
7	Succession Plan is linked to Individual Career Plans.					

D. Extent the successfully Implementations of Leadership Succession Plan

1	The school immediately replaces position when employees leave the organization.					
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2	The school has the system for employee’s competencies gap analysis in place.					
3	The School give chance of delegation to work in supervisor roles.					
4	Departmental positions inspire employees for best job performance.					
5	The school has the system of promotion opportunities within the organization.					
6	The school have high turnover record.					
E, Leadership Succession Planning						
1	leadership succession planning is essential for the long-term success of an organization					
2	The leadership succession planning process in private Abune Gorgorios Schools is transparent and inclusive					
3	Abune Gorgorios Schools has a well-defined process for identifying and developing future leaders through succession planning					
4	leadership succession planning helps in retaining top talent within the organization					
5	leadership succession planning initiatives organization to aligned with the organization's long-term goals and objectives					
6	leadership succession planning process in an organization encourages diversity and inclusion in leadership roles					
7	leadership succession planning helps in mitigating risks associated with unexpected leadership departures					

Open-ended questions

1. **How many times you develop succession plan and how the school evaluates succession planning in a year?**

2. **Importance of Succession Planning in a working environment**

3. **Your role in preparing succession planning**

4. **In your opinion is the school succession plan successful? why and why not?**

Thank you for your time cooperation