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THE ATTITUDES OFCHRISTIAN CHURCH PASTORS AND LEADERS TOWARD LEADERSHIP SUCCESSION, FOR LEADERSHIP CONTINUITY, IN CHARISMATIC AND PENTECOSTAL CHURCH ORGANIZATIONS IN KUMASI, GHANA

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ABSTRACT

Lack of cooperation of the incumbent leaders was a major cause of leadership succession failures of organizations reported. This investigation was carried out to determine the attitudes of Christian Senior Pastors and leaders (associate Pastors and Elders), for leadership continuity, toward leadership succession of Charismatic and Pentecostal Church organizations in Kumasi, Ghana; to find lasting solution to the problem of lack of cooperation of incumbent leaders towards leadership succession planning by determining the root cause of lack of cooperation of incumbent senior leader towards leadership succession. Using in-depth interview, qualitative data was collected and analyzed using inductive procedure of *Structuring (Ordering) of Meanings Using Narrative* for analysis. This work contend that even though best practices are necessary condition for leadership succession effectiveness, they are not sufficient to make the incumbent senior leader willing and cooperative enough to act in the best interest of the organization, let alone yield to leadership succession. It was found that the Christian Churches investigated have positive attitudes towards leadership succession because of character development adopted in the churches. It was found that apart from fear (Freeman, 2004; Zhang and Rajagopalan, 2006; 2010) and ego (Freeman, 2004; Beeson, 2006; Ciampa, 2005**)**, unforgveness and self-centeredness were other causes, holding back the effectiveness of leadership succession due to lack of cooperation of the incumbents, with self-centeredness being the source of fear, ego and unforgiveness. It was concluded that self-centeredness was the root cause of lack of cooperation of Senior Pastors towards leadership succession. Because fear (Freeman, 2004; Zhang and Rajagopalan, 2006; 2010), ego (Freeman, 2004; Beeson, 2006; Ciampa, 2005), unforgiveness and self-centeredness produce insecurity, the incumbents were never willing and cooperative to subject themselves to anything they perceived as threat. On the basis of this, succession failures reported will rather increase in frequency. Nevertheless, self-centeredness could be resolved effectively by adopting character development focused on the following nine attributes: Faith, Peace, Joy, Humility, Patience, Self-control, Kindness, Goodness and Love (*value, respect, approval, availability, attention, appreciation and service*).The results suggest that the incumbent Pastors have the tendency to take actions, make choices and decisions that are in the best interest of their organization, and are favorably disposed towards leadership succession. The Christian Churches are well positioned to produce leaders who are cooperative and selfless enough to plan their own succession using best practices that yield desired outcomes. This work contributes to a better understanding of attitudes, character, relationship, motivation, highlights the invisible features (self-centeredness, fear, ego and unforgiveness) of leadership succession failures in the organization, and the transformation of character that results by simple change of attitudes consistently modified by love and its attributes so that the decisions, choices and actions of the incumbents can favor the organization, consequently, making them willing and cooperative enough to plan their own succession. Based on the results of the Christian Church organization, it serves as a basis for further research in the field.

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CHAPTER ONE

1.0 INTRODUCTION

Leadership succession is an orderly process where potential leaders and managers are indentified and groomed for leadership positions in the organization. Every well managed organization makes plan for the replacement of its executives who retire, quit or are dismissed. Succession planning is essential for any organization to maintain good performance for long period of time.

Barnett and Davis (2008) define leadership succession as 'a structured process involving the identification and preparation of a potential successor to assume a new role.' This is a special effort directed to invest into the best talented and the highest performing employee with the potential at senior management level or function to ensure that the quality and the quantity of executives needed for effective running of the organization are readily available to assume a new role when the need arises. Rothwell (2005) cited in Nixon (2008) looks at succession planning as the expectation of changes in leadership, creating strategic plan to identify potential and talented employees, determining gaps in their knowledge and providing appropriate training and coaching, special assignment and experience to make them ready for new role when the need arises.

Failure of succession planning or those done poorly can result into lost of valuable experiences and intellectual capital of the organization when key leaders leave. Such companies become fragile and vulnerable to all kinds of organizational problems such as lost of morale, momentum, productivity, customer service and traction. Because leadership succession is often done poorly failure results from factors such as poor decision about new products and services, and high rate of unethical practices (DuBrin; 2010). DuBrin (2010) shows that, the most vital approach of leadership succession planning is to develop enough strong leaders within the organization.

In spite of the importance of leadership succession planning, DuBrin (2010) reports that only 50 percent of private and public corporations have succession plans in place. Moreover, most organizations have not been training and developing their employees for promotion as a result lack employees with the requisite potential and talent to fill managerial positions. Even though, there are numerous publications addressing the subject, *Leadership Succession* touching on succession failures and advices propose including best practices, organizations have not responded positively by putting in place well formulated succession plan; succession failures have increased instead. The major cause of leadership succession

failures reported was attributed to lack of cooperation of the incumbent chief executive officers (CEOs) to put in place succession plan, initiate and be part of the succession process(Freeman, 2004; Ciampa, 2005; Beeson, 2006; Zhang and Rajagopalan, 2006; 2010). In almost every human endeavor, humans are naturally disposed to seek their own interest or personal gain, even if there are external mechanisms to check this behavior. As a result, this investigation was conducted to study the Attitudes of Christian Church Pastors and Leaders toward Leadership Succession, for Leadership Continuity, in Charismatic and Pentecostal Church Organizations in Kumasi, Ghana, because of ready access.

1.0.1 Attitude and Character

Word Web Professional Dictionary defined attitude as 'a complex mental state involving beliefs and feelings and values and dispositions to act in certain ways'. In other words attitude can be defined as the mind set of an individual, where mind set refers to the way an individual's thoughts are configured in a particular situation. Meanwhile, thoughts processed by an individual correspond to his/her ongoing behavior (conduct) [Wood *et. al*, 2002]. According to Wood *et. al* (2002) behavior is a product of cognitive and emotional events typically preceded by conscious intentions to perform the act. Intentions are produced through thoughtful deliberation. People generally engage in habitual or non-habitual behavior in specific situation. Wood *et al*. (2002) define habitual actions as behaviors that are performed in repeated fashion and in stable contexts. Habitual actions (behaviors) are not preceded by conscious intentions; however, they require only minimal, irregular thought to initiate, implement, and terminate them (Wood *et. al*, 2002).

Non-habitual behaviors are those preceded by conscious intentions in unstable contexts. Unstable contexts are those in which shifts in the supporting environment are indicative of alternate goal or requires judgment in smooth initiation, execution and termination of responses. In unfamiliar contexts, the uncertainties associated with behavior demand that people continuously attend to and evaluate new information as presented in order to respond appropriately (Wood *et. al*, 2002).

For frequently performed behaviors, specific *intentions become implicit* when individual's behaviors are incorporated into sequences of multiple actions, and intentions are specified at high levels of abstraction (Wood *et al*., 2002). This suggests that, habitual behaviors were once non-habitual, but after repetitive performance in stable context, they become habitual. Because conscious self-regulation of judgment and behavior require some sort of effort people usually rely on habit as efficient way of initiating and controlling daily activities (Wood *et. al*, 2002). Nevertheless, habitual behaviors are subject to change

when the individual is fully persuaded and embraced intentions for the change and the change is based on values, virtues and convictions that are meaningful to the individual. In the like manner, non-habitual behaviors can be maintained, even if the environment is changed, provided they are based on values, virtues and convictions that are meaningful to the individual. For example, leaders who are tenacious and resilient hold on to their values, virtues and convictions until the environment becomes normal once again. I sum, Wood *et al.* (2002) use predictive models of behavior to show that action can emerge from conscious intentions or from implicit guides developed through past behavior.

It is evident from the definition of behavior that apart from thoughts, emotions play important role in behavior response. Emotions arise when the interruption of one's plans and organized behavior sequences generates arousal and initiates an interpretation of the interruption that suggests particular emotions (Wood *et. a.l.*, 2002). According to the Penguin English Dictionary, *Character* is 'the mental or moral qualities that make up and distinguish a particular person'. This implies that when an individual is consistent in behavior, habitual or non-habitual or both, such that the individual is distinguished by them, character is formed. The thoughts process of the individual are usually tested by emotions as favorable (emotions are inflamed positively) or unfavorable (emotions are inflamed negatively) and passed on to the 'will' where decision is made for execution into behaviors. Fear (Freeman, 2004; Zhang and Rajagopalan, 2006, 2010), ego (Freeman, 2004;Ciampa, 2005; Beeson, 2006) and unforgiveness are typical examples of manifestations of negative emotions. Since fear, ego and unforgiveness are not desirable; their effect becomes more pronounced the more the individual focus thoughts on him/herself (self-centeredness).This makes the individual very defensive, and all decisions made by such are done in self-interest to avoid that which is perceived as a threat. Therefore a leader in this state will find it difficult to act in the best interest of the organization. In sum, attitudes (thoughts) shape character, consequently, leaders must be watchful of the kind of thoughts they exercise, because they will finally come out as behaviors (actions). Attitudes affect emotions, and emotions attitudes; attitudes shape character, thus emotions contribute in shaping of character through conscious intentions. Therefore, if an individual is experiencing negative emotions, the solution is to change the thoughts processed from the mind.

1.0.2 Leadership Succession

Leadership succession begins with a plan. Leadership succession planning is a process of putting in place the road map that describes the criteria for identification and selection, and preparation of potential successors for leadership position, until the successor is ready for the position (Freeman, 2004; Ciampa,

2005; Charan, 2005; Nixon, 2008; Barnett & Davis, 2008;Zhang and Rajagopalan, 2006; 2010). Leadership succession is therefore the implementation of this plan to effectively replace an outgoing leader in office.

Leadership succession is both a process and an event. Leadership succession as a process begins with analyses of the demography of the organization to identify potential successors and goes through preparation stage until a successor is ushered into the new position. Leadership succession as an event has to do with the actual handing over ceremony after the successor is well prepared for the position (Charan, 2005; Nixon, 2008; Barnett & Davis, 2008). Howbeit, because the incumbents are basically disposed toward seeking their own interest, and because of fear, ego and unforgiveness, leadership succession has generally not been effective in most organizations. The incumbents are reported of putting forth strong resistance, indirectly, towards leadership succession (Ciampa, 2005; Beeson, 2006).

1.0.3 Leadership Continuity

Previous studies have shown that, the involvement of the board (Freeman,2004; Charan, 2005; Zhang and Rajagopalan, 2006; 2010), pool of internal candidates (Charan, 2005), a good succession process (Freeman, 2004; Charan, 2005; Bower, 2007; Barnett & Davis, 2008;Nixona, 2008) as described by best practices in the literature; good and continually refined succession plan with a clear cut process of making decision about the candidate (Charan, 2005), an effective nominating and search committee (Charan, 2005; Zhang and Rajagopalan, 2010); Development of deep pipeline of executive talents(Bower, 2007;Zhang and Rajagopalan, 2010), and the involvement of the incumbent leader (Freeman, 2004; Beeson, 2006;Zhang and Rajagopalan, 2010) are factors that promote effective leadership succession, and stress on the involvement of the incumbent leader. On the basis of these findings, lack of cooperation of the incumbent leader leads to the absence of succession plan and lack confidence in the leadership succession plan where it exists (Charan, 2005; Barnett & Davis, 2008). In some cases, the incumbent leader is simply not willing to get involved in the succession process. In other instances, succession process comes to a halt after nomination of potential successors; potential successors are left on their own to make preparation with no feedback (Ciampa, 2005).

Leadership continuity is essential because it presents opportunity to review the work of the previous leader and when necessary, make way for continuity else make plan for improvement. On the basis of that, a successor with skills and experiences that match present and future needs of the organization is sorted for. This requires active participation of the incumbent leader. The incumbent leaders especially those that are successful in office

have deep rich resources from which potential successors can draw from. However, access to these resources can become impossible if the incumbent is not willing to get involve in the succession process or make contribution towards the effectiveness of the process (Freeman, 2004; Beeson, 2006). This is even true if the incumbent is willing to put in place a very good plan but is not willing to be part of the process. Agency theory on predicting this behavior, predicts agency loss by the organization if the interest of the agent (the incumbent in this case) is different from that of the principal (the organization) [Jensen & Meckling, 1976; Arthur, 2001; Combs et al., 2007; Tan, 2009]. If this behavior continues (unchecked) in repetition, according to Wood *et al*. (2002), an organized behavior response sequence is created that reinforce the behavior, such that the behavior becomes habitual, and the individual seeks his/her own interest without conscious intention. Emotions are stir up, if something happens to disturb the organized behavior response sequence. Wood *et al*. (2002) state that emotions arise when the plans and organized behavior sequences of an individual is interrupted and the interruption generates arousal, and initiates an interpretation that point to particular emotions. Because the incumbents view this interruption as a threat (leadership succession), negative emotions such as; fear, ego and unforgiveness due to unresolved offences, are erupted depending upon the interpretation initiated.

Furthermore, leaders are usually aware that, their knowledge, skills, experiences, competence and problem solving abilities set them above their peers and keep them above the people they lead. Fear of losing power and respect set in when the time comes that others should be imparted of their resources. As a result the incumbent exalt him/herself in attempt to keep everyone down in protection of power and respect (Freeman, 2004; Ciampa, 2005; Beeson, 2006). This makes the incumbent resistant (ego shows up) to leadership succession. Secondly, having such a rich resources did not come on a silver platter. It must have taken several years of sacrifices (sleepless nights, time away from family etc.), pain, confusion, and frustrations (especially in times of turbulence/pressure) [Freeman, 2004]. On this account, the fear of losing the position (betrayal) as a result of opening up can be daunting for the individual ruled by self-interest (Freeman, 2004; Ciampa, 2005; Zhang and Rajagopalan, 2006, 2010). The theory of organizational inertia shows that the individuals in that state will put forth resistance because of the discomfort induce by fear, ego and unforgiveness. According to Ndofor *et al* (2009) organizational inertia will set in, which prevents continuous adaptation of the organization to the environment.

Finally, unresolved unforgiveness due to offences and perceived rivalry by the incumbent, of the successor or potential successors can become a strong barrier to successors drawing from the resources of the incumbent. Once, again, the incumbent may see this as an opportunity to take what is commonly

known as ‘sweet revenge’ or to become a stumbling block to a potential successor making it to the top. Freeman (2004) and Zang & Rajagopalan (2006, 2010) report that, some incumbents even go to the extent of firing the designate successor because of fear. Others, who are gracious enough to make way for succession, wish that their successor fails so that their achievements become magnified in retrospect (Freeman, 2004). Assuming these things can happen in a healthy organization, what happens then, if the health of the organization is affected by unresolved issue of unforgiveness. Again, if this is happening in an organization whose health is already affected by unresolved offences- unforgiveness; then effectively dealing with unforgiveness will restore health back to the organization.

Upper-Echelon Theory shows that the characteristics of leaders of top management team (TMT) influence the decisions that they make and the course of action the organization takes (Nishii *et al*, 2007). In support of this view Baron *et al* (2011) state that strategic choices and organizational performance are influenced by both the incumbent leader and the TMT of the organization. Now, if the TMT are characterized by self-centeredness, fear, ego and unforgiveness, decisions made by them cannot favor the organization. Thus, fear, ego and unforgiveness, and self-centeredness will not make it possible for the incumbent to cooperate in giving him/herself to the course of leadership succession. Resolving self-centeredness, fear, ego and unforgiveness will therefore make the incumbents favorably disposed towards leadership succession. As a result, author of this work has decided to examine the situation on the ground, touching on the attitudes of leaders (the incumbents and associates) toward leadership succession, other causes of leadership succession failuresresponsible for the increased failures still being reported, the root cause of lack of cooperation of the incumbent senior leader to plan his/her own succession, and an attempt made to propose long lasting solution to the lack of cooperation of incumbent senior leaders towards leadership succession, for leadership continuity.

1.1 Research Objectives

The following objectives are established under this study, to help address the theoretical problem:

1. To determine the attitudes of leaders (the incumbents and associates) toward leadership succession in the organization.
2. Find other causes of leadership succession failures responsible for the increased failures still being reported.
3. To determine the *root* cause of the problem of lack of cooperation of incumbent senior leaders to put in place succession plan, and an attempt made to find long lasting solution to the problem.

In order to achieve the objectives of the study, the following questions were addressed:

1.2 Research Questions

1. What are the attitudes of leaders (the incumbents and associates) toward leadership succession?
2. What are other causes of leadership succession failures responsible for the increased failures still being reported?
3. What is the root cause of the lack of cooperation of the incumbent senior leader toward leadership succession issues?

Based on the research questions and the reviewed literature, the following propositions were formulated:

1.3 Research Propositions

1. Leaders(the incumbents and associates) have negative attitudes toward leadership succession because of *ego* and *fear*.
2. Other causes of leadership succession failures include *unforgiveness* and *self-centeredness* of the incumbent senior leader.
3. The root cause of the attitude of lack of cooperation of the incumbent senior leader toward succession planning is *self-centeredness*.

1.4 Problem Statement

The CEO leadership, like the Head Pastoral Leadership is unique in scope and substance, and of immense importance, therefore requires special attention. The performance of CEOs determines the value of the organization which in turn affects our standard of living (Charan, 2005). Best succession and talent management practices can help organizations achieve significant benefits, which include improved financial performance as well as non-financial benefits (Barnett and Davis, 2008).

Barnett and Davis (2008), report that the most comprehensive succession planning provides a structure and process for identification and understanding of leadership talent in the organization and makes it possible for learning and development of the organization's most talented and potential leaders. Nixona

(2008), in emphasis, established that, there will be much learning and a lot to borrow from succession planning even if a fully developed succession plan is not the answer.

The issue of getting employees and organizational leaders to act in the best interest of their organization as oppose to them seeking their own interest has led to agency theory (Jensen & Meckling, 1976; Combs *et al*., 2007; Tan, 2009), a body of knowledge known as Management Control System (MCS) and motivation theories (Merchant and Van Der Stede, 2007). Even though all these systems of knowledge, to some degree are available and applied in organizations, and because people are primarily disposed with focus on themselves, their full benefits have not materialized in leadership succession yet. As a result, leaders still find ways to serve their own interest (Freeman, 2004; Ciampa, 2005; Beeson, 2006). A good example is the lack of cooperation of incumbent leaders to put in place leadership succession plan, initiate and take active part in the leadership succession process. Time and energy (fruitless pursuits) expend by organization leaders in trying to convince the incumbent (which may result to fruitless argument and resentment) to act in a way that secure the future of the organization could be put to productive use. Again, emotional drain experienced by all parties involved in this kind of negotiation in fear of the uncertainty presented by the future could otherwise be spent in establishing thriving and healthy relationships that enhance the working environment (Freeman, 2004; Beeson, 2006).

Previous works have shown fear and ego as the reason for strong resistance put forth by incumbent leaders against leadership succession. By inference unforgiveness and self-centeredness were proposed as other causes of lack of cooperation of the incumbents to make preparation for leadership succession. Fear causes the individual to put forth resistance against that, which he/she perceives as a threat-leadership succession (Freeman, 2004; Ciampa, 2005; Zhang and Rajagopalan, 2006, 2010); ego causes the individual to literally exalt (raise) him/herself above all in order to keep everyone down, in attempt to secure power and respect of the those led (Freeman, 2004; Beeson, 2006; Zhang and Rajagopalan, 2006, 2010); unforgiveness makes the individuals to build wall around themselves in fear of being hurt (offended) again, and in a way of exalting themselves over the offender in wait for opportune time for revenge. Self-centeredness causes the individual to always focus on self-interest and this can be seen in the actions, choices and decisions of the individual.

Again, agency theory shows that when leaders engage in self-centeredness, the result is agency loss (Jensen & Meckling, 1976; Combs *et al*., 2007; Tan, 2009); the theory of Inertia (Ndofor *et al.*, 2009) shows that leaders will be resistant to change when confronted with fear, ego and unforgiveness, as a

result of the proposed change (leadership succession); and Upper-Echelon theory (Nishii *et al.*, 2007; Baron *et al.*, 2011) predicts that because the characteristics of the top management team (TMT) affects her decisions, if her characteristics are self-centeredness, fear, ego, unforgiveness, leaders will not act in the best interest of the organization. Consequently, Role theory (Zhang and Rajagopalan, 2006) becomes obsolete in spite of all the benefits predicted to be gained by the organization, when a successor is raised from within the organization and are allowed to take on role hat prepares them for the position.

It is indisputable fact that the presence of self-centeredness, fear, ego, and unforgiveness cannot make any organization thrive. Apart from agency loss experienced by any instance of failing organization as a result of improper replacement of its senior leader, all its stakeholders and society in which the organization is situated may experience some loss in one way or another. Therefore, resolving the problem of self-centeredness, fear, ego and unforgiveness will cause the incumbents to open up to leadership succession for effective leadership succession in the organization.

1.5 The Structure of the Report

Chapter Two carries out thorough review of literature on previous studies on leadership succession. Section 2.1 highlights Failure Rate of CEO Succession, section 2.2 establishes the Causes of Failure of CEO Succession, section 2.3 elaborates on the Attitudes of the Incumbent CEOs towards CEO Succession, section 2.4 deliberates on Succession types and tendency of Strategic Change, 2.5 outlines Types of Succession- Impact on Organizational Outcome, section 2.6 shows the account of Best Practices in Succession Planning and Processes, and section 2.7 gives account of Outcomes of a Well Formulated Succession Plan and Processes. Section 2.8 shows the summary of the review, 2.9 Derivation of Propositions, and section 2.10 outlines the Theoretical Framework that guided the formulation of theoretical propositions from the literature reviewed.

Chapter Three deals with the theory of how the whole research was conducted. Section 3.1 outlines RESEARCH DESIGN and includes sections3.1.1 Research Philosophy, 3.1.2 Research Approach, and 3.1.3 Research Strategy. Section 3.2 detailed DATA COLLECTION techniques and procedures. This includes sections 3.2.0 Techniques and Procedures, 3.2.1 Purpose, 3.2.2 the significance of establishing personal contact, 3.2.3Nature of questions, 3.2.4 Data Quality, 3.2.5 Reliability and 3.2.6 Validity. Section 3.3 shows the techniques and procedures for DATA ANALYSIS. This includes section 3.3.0 Techniques and Procedures, section 3.3.1 Approaches to qualitative analysis, 3.3.2 Using Deductive Approach, 3.3.3 Impact of a Deductive Approach on the Analysis Process,3.3.4 Using Inductive

Approach, and 3.3.5Inductively based analytical procedures. The last section 3.4 outlines Conceptual Definitions of terms used in this report.

Chapter four is divided into three sections. Section 4.0gives Introduction to the chapter; section 4.1shows features of the Church asan Organization, section 4.2describes the Economics of the Church, and 4.3 Choice of Method. 4.4 Time Horizon

Finally, **Chapter five** is divided into four sections. Section 5.1 shows Results (Research Findings) with conceptual framework for understanding the results, section 5.2 elaborates on the discussion of the results, section 5.3 draws conclusion on the discussion and finally, section 5.3.1 deliberates on Implications of the study and Research Limitations.

CHAPTER TWO
THEORY

2.0 Leadership Succession Practices, Failure Rates and Best Practices- A Review

This chapter carries out thorough review of literature of previous studies on leadership succession, touching on succession failures, causes of failure and the how lack of cooperation of the incumbents to plan their own succession makes best practices obsolete.

2.1 Failure Rate of CEO Succession

Numerous reports have consistently shown that CEO succession is not receiving the needed attention it deserves. The CEO succession process is bad in North America and even worse considering global statistics, as a result organizations are not able to respond to changes considering their present and future needs Charan (2005). In similar manner, Nadler (2007) in his article- *The Second CEO's Act* expresses his concern about the high rate of CEO turnover globally and in North America. In his empirical study, he finds that the global turnover rate has increased by 75 percent and 54 percent in North America since 2005. He points to the current happenings that 33 percent of CEOs leave office before the scheduled date as a result of poor performance.

Similarly, Zhang and Rajagopalan (2006) conduct a study on *Grooming for the top Post and Ending the CEO Succession Crisis* with a focus on non-diversified firms using archival data for analysis reveal that CEO succession should have been one of the top priorities of CEOs and board of directors. Nevertheless, in perfect agreement with Charan (2005) they show that CEO succession has not been given the needed attention; instead, in general, managed poorly by organizations. As a result, the average tenure of CEOs who left office in 2003 in the US was five years. 60 percent of senior executives at *Fortune 1,000* have no desire of being promoted to the top job position. CEO jobs now come with greater daily pressure, high scrutiny and high risk of failure. This suggests that successor CEOs must be well groomed, developed and prepared before they are appointed (assume the role of) for the CEO position (Zhang and Rajagopalan, 2006).

Besides, Zhang (2008) in Zhang and Rajagopalan (2010), on investigating why CEOs were fired after a short stay in office, found that outsider CEOs are 6.7 times more likely to be fired with short tenure, for failure, than insider CEOs. She also found that if the former CEO was forcefully removed from office,

the successor CEO is 1.7 times highly likely to be dismissed as well relative to CEOs whose predecessor voluntarily left office.

In addition to the above, Charan (2005) reports, of a survey carried out by Corporate Leadership Council (CLC), a Human Resource research organization, that 45 percent of the respondents said it will take too long or expensive to grow successors internally. Among those who grow successors internally only 24 percent believes that their leadership development is consistent with their strategic goals. Among the 276 companies surveyed, only 20 percent are satisfied with their succession processes. On the contrary, Barnett and Davis (2008) after long period of observation and practices as a leadership consultant carry out investigation on '*Creating Greater Success in Succession Planning*', finds that formalized succession planning practices is prevalent in organizations, surveyed, mainly because of changing demographic and related trends. Nevertheless, many of these organization leaders are less confident in their succession planning systems and processes. Almost three-fourths of the executives of organizations surveyed rated their succession plans as not working effectively. These findings are consistent with those reported by Charan (2005). It is therefore necessary that the causes of these failures and the corresponding solutions from previous studies be established clearly so as to identify that which is lacking and responsible for the failures still being reported.

2.2 Causes of Failure and lack of CEO Succession plan

The effect of poor succession planning or having no succession plan in place is poor performance which in turn translate to low moral, high turnover rate and organizations instability. According to Charan (2005) organizations' lack of succession plan result to CEO succession being carried out poorly. Coupled with that, organizations resort to small recruiting companies and those appointed by directors are usually with limited experience to recruit to the top job position.

Again, Charan (2005) is of the view that most often organizations fail to properly nurture the potentials they have identified because attention is focused on personality traits instead of on the skills required at the job. Others misjudge the business' needs as a result, put emphasizes on the wrong talents. The human resource department of these organizations also lacks the skills to translate best practices and credibility with the board to make an impact. Cimpa (2005) discovered that, the executives who aspire for the top job fail to recognize the difference between the requirements that qualifies them to the executive suit, to compete for the top job and that which is expected of them to get the top job. They receive little feedback on conducts and their actions once they are designated as potential successors

(Cimpa, 2005). What is more, a study conducted by Zhang and Rajagopalan (2010) reveal that the fear of the incumbent CEOs of potential opposition from the COO/president diminishes his incentive to have succession plan. This is especially true when the organization is currently facing performance problem. For example, Carly Fiorina, the former CEO of HP, refuse to appoint COO even though the board strongly recommended one to work along side with her. Fiorina ousting in January, 2005, was the decision of the board and had the disagreement as the main contributing factor (Nadler, 2007; Zhang and Rajagopalan, 2010).

Once more, Freeman (2004) identifies the cause of the failure of CEOs in their tenure as lack of effective CEO succession plan. Organizations lack succession plan because the board of directors are reluctant to address the issue, irrespective of the pressure from regulatory system on them. This behavior is especially paramount during good times of business, in fear of the incumbent CEO. The board is of the view that, it will be a waste of their precious time, especially when the incumbent CEO is already doing a good job. As a result, it becomes difficult to have a plan for smoothly passing on of baton when the time comes that the incumbent CEO to be replaced.

Once again, a study conducted by Cappelli and Hamori (2005) and Morison *et al*. (2006) show that even though midcareer workers are looking forward to climbing up to fill management positions, the restructuring and flattening of organizations are making it impossible for employees to build up the set of needed skills and experience required on the job. They found that midcareer workers were very concerned with lack of promotion; however, corporate executives were also troubled by lack of candidates with the right experience. Morison *et al* (2006) suggest leadership development and training programs to make way for promotion and to fill the leadership pipeline. Moreover, Nixon (2008) on studying '*Growing Your Own Leaders: Succession Planning in Libraries*' discovered that because of retirements, libraries in the USA and Canada will soon faced more open leadership positions than can be filled. This situation is complicated by a shortage of younger, midcareer librarians and the shortage of new recruits into the profession. This problem will affect libraries of all kinds including business libraries as well. It was suggested that, libraries should identify and develop their own leaders by using succession planning techniques. This suggestion is supported by the conclusion of Barnett and Davis (2008).

Furthermore, Barnett and Davis (2008) publish that many succession planning processes and systems lack proper design and methodology. The plan is too focused on identification of successors of a

particular leadership position but not on the future leadership needs and strategy of the organization, consistent with the report of Freeman (2004). Again, succession processes come to a halt soon after successors were identified and very little attention is paid to leadership development of the successors involved. Failure was also attributed to overlooking competence as criteria for evaluating successors' readiness for advancement. Previous studies revealed, by best practices, that most of these causes of failures have been addressed by previous researchers. However, lack of cooperation of incumbent leaders to plan their own succession has not been adequately resolved which is the focus of this investigation. It is therefore very necessary that the lack of cooperation of the incumbent leaders be resolved touching on the attitude of these leaders.

2.3 Attitudes of the Incumbent CEOs towards CEO Succession

In his article '*The CEO's Real Legacy*' Freeman (2004) expresses his sincere concern about the early departure of CEOs in cooperate organizations and recounting his own experiences he identify one of causes as lack of CEO Succession planning in organizations. In writing, he humbly acknowledges saying, 'It's hard to give up the reins. But a chief executive who initiates and manages his own succession can add enormous value to the company'.

However, this is not usually the case as the ego of incumbent CEOs becomes a stumbling block to their readiness for succession planning. The incumbent CEOs are not ready to discuss the issue on succession planning because they feel threatened to give up the power and prestige. Some regard themselves as indispensable and resent the idea that an adequate replacement is possible (Freeman, 2004). Besides, some CEOs even after yielding to the successor's power, secretly hope that their successor will stumble so that their (predecessor's) achievements become magnified in retrospect. It is difficult to come to terms with, especially when the glory of project they had just completed comes to bear on successor after they left office particularly in time when the organization is coming in the limelight and they are also leaving office. In other words, incumbent CEOs have demonstrated signs of self-centeredness. For this cause incumbent CEOs could go any length, including firing, to stop anyone from becoming a threat to their position (Freeman, 2004). Freeman (2004) also discovers that some retired CEOs even come back to take up power when their successor is not doing well. This, he considered as failure on the part of the CEO for not doing his work well in preparing his successor for the position.

Moreover, Zhang and Rajagopalan (2010) in agreement with Freeman (2004) show that sitting CEOs are constrained by fear, consequently, and are not willing to yield to the idea of having in place succession

plan. The incumbent CEOs fear that the waiting CEO may turn to oppose them at opportune time. Besides, the board being aware of multiple pool of qualified potential candidates, will lose confidence in them, consequently making them lose power. This suggests once again that the sitting CEOs have interest other than that of thee organization they work for. This is supported by the finding that organizations with separate COO/president have a very high probability that the incumbent CEO will be dismissed when the organization has performance problem (Zhang and Rajagopalan, 2010).

Agency theory captures these attitudes and rightly predicts the consequences when the agents (leaders) do or do not act in the interest of the principal (organization). Agency loss describes the difference between the outcome of delegation of the principal and that of the best possible outcome under the circumstance. Agency loss is zero if the agent takes actions that are completely in line with the interest of the principal. Agency loss increases when the actions of the agent diverge from that of the principal (Jensen & Meckling, 1976; Combs *et al*., 2007; Tan, 2009).

Years ago, Ciampa (2005) was the designate successor for the incumbent CEO who was rather reluctant in passing the chairman and CEO titles to him. He was determined to work harder and be more productive so that the incumbent leader would not have any excuse handing over to him the rein. Bruce Henderson, the founder of the Boston Consulting Group, was one of his advisers. When he asked him for feedback on what he should be doing differently, Bruce simply said, 'Be more understanding about what [the chairman] is going through'. Ciampa admitted that his transition would have gone more smoothly if he understood what Bruce meant (it is difficult for the incumbent to let go of the helm). This supports the report of Freeman (2005) about the difficulty of incumbent CEOs to relinquish the rein.

Notwithstanding, Freeman (2004) states emphatically, 'your true legacy as a CEO is what happens to the company after you leave the corner office'. He admonished the incumbent CEOs to see succession not as a threat and to step down when the time comes. He supports this statement by bringing his own experiences as a former CEO to bear on the subject. This suggests that, it must be in the best interest of the incumbent CEO that their successors succeed (Freeman, 2004). Nadler (2007) beautifully captures the *humility* of Freeman (2004) in his report indicating how he steps down after preparing a successor with talent and skill best suited for the immediate and the future needs of the company.

Contrary to the above, Beeson (2006) writes on a very difficult but talented CEO who had a lot to offer, however, he was very old and the board could not get him engaged in succession planning. The

incumbent CEO 64 years old, was simply reluctant on putting in place succession plan and workedhis way to divert attention to other matters with the excuse that the board should be focusing more on immediate priorities as he had his focus on implementing the organization's new strategy. When Bennett, the incumbent CEO was approached by Gail Thompson, the organization's veteran senior vice president of human resources, on the issue of succession planning, he exploded with the following remarks, 'When will these guys back off? I've told them who the candidates are. Why do we need to talk about it? Why do they need to get to know them better?' Bennett continued as he rumbled, 'don't they trust my judgment? They know I'm not going anywhere soon. I'm as healthy as a 50-year-old! What are they trying to do – run me off?'

What is more, Ndofor *et al* (2009) state that leadership succession presents the opportunity for strategic reorientation and enhanced performance. They show that organizational inertia is as a result of longer-tenure CEOs who become averse to change due to progressive institutionalization and amplified cognitive biases. Leader succession could provide a mechanism for change to inertia of organizations and better alignment with the environment which leads to an improved performance. The successor's ability, values, beliefs and experiences (cognitive map) have impact on the change process, and on performance. The Incumbents must understand that individuals and organizations achieve greatness when they accept change to move to the next level in face of the risk that might be involved. Because of the dynamics of corporate world, change is necessary to enable the organization and the incumbent to align to the changing conditions. This is because at a point the talent and skills of the incumbent CEO will no longer match the strategic challenge facing the organization (Freeman, 2004; Nadler, 2007). Freeman (2004) suggests that, at best before this stage, the incumbent should make way for someone with the requisite skills suited to address the issue at hand.

The board of directors is fiducially responsible that sees to smooth leadership transition of their organization when the time comes. However, the board will not be successful if the incumbent leader is not actively involved. This is because the incumbent plays a major role in the choice and preparation of the successor. The board only comes in to evaluate the readiness of the successor from time to time until succession event. Now, it must be noted that the incumbent plays a key role here, and if he/she is unwilling and not cooperative enough to get involved, it will be difficult or yet impossible to have smooth leadership transition. In view of this, the willingness or the cooperation of incumbent leaders must be properly addressed by resolving Fear (Freeman, 2004; Zhang and Rajagopalan, 2006, 2010))

and ego (Freeman, 2004) other causes that relate to this attitude. More importantly, tracing the problem to the root and resolving it from that end, will be worthwhile.

2.4 Succession and Strategic Change

Ndofor *et tal.* (2009) in a large sample empirical research, find that Leader succession is often carried out because of persistent poor performance which calls for a change within an organization. When this need is paramount, for effectiveness, successors must be chosen from different cognitive communities other than those of the replaced incumbents. Successors from different cognitive communities are found to carry out more change immediately after succession. The change will be the most effective when the new leaders have successful recent "top-job" experience. When successors lack recent top-job success, increased rapid change will negatively affect performance. Moreover, Nadler (2007) reports earlier on that leaders succeed in their new position when their professional background and experience match the skills talent demanded on the current job. However, the experiences and the skills useful on the previous job become obsolete and mismatch with the situations that usually confront CEOs on the job. Charan (2005) attributes this to changing business landscape.

Similarly, Barron *et al* (2011) investigate *Top management team turnover, CEO succession type, and strategic change* with a focus on correlation between different types of turnover at the top management team (TMT) and strategic change as a measure of discontinued operations (strategic change). Using quantitative research technique, they examine cases of contender, insider (follower), and outsider succession and find that discontinued operations are related to contender succession but not with inside succession. Again, Outside succession is associated with discontinued operation if the prior CEO leaves the firm with members of the prior TMT at the time of succession. It is concluded that, discontinued operations are related to CEO exit provided at least one other member of TMT also exits with the CEO with emphasis on the fact that focusing only on CEO turnover does not give the full picture of strategic change because strategic choices and performance are influence by both the CEO and the TMT of an organization.

Fee and Hadlock (2004) in Barron *et al* (2011) report earlier on that TMT turnover increases when CEO leaves the firm. Hayes *et al* (2006) also in Barron *et al* (2011) find that TMT turnover increases around the time of CEO exit. In sum these findings affirm an integration of upper-echelons perspective with power circulation theory looking at the TMT turnover. This depletes the organization of its talents and skills necessary for the organization to succeed, as indicated by Zhang and Rajagopalan (2006,

2010).Upper-Echelon Theory argues that the characteristics of leaders of top management team (TMT) influence the decisions that they make and the course of action the organization takes. In other words, the TMT of an organization influences her performance (Nishii *et al*, 2007). This is consistent with the report of DuBrin (2010) that relationships at the top management are very important and are usually scrutinized. However, relationships at that level can become vulnerable to offences and unforgiveness.It is therefore necessary that organizations stay clear of them because they promote negative and dysfunctional organizational politics, consequently making the organization under productive (DuBrin, 2010).

Once more, Ndofor *et al*. (2009) pointing to the drive behind change, state that cognitive map of leaders consist of the concepts and relations a leader employs to understand organizational situations. Top executives with common background tend to share the same cognitive map since cognitive map is developed through social interactions and experiences. They are said to belong to the same cognitive community. Top executive successors from different cognitive map change the knowledge, skills and interaction process of the senior management team when they bring on board new assumptions, experiences and skills into the organization. They also contend that even though some researchers have indicated that an outsider successor is necessary to initiate a change for organization turnaround in strategy, it is not enough to ensure change. This is because some outsiders are from the same cognitive community as the incumbent CEO while some insider successors may have different cognitive map from that of the incumbent. Leadership succession based on change in leader's cognitive map will have relevant effect on organizational change as compared to just a simple insider-outsider distinction (Ndofor *et al*., 2009).

Nevertheless, Zhang and Rajagopalan, (2006, 2010) on one hand find that there is no significant difference in performance between the changes initiated by insider successors and those by outsider successors within the first three years. However, beyond three years, the performance of insider successors are found to be better than that of the outsider successors based on the changes each party initiated. Ndofor *et tal.* (2009) conclude that, simply initiating change does not necessarily promote performance. Instead, its appropriateness and adequacy of implementation contribute greatly to performance improvement. New leaders who have exercised their ability at recent success at the top job of other organizations are more likely to identify the appropriate change and effectively implement them (Ndofor *et al.,* 2009).

I perfectly agree with all the previous researchers that strategic change create the opportunity for organizations to adapt to the changing landscape of the business environment and when initiated appropriately and implemented adequately, the outcome is performance improvement. However, all these benefits will not be realized if the leaders responsible for the initiation and the implementation of the strategic changes are reluctant to do so. Once more, the cooperation of the incumbent is very important to make it work.

2.5 Types of Succession- Impact on Organizational Outcome

What are the implications of firms overly relying on outside CEO succession? In 2003, in North America, 55 percent of outsider CEOs were forced out of office relative to 34 percent of insider CEOs (Charan, 2005), and 40 percent of outsider CEOs failed for the first 18 months in office (Charan, 2005; Barnett and Davis, 2008; Zhang and Rajagopalan, 2010; DuBrin, 2010).

Zhang and Rajagopalan (2006) identify three types of CEO succession types- namely, relay (insider) CEO succession in which the successor CEO is an executive and a designate for the CEO position; non-relay (insider-contender) CEO succession in which the CEO successor is not appointed but (the successor CEO) is drawn from a pool of competing multiple internal candidates (contenders), and an outsider CEO successor in which the successor CEO was taken from outside the organization.

Generally, insider succession improves post-succession performance as compare with other succession types. This is attributed to learning and experience benefits derived from inside succession. Besides, inside succession is even strongly related to firm performance when performance is poor prior to succession. Nevertheless, there are no significant performance differences between contender succession and outsider succession (Zhang and Rajagopalan, 2006). Zhang and Rajagopalan(2006) and Coyne & Coyne Sr. (2007) advise against outsider succession due to its adverse consequences. Role theory argues that successor CEOs have the opportunity to be exposed to specialized duties of the CEO position in a specific context during the grooming period of insider succession. This follows that, the successor CEO will also become familiar with specialized task of CEO in specific context and to be exposed to broader spectrum of issues and functional concerns thereby learning from their wider span of control and exposure to wider set of functional domain as compared to successor from a narrow functional domain (Zhang and Rajagopalan, 2006).

The report of Charan (2005) also reveals that directors and top management are not able to establish rapport with the outsider successors as with their own employees. Most often, the requirement of the CEO's job is not well spelt by the board that is out for the search. Charan (2005) admits that selection of CEOs can be a difficult one and organizations that have experience outing of their outsider successors pre-maturely can have an adverse effect on employees, partners, and their strategic position. 'New leaders import new teams and management styles. Continuity and momentum collapse, the energy to execute dwindles, and morale plummets. Rather than focus on the competition, companies should start to look inward', said Charan (2005).

Sometimes an outsider successor makes the best fit for the job. Charan (2005) contends that just as outsider successors are not uniformly poor choices, insider successors are also not uniformly good choices either. In certain situations an insider successor presents a greater risk. Charan (2005) identifies that the social network and psychological ties of the inside successors makes it difficult for them to carry out strategic changes and to change the culture when the need arises. They may not have the appropriate experience or have been tested in the right ways to actually make them ready. Managers from functional areas may not be capable of leading the entire business. Sometimes due to change in business landscape, well nurtured skills may become obsolete.

Bower (2007) in light of the strength of the insider and the outsider successors, advocate strongly for inside-outside successors to make up for the weaknesses of both the insider and the outsider successors. He states that a well groomed insider who is up for the job must also have an outside perspective. He is groomed as an insider successor with outside perspective (inside-outside successor) so as to have the strength of both the insider and outsider successor in place. He argues that, insiders have been with the company for some time and know the company and its employees but lack the vision for change but outsiders seeing the need for new approach, do not know the company enough to effect the required change. An insider-outsider successor is an inside successor with outside perspective.

Bower (2007)'s idea of inside-outside successor is much rooted in the fact that this individual is detached from emotional ties and conventional wisdom and also free from being cowed by a powerful CEO, since they spent most of their time working outside the mainstream with opportunities and threats-leading through good and bad times. He also suggests that the mentoring stage must take them through series of stretching assignments during which they must learn to deliver and must be held accountable. They should be monitored by talented experienced senior executives lest they stumble.

Bower (2007) agrees perfectly with the report of Charan (2005) and other reporters show that true development actually occurs on the job but not in a classroom. Here, the authors generally agree that inside succession produces the best results giving the benefits it brings to bear on the organization. Meanwhile, there are certain situations where outside succession makes the best choice.

Best practices for outside succession requires that the successor joins the organization at least five years to succession event. However, this is usually reduced to two years due to fear of losing the candidate to another organization (Zhang and Rajagopalan, 2010). Now, whether an inside, outside or inside-outside succession is to be adopted, requires the input of the incumbent leader who plays a key role in this regard and in the preparation of the successor for the position. Once again, the cooperation of the incumbent leader is very essential and the lack of it needs to be resolved.

2.6 Best Practices in Succession Planning and Processes

Authors strongly recommend that the succession process must start early by looking first inside the organization for exceptional talent, then ensure that candidates gain experience in all aspects of the business and help them by preparing them to develop the skills they'll need when they assume their new position.

In their quest for leadership model that will make leaders ready when the time comes, Hor *et al* (2010) discover that Experiences and competences, focused on the present and the future needs of the organization, must form the central part of the leadership training and development program of the organization. The main factor to measure, here, is good performance of those given new assignments to succeed in leadership positions. Leadership competences must be identified, regularly reviewed and updated of which talented leaders are assessed and developed base on those competences. There is a need for measurement method that assesses how the succession process is faring over time (Hor *et al,* 2010). This is consistent with the earlier report of Barnett and Davis (2008) on failure of leadership succession plans of organizations. The cause of failure is attributed to overlooking competence as criteria for evaluating successors' readiness for advancement.

The results of Hor *et al* (2010) also reveal that Cross Function Experience and Consistent Good Performance are the top most priorities among Cross site Experience and managerial experiences analyzed. More so, Getting-things done and Operational Management among leadership, personal character and communication emerged as the most important competencies evaluated. Moreover, good

performance and managerial experience are necessary condition for identifying organizational high potentials.

In order to have a clear picture of the organization and its challenges, Freeman (2004) advises incumbent to identify their own strength and weaknesses, think about the skills the successor needs to succeed, identify organizational problems that the incumbent's talent and temperaments are not helpful in dealing with. Nadler (2007) on another hand encourages CEOs to set clear vision and to identify the skills needed for the new role. Again, CEOs must know their limitation and to respect that. Freeman (2004) recommends the following steps to incumbent CEOs to enable them successfully plan for their succession.

(1) **Force the board to pay attention-** The cozy relationships enjoyed by some CEOs with their directors can exasperate the issue of CEO succession planning. In other words when the incumbent CEOs have ties with their directors, the issues of succession planning becomes more difficult. It is important to work and keep the issue of succession at the front and at the centre of the board and initiate a process that will make the directors comfortable with the successor. In other words the incumbent CEO has a major role to play when it comes to his own succession. He can make things easy to help build confidence of the successor in the board room. The board will be forced to take ownership of the succession process when the confidence of the successor comes to light (Freeman, 2004).

(2**) Look for Differences**- Organizations that have succeeded, have their needs changed at a point in time which means the successor will required different skills and talent, experience and personality will be required to address those needs. Freeman warns against choosing people that mirror the incumbent CEO, but instead, the successor should be chosen base on the future as well as the present needs of the organization; but more importantly the future needs of the organization. Certainly there may be some similarities and what is missing and necessary for success on the job, the successor can learn during the period of grooming. However, determination and proven ability to deliver results must not be overlooked (Freeman, 2004).

(3) **Make Your Successor's Success Your Own**- It is very important for the incumbent CEO to help his successor to step into the CEO role because it difficult for some successors to stop depending on the predecessor since they find it comforting. Here, attention should be given to address the weaknesses of the successor and matters that will make him a strong leader so as to enable him step into the new role.

Commitment is the key. For example the incumbent and the successor have to forfeit certain pleasure in order to keep the meeting days for coaching, advising and mutual sharing of ideas effective. During this period, areas of the organization key to its success should be dealt with. Feedback should be given regularly to the successor on his improvement and the incumbent must guard himself with the mind to make his successor succeed. There is a need for mutual trust and respect between the incumbent and the successor for the grooming process to be effective. Moreover, the successor should also be someone who is teachable (willing to learn) (Freeman, 2004).

(4) **Don't Drag Your Feet**- The incumbent CEOs should know the right time to step down and be willing to do so avoiding the danger of staying past their prime time. Former CEOs should guide against coming back to resume their chief executive role after they leave office. Freeman warns that, when that happens, it sends a signal of failure on the part of both the successor and the predecessor at the succession planning (Freeman, 2004).

What is more, in order to remedy the situation of leadership succession failure, Charan (2005) suggests that (1) organizations should have deep pool of internal candidates, well stocked by leadership development process from the top to the bottom, (2) board should create and continually refine succession plan and have in place a clear cut process of making decision about the candidate, and (3) directors considering outside candidate should require precise accuracy of the informed drivers of executive search process and to lead the recruiters instead of being led by them.

Once more, drawing from 35 years of advising corporations and several years of participating in CEOs selection process and having monitored countless number of executive pipelines, Charan (2005) made the following suggestion to enable all participants of succession perform credibly (in the succession process) when the time comes for the selection of the next leader. Organizations must (1) identify their high potential early in their career, (2) constantly aligned their educational and on-the-job experience with the emerging landscape, (3) and rigorously evaluate the performance of each candidate at each developmental stage at positions of responsibility.

Jim Smith executive vice president of human resources and administration of Thomson Corporation in the USA, cited in Charan (2005) recommends the succession process to be made informal enough to encourage communication. Nixona (2008) also reports that there will be much learning and a lot to borrow from succession planning even if a fully developed succession planning is not the answer. For

effectiveness, she places premium on full participation of senior executives in succession planning process and this must not be left to the human resource management to handle alone or by middle managers only. This strongly agrees with the report of Barnett and Davis (2008). Nixona (2008) identified four basic steps of succession planning, namely- (1) Analyzing the demographics of your key positions, (2) Identifying potential employees for lead positions, (3) Assessing candidate's strengths and weaknesses, and (4) Developing a training program to build competencies

Once again, in search for answers to the failures and lack of confidence of executives in their own succession plan, Barnett and Davis (2008) after establishing the causes, come up with a five-step approach to high-impact succession planning including best practices to enable organizations to prepare for the future more effectively. These include:-

(1) **The Succession Planning Process Overall** (Present and future needs; what it needs to implement its strategy; the design must be simple, flexible, and amenable to continuous improvement)
(2) **Talent Identification, Review and evaluation** (retirement and departures should be anticipated)
(3) **Feedback and Development** (transparency and focus on development, open communication, feedback on regular basis)
(4) **Measurement** (increased job satisfaction & engagement, increased participation in learning & development activities, increased retention, or a decreased in external hires for key positions) [Barnett and Davis, 2008]

Moreover, Zhang and Rajagopalan (2010) writing on succession process comparatively conclude that outsider CEOs are greater liabilities than insider CEOs. Again, outsider succession has greater adverse outcome for both the organization and the CEOs themselves. To promote insider succession practices, the following three steps to successful succession planning and processes were proposed:-

(1) **Development of deep pipeline of executive talents**- This includes independent assessment of candidates on yearly basis, better if done more frequently. Nurturing and evaluating the talents, skills and competence of the candidates is critical to the leadership development program. In addition detailed analysis of the strengths and weaknesses of the candidates is very necessary (Zhang and Rajagopalan, 2010).

(2) **Setting up an effective nominating and search committee**- Organizations with a well focused nominating committee on the board hardly dismiss their CEOs with short tenure. The key of success for

the committee is to focus on the job and avoid having overly divided attention. The committee members must be experts on this matter. They must supervise succession process, examine and evaluate reports on the CEO candidates and spend considerable amount of time discussing succession issues (Zhang and Rajagopalan, 2010).

(3) **Get the incumbent CEO on board with succession planning-** The involvement of the incumbent CEO in the succession process is very important as this will influence the effectiveness since the candidate is mentored by him/her. The incumbent should identify and evaluate candidates regularly (ideally through the leadership development program) and discuss his/her findings on a regularly basis with the board's nominating and searching committee (Zhang and Rajagopalan, 2010).

Bower (2007) is very much convinced that grooming new CEOs requires, four basic skills to enable them perform- (1) the ability to judge where the world and the company's market is headed in order to craft vision of the repositioning of the company, (2) identify the talents in the company that will help make the vision a reality, (3) have an in-depth understanding of the problems facing the company, and (4) know how the company really works.

Finally, Ciampa (2005) focuses on the qualities and skills of the CEO candidates the organizations desire but are not openly made known to the pool of successors drawn; however, they are expected to get the signal by reading between the lines in their day to day operations and interaction with the incumbent CEO and the board. Apart from the candidates doing well in their business, they are also expected to form coalitions (unspoken relationships, alliances, and influences by coalitions) and building support from colleagues who are also candidates. Ciampa (2005) summarizes the qualities of the potential successor in the following areas- Management Savvy, Political Intelligence with Personal Style.

The CEO successor is expected to avoid jumping in personally to solve problems others can handle. She/he makes the right judgments about what to focus on and maintains control of the key decisions. Moreover, he makes people feel appreciated and remained loyal. Touching on relationship, she/he stays clear of being labeled political and recognizes how relationships are likely to affect early success. Again, avoiding the temptation of self-serving, she/he is able to get peers and subordinates to go out of their way to help (Ciampa, 2005).The CEO successor also makes success look effortless and allows the performance of others to be recognized. He has the energy to stay on the 'rested edge' and avoid the

'ragged edge', and knows when to hold back and when to let go. He is supportive enabling peers to improve their performance, stays grounded and makes sure basic needs are met while mastering new concepts (Ciampa, 2005).

Previous studies have clearly come up with best practices that should produce desired results. Nevertheless, failure rate is rather on the surge. Even though the best practices address most of the causes of failure, the lack of cooperation of the incumbent leader has not been adequately resolved. This is because that which is inducing the fear and ego of the incumbents has not been addressed. The willingness of the incumbent leader is very important to make the best practices work. Thus, the best practices become obsolete if incumbents are not willing and not cooperative.

2.7 Outcomes of a Well Formulated Succession Plan and Processes

According to Mooney *et al* (2007), insider successors have company specific and industry specific knowledge and experience. Outside succession on the other hand may have skills and experiences that may not transfer well across companies and industries. Other advantages enjoyed by inside succession are a strong social network and coalitions established during the grooming period. Besides, inside successors have greater information asymmetry between them and the board that employed them. Insider succession sends signal to the public that the organization desire continuity and stability in their operation. On the contrary, outside succession inform the public that, the successor is chosen to initiate strategic change.

There are several examples of insider succession practices that yielded good results and are worth emulating. This brings to mind succession in Xerox Corp. Richard G. Thoman was brought from outside (outsider succession) to succeed Paul A. Alliane. Thoman was fired May 2000 after being the CEO position for only 13 months. Anne M. Mulcahy was promoted to COO/president position from within the company and became the CEO of Xerox August 2001 and Chairman 2002. Xerox was at the edge of bankruptcy before Anne became the CEO of the company. In 2000 the company made a tremendous lost of its market cap of 90 percent and had 17.1 billion dollars in debt and only 154 million dollars in cash. It was reported that Xerox was heading towards losses in the next several quarters. Nevertheless, Anne succeeded in reviving the company (Zhang and Rajagopalan, 2006).

Another example is succession in McDonald's Jim Cantalupo who was then the CEO had to resign to take treatment against heart attack in April 2004. He served for only one year. However, the board was

able to replace him within hours with designate Charles Bell. Charles Bell soon after succession designates Jim Skinner, who had long history with the organization. Charles Bell had to step down due to cancer in November 2004 and later died in January 2005. He served for only six months as CEO of McDonald's. Howbeit, McDonald's was able to survive through the series of unexpected CEO turnovers because of carefully designed succession plan, Zhang and Rajagopalan (2006, 2010) reported.

Again, David Glass was promoted to COO/president position as a CEO designate in 1984,the very year he joined Wal-Mart. According to Zhang and Rajagopalan (2010), David Glass became CEO in 1988 for 12 years and led Wal-Mart through growth and international expositions. Lee Scott who joined Wal-Mart 20 years earlier on, became the COO and vice chairman of the company in preparation for the CEO position. Scott succeeded Glass as CEO of Wal-Mart in 2000 when Glass stepped down. On the account of the consistency in the grooming of the next CEO which was ahead of time, Wal-Mart had seamless transition (Zhang and Rajagopalan, 2010).

Charan (2005) strongly advises that as candidates are put in the leadership development pipeline, their education/training and on-the-job experience must conform to the emerging landscape of the business so that the understanding of what is working currently is not treated as what works coupled with rigorous assessment of the candidates' performance at each developmental stage established.

Once more, a well remarkable example was put forth by Freeman (2004). Freeman became CEO of Quest Diagnostics in 1995 then Corning Clinical Laboratories. At that time, the company was facing some serious integration challenges from the several major acquisitions in 1993 and 1994. The company was heavily indebted; besides, one of the acquired companies was accused of fraud which led to $100 million settlement. These issues were complicated by falling prices due to overcapacity in the industry and competition for managed-care contracts. With due diligence, Freeman succeeded in turning Quest Diagnostics around. In 1999, the company had over doubled its revenue and took the lead in provision of diagnostic testing, information and services in the USA. Freeman thought of a successor as he realized that his skills, talents and experience will not be enough to meet the future needs of the company. He planned his own succession and actively participates in the succession process to prepare his successor for the job. Freeman served for nearly nine years as CEO of Quest Diagnostics and stepped down in May 2004 even though the board urged him on to continue as the CEO of the company. Surya became the new CEO of the company (Freeman, 2004; Bower, 2007).

Similarly, another example was succession at General Electric. Reginald Jones became the CEO of General Electric in 1972. He developed the already existing strategic planning system of the company into a model for all the branches. He made vast changes in the company's portfolio, brought computer business to an end and acquired giant inflation hedge, Utah International. The company under the leadership of Jones regularly outperforms the US GDP more than 25 percent. Jack Welch succeeded Reginald Jones in 1981 and took two to three years to dismantle most of the planning and organizational structure Jones had put in place due to changing business landscape and environment Charan (2005). Welch made away with Utah, and acquired RCA, built a giant Financial Services Business. The company's structure flattened and after the first decade, the company's capitalization grew over 1000 percent. Welch was succeeded by Jeff Immelt who is also making changes in General Electric. His major investment is geared toward biosciences, water, and platforms for infrastructure growth in developing countries. The stock market is responding to him positively as it responded to Welch in his first decade. Moreover, the changes made in General Electric is bringing growth in both revenues and profit as well (Bower, 2007).

Here, it is very much revealing that the leaders of these successful organizations have demonstrated selflessness and the willingness to put to work the best practices and planning their own succession for leadership continuity, and are now reaping the fruit of their sacrifice (*from their cooperation*)and labor (*putting to work the best practices*).

2.8 Summary

Previous works have statistically shown the failure rate of CEO succession failures in North America & globally, which is soaring at alarming rate, highlighted on lack of succession plan in organizations and the need for organizations to have succession plan in place to remedy the situation.

However, in practice most organizations have still not resolved the issue of succession failures. The main reason of removal of CEOs from office was reported to be poor performance (Freeman, 2004; Ciampa, 2005; Beeson, 2006; Zhang and Rajagopalan, 2006; 2010). This was attributed to leadership succession failures (Freeman, 2004; Ciampa, 2005; Beeson, 2006; Zhang and Rajagopalan, 2006; 2010) and resistance to change (Ndofor et *al*., 2009; Barron et *al*., 2011). Among the causes of leadership succession failures reported is lack of cooperation of the incumbents because of ego (Freeman, 2004; Beeson, 2006; Ciampa, 2005) and fear (Freeman, 2004; Zhang and Rajagopalan, 2006; 2010) which led to lack of well formulated succession plan (Freeman, 2004; Ciampa, 2005; Beeson, 2006; Zhang and Rajagopalan, 2006; 2010) or poor succession process (Charan, 2005; Nixon, 2008; Barnett and Davis, 2008). Nevertheless, previous studies have come up with best practices that address most of

the causes of failures. Notwithstanding, this review has established that even though best practices are very important, they do not guarantee that the incumbent leaders will act in the best interest of their organization and plan their own succession for leadership continuity; the best practices become obsolete, without the cooperation of the incumbent leaders..

The attitudes of the leaders of General Electric (Bower, 2007), McDonald (Zhang and Rajagopalan, 2010), Wal-Mart (Zhang and Rajagopalan, 2010)and Quest Diagnostics (Freeman, 2004; Bower, 2007)demonstrated their willingness and cooperation to plan their own succession, consequently, set up good examples of succession planning and as a result, experienced seamless succession transition without difficulty.

2.9 Derivation of Propositions

There are substantial works available on the subject, *Leadership Succession*, and volumes of publications have been made. However, the situation has not improved touching on successful replacement of incumbent leaders in office when their tenure is over or if there is a call for emergency. Zhang and Rajagopalan (2010) report that, in 2009 a survey carried out by National Association of Corporate Directors, reveals 43 percent of public companies in the U.S. not having formal CEO succession plan in place and 61 percent had no emergency CEO replacement plan. A survey of 1484 firms also reveals that less than 50 percent of the firms have CEO succession plan in place (Zhang and Rajagopalan, 2006). The report of Charan (2005) also shows that among the 276 companies surveyed, the Corporate Leadership Council (CLC) indicated that only 20 percent of these companies are satisfied with their succession processes. Again, most companies do not even have succession plan in place (Barnett and Davis, 2008).

It appears the leaders of these organizations and companies have attitudes that make room for all the succession failures reported. Fear (Freeman, 2004; Zhang and Rajagopalan, 2006, 2010), ego (Freeman, 2004), intense resistance that can be attributed to fear and ego of the incumbent CEOs (Ciampa, 2005; Beeson, 2006) were reported as the causes of lack of cooperation of incumbent leaders to plan their own succession. Nevertheless, these causes were not adequately addressed, but the incumbents were merely admonished of change of mind (Freeman, 2004; Ciampa,2005). This will hardly work because, that which is inducing the attitude of lack of cooperation of the incumbents, has not been resolved. As a result, the first proposition was formulated to determine the attitudes of the leaders (the incumbent and associates) toward leadership succession:

P_1: Leaders (the incumbent and associates) have negative attitudes toward leadership succession in the organization because of *fear and ego*, hence, the lack of cooperation.

According to Zhang and Rajagopalan(2006, 2010), inside[*relay*] succession (a successor is designated and groomed within the organization) enhances post succession performance of the organization relative to other forms of succession. This is attributed to the learning benefits derived from relay succession. Some of the benefits include, the opportunity to learn how to manage relationship between the key internal and external stakeholders. Managing internal stakeholders holds the answer to building credible power base and gaining support of the top management. During the grooming period, a relay successor is likely to interact with the senior executives and gain their support prior to succession which may not be the case of other successors. Comparatively, inside successors unlike successors from narrow functional domain are likely to have been exposed to broader spectrum of organizational issues as a result, learn from broader span of control and exposure to wider functional domain (Zhang and Rajagopalan, 2006; 2010).

Even though insidesuccession brings a lot of benefits that come to bear on the successor and the organization as a whole, leaders are basically reluctant to name their successor let alone initiate the succession process. Ciampa (2005) give a personal account of an incumbent leader who was reluctant to hand over the rein to him; Beeson (2006) report of a difficult but talented leader who had a lot to offer, nevertheless, very resistant to planning his own succession; Ndofor *et al* (2009) indicate that even though leadership succession presents the opportunity for strategic reorientation and enhanced performance, leaders are basically resistant to change, which leads to organizational inertia. DuBrin (2010) writes on relationships in the organization touching on dysfunctional organizational politics, states that, relationships at the top management are very important and are usually scrutinized. However, relationships at that level can become vulnerable to offences and unforgiveness. For this cause, a second proposition was formulated to determine other causes of leadership succession failures responsible for the failures still being reported:

P_2: Other causes of leadership succession failure include *unforgiveness* and *self-centeredness* of the incumbent senior leader.

Previous studies have uncovered causes of succession failures and made recommendations for their resolution touching on best practices, nevertheless, succession failures are rather on a surge. They reveal self-centerednessof incumbent leaders as a cause of lack of cooperation of incumbent leaders for leadership

succession. Since fear (Freeman, 2004; Zhang and Rajagopalan, 2006; 2010), ego (Freeman, 2004; Ciampa, 2005) and unforgiveness manifest as a result of focus on the individual (self); fear, ego and unforgiveness cannot be resolved without first dealing with self-centeredness of incumbent leader. On the account of this, a third proposition was formulated to determine and understand the roots cause of lack of cooperation of the incumbent senior leader towards leadership succession, and to propose lasting solution for remedy:

> **P_3**: The root cause of the attitude of lack of cooperation of the incumbent senior leader toward leadership succession is *self-centeredness*.

2.10 Theoretical Framework

Four theories were found useful to shape formulation of research propositions based on the theoretical literature reviewed. Two of the theories, Agency theory and Organizational inertia relate directly to self-centeredness, *relationships* and *conduct* in the organization. The other two theories, Upper-echelon theory and Role theory relate essentially to *relationships* and *conduct* in the organization.

2.10.1 Agency Theory

Agency theory predicts the consequences when the agents (leaders) do or do not act in the interest of the principal (organization). The principal is the individual who delegates, and the agent is the person to whom authority is delegated. Agency loss is a common metrics used to distinguish between the consequences. Agency loss describes the difference between the outcome of delegation of the principal and that of the best possible outcome under the circumstance. Agency loss is zero if the agent takes actions that are completely in line with the interest of the principal. Agency loss increases when the actions of the agent diverge from that of the principal (Jensen & Meckling, 1976; Combs *et al*., 2007; Tan, 2009).

According to Lupia *and* McCubbins (1998) in Arthur (2001), agency loss is minimized when (1) the principal and the agent have common interest which suggests that the principal and the agent desire the same outcomes, and (2) the principal is aware of the outcomes of activities of the agent. That is, the principal has enough information about the actions of the agent to determine whether they serve his or her interest. Agency loss arises if either of these conditions is not true because either the agent has an incentive to act contrary to the principal's interests or the agent can act against the interests of principal without the awareness of the principal of the indiscretion. If both conditions are false, agency loss is likely to be high because agents have both an incentive *and* an opportunity to take actions contrary to the

interests of the principal without fear of punishment (Jensen & Meckling, 1976; Arthur, 2001; Combs *et al*., 2007; Tan, 2009).On this account, it can be said that the decisions, choices and actions of *self-centered* leaders willlead to agency loss (Freeman, 2004; Beeson, Ciampa, 2005; 2006; Zhang and Rajagopalan, 2006, 2010).

2.10.2 Organizational inertia

Organizational inertia predicts that any organization that does not embrace change will continue in the same strategy or mode of operation until the need for change is affected by an appropriate external mechanism. Ndofor *et al* (2009) in addressing the issue of CEO succession and change point to the fact that, increasing Organizational inertia prevents continuous adaptation of the organization to the environment. Longer tenure CEOs are known to be averse to change and fixated upon the status quo. They are resistant to modifying their thinking even if the need arises. This implies, an organization that is already performing poorly will continue to do so unless a change mechanism is initiated. This suggests that because fear, ego and unforgiveness are emotions that are not favorable, leaders with these emotions will be resistance to leadership succession perceived as the source of those emotions (Freeman, 2004; Beeson, Ciampa, 2005; 2006; Zhang and Rajagopalan, 2006, 2010).

2.10.3 Upper-Echelon Theory

Upper-Echelon Theory argues that the characteristics of leaders of top management team (TMT) influence the decisions that they make and the course of action the organization takes. Demographic characteristics are associated with cognitive bases, values, and attitudes that influence the decision making of managers and CEOs. In other words, the TMT of an organization influences her performance (Nishii *et al*, 2007). Baron *et al* (2011) supported this view that, strategic choices and organizational performance are influenced by both the CEO and the TMT of the organization. Hence, by Upper-Echelon theory it can be said that if self-centeredness, fear, ego and unforgiveness are the characteristics of the TMT, her decisions, choices and actions will not make them favorably disposed towards the organization.

2.10.4 Role Theory

Role theory argues that successor CEOs have the opportunity to be exposed to specialized duties of the CEO position in a specific context during the grooming period. This follows that, the successor CEO will also become familiar with specialized task of CEO in specific context and to be exposed to broader

spectrum of issues and functional concerns thereby learning from their wider span of control and exposure to wider set of functional domain as compared to successor from a narrow functional domain (Zhang and Rajagopalan, 2006). Thus, even though role theory predicts benefits that can be derived from raising successors from within the organization, by agency theory, theory of inertia and upper echelon theory, it can be said that those benefits will not materialized as long as the incumbents are self-centered, living in fear, ego and unforgiveness.

CHAPTER THREE
METHODOLOGY

3.1 Research Design

The research design is the logical sequence that connects the empirical data to the research questions and finally to its conclusion (Yin, 2003, 2008).

3.1.1 Research Philosophy

Research philosophy basically refers to the development of knowledge in a particular field and the nature of that knowledge. Because in-depth understanding of the problem under investigation was required to get to the root of the problem and to find lasting solution, the philosophy of Interpretivism, which allows for probing and the researcher as part of the investigation process, was adopted. This philosophy rests on the assumptions of ontology view of the world (nature of reality) based on subjectivism (Smircich, 1983). Subjectivism holds the view that social realities are created from the attitudes and consequent actions of social actors concern with their existence (Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009). Saunders *et al.* (2009) emphasize the importance of studying the details of situations in order to understand their reality. This is consistent with the interpretivist philosophy that exploring the subjective meanings of motivation of the actions of social actors will enable the researcher to understand these actions (Smircich, 1983; Cohen *et al*., (2007; Saunders *et al.,* 2007, 2009).

3.1.2 Research Approach

Inductive approach was adopted in which data was collected using in-depth interview and theory formulated from data analysis. The result of the data analysis was the reflection on the theoretical themes the data was suggesting (formulation of theory). This approach seeks to establish the understanding of how humans interpret their world. It does not consider humans as unthinking research object who respond in a mechanistic way in certain situation. This enabled me to gain an understanding of the meanings humans attach to events. It required close understanding of research context and collection of qualitative data which allows for more flexible structure to permit changes of research emphases as the research advances. This makes it possible for me to be part of the research process (Miller *et al.*, 1999; Robson, 2002; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

3.1.3 Research Strategy

This study adopted Ethnography strategy of research. Ethnography has it roots in inductive approach of research and has its origin from the field of anthropology. It has research process that is flexible and responsive to change since new pattern of thoughts are constantly being developed by the researcher about what is being investigated. It allows researching a phenomena within a context in which it occurs and does not make room for data collection techniques that oversimplify the complexities of everyday life. It also allows the researcher to gain rich insights about a particular context and to better understand and interpret it from the perspective of those involved (participants). For this reason, I went on immersion into the social world under study (Christian Church settings)to familiarize myself with this organization before commencing data collection(Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

Research Tactics (Data Collection and Data Analysis)

3.2 DATA COLLECTION

3.2.0 Techniques and Procedures

In-depth interview was adopted for data collection. Saunders *et al.* (2009) defined interview as a purposeful discussion between two or more people. They show that interview can be used to gather valid and reliable data to answer research questions and to fulfill research objectives. Under this work, interview was used to explore in depth general area of the problem under investigation. Here, the interviewee was given the opportunity to talk freely about events, behavior and beliefs as it relates to the topic investigated (Strauss & Corbin, 2008; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009). Saunders *et al.* (2009) identified two types of in-depth interview, namely *Informant interview* in which the attitudes of the interviewee guides the conduct of the interview, and *Participant* (or respondent) *interview* in which the interviewee responds to the questions as the interviewer directs the interview. This work adopted Participant (informant) type of in-depth interview conducted one-to-one basis, meeting the participant face-to-face (Strauss & Corbin, 2008; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009). The choice of in-depth interview was based on the purpose of the research, the significance of establishing personal contact with the participants and the Nature of research questions.

3.2.1 Purpose

Based on the recommendation of Saunders *et al.* (2009), this study included non-standardized qualitative interview (in-depth interview in this case) in order for the me to infer causal relationship between variables; to understand the reason for the attitudes, opinion and decision taken by respondents (Saunders *et al.,*2007, 2009).

3.2.2 The significance of establishing personal contact

Managers (or generally experts on the field) prefer to be interviewed to completing sets of questionnaires especially when they find the topic interesting and related to their current work (Saunders *et al.,* 2007, 2009). This approach provided the Christian Pastors and Elders with the opportunity to reflect on events without having to write anything down. Again, this situation gave them opportunity for feedback and assurance on the way the information would be used (Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

3.2.3 Nature of questions

In recommendation, Saunders *et al.* (2009) stated that interview is more appropriate where questions are either complex or open-ended, and where the order and logic of questioning may require variation which was case under this investigation.

3.2.4 Data Quality

Data quality issues relate to reliability and validity. To enhance reliability and validity I immersed myself completely into the Christian Church settings in order to gain understanding of the way things are done and to familiarize myself with this setting before commencing data collection (Saunders *et al.,* 2007, 2009).

3.2.5 Reliability and Validity

Reliability in qualitative research refers to the tendency of alternative researchers to reveal the same information following the stated procedure. Reliability issues under this work were addressed through careful research design and establishing the motivation for research strategy and method (Miller *et al.*,1999; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).Validity refers to the extent to which the researcher is able to gain access to the knowledge and experience of the respondents and is able to

derive meaning in the way the respondents intended from the language spoken by respondents. Validity was ensured by clarification of questions, probing meanings of responses and discussing the topic from a variety of angles as it became necessary (Miller *et al.*,1999; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

Reliability and validity were promoted by establishing credibility through the Level of Information Supplied to the Participants (section 3.2.7); trustworthiness through the assurance of the participants that confidential information was not being sort and the anonymity of the participants (section 3.2.8); clarity of questions asked in starting the interview (section 3.2.9); avoiding questions that lead the participants in my approach to questioning (section 3.2.10); by attentive listening to carefully to understand the participants' explanations and meanings (section 3.2.11); by summering the explanation given by the participants and seeking confirmation to test understanding (section 3.2.12); and by derivation of Interview themes for consistency (section 3.2.13).According to Saunders *et al.* (2009), the key to successful interview is careful preparation. To increase reliability and validity, the above areas were carefully planned, before the commencement of the interview and were followed through data collecting stage.

3.2.6 Level of Information Supplied to the Participants

Credibility was promoted by providing the participants with interview themes in advance before the event. This gave the interviewee the opportunity to consider the information requested and to make preparation for response and by assembling supporting documents to that effect (Miller *et al*., 1999; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009). Saunders *et al.* (2009) affirm that this promotes validity and reliability. The interview themes were all derived from theoretical literature reviewed consistent with the research propositions (Saunders *et al.,* 2007, 2009).

3.2.7 Venue for the interview

The interview was conducted in the office of the participants. The assurance that confidential information was not being sort and the anonymity of the participants kept them relaxed and opened about the information they were willing to discuss which in turn increased their confidence in my trustworthiness. Saunders *et al.* (2009) reveal that this also reduces the possibility of response bias. At the start of each interview section, the research was once again explained to the participants to hopefully gain consent and participants' confidence.

3.2.8 Starting the interview

Questions were phrased clearly and asked in a natural tone of voice so that the participants can understand them clearly. Open ended questions were used to help avoid bias. These were followed up by appropriately worded probing questions (Saunders *et al.,*2007, 2009).

3.2.9 Approach to Questioning

Since questions that seek to lead the participant produces bias, they were avoided completely. Long questions that are made up of two or more questions were also avoided and phrasing questions individually for response was ensured. Questions were grounded in the real-life experience of the participants instead of being on abstract concepts. According to Saunders *et al.* (2009) questioning this way, helps to explore the topic and to produce fuller account.

3.2.10 Demonstration of attentive listening skills

The purpose of in-depth interview is to understand the participants' explanations and meanings. Torrington (1991) in Saunders *et al.* (2009) indicates that listening puts people on the alert for signals and builds understanding, deliberately holding back personal thoughts which would divert or compete with that of the speaker. Even though it is necessary to probe explanation and meaning, however, I restrained myself from projecting my own view, allowing the participants reasonable time to develop their responses (Saunders *et al.,*2007, 2009).

3.2.11 Scope to test understanding

Understanding was tested by summering the explanation given by the participants and seeking confirmation. This gave the participant the opportunity to evaluate the adequacy of interpretation and make correction where necessary (Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009). According to Saunders *et al.* (2009) this is a potent tool for avoiding bias and incomplete or distorted interpretation. The participants was asked to read through the factual account produced by the researcher since this prevents distortion of information and grant the participant the chance to add any further point that might have escaped him or her in the course of the interview. Complete record of the interview was produced soon after the interview as one of the means of controlling for bias and making ready reliable data for analysis (Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

3.2.12 Derivation of Interview Themes

The research interview themes were derived from literature review with focus on the research objectives, and the research questions and propositions as the boundaries within which the interview themes should be. Every research process has an end, and the research objectives apart from giving focus, mark the destination of the work. Because it was possible for me to stray away from the focus of the work using in-depth interview, the research questions and propositions kept me within boundaries of the research. The research interview themes were the main questions around which other probing questions were asked depending upon the response of the participants. In other words, the order of questioning varies depending upon the response of the participant; however, the interviews themes retain the focus of the areas to be covered in the interview (Yin, 2003, 2008).

3.3 DATA ANALYSIS

3.3.0 *Techniques and Procedures*

Data collected in research become useful only when they are analyzed and meaning understood. Qualitative data make room for developing theory from the data through analysis using both deductive and inductive approaches (Saunders *et al.*, 2009). Saunders *et al.* (2009) after stating the research applicability of the philosophy of positivism and interpretivist, indicate further that it is perfectly possible to adopt some of the characteristics of positivism in a research whose data was originally collected in an in-depth interview, for example, hypothesis testing in an exploratory research.

Data analysis was conducted based on meanings expressed through words of the participants of the interviews. Conceptual framework was used for the analysis, recognizing important themes, patterns and relationships. Data cleaning was done by sending a copy of the compiled notes (transcript) of the interview to the individual participants for final checking, yet ensuring anonymity. That was helpful to get the facts of the interview accurate (Gabriel, 2000; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

3.3.1 Approaches to qualitative analysis

This work adopted deductive approach, to formulate theoretical proposition and framework, and inductive approach for analysis.

3.3.2 Using Deductive Approach

According to Saunders *et al.* (2009) where existing theories have been used to formulate research questions and objectives, theoretical propositions that made this possible can also be used to formulate a framework to help organize and direct data analysis. However, there is debate about this approach to analyzing qualitative data. Even though inductive approach was used to complete analysis, starting research work from theoretical point link the work directly into an existing body of knowledge in the subject area, and served as an initial analytical framework (Saunders *et al.,*2007, 2009).

3.3.3 Impact of a Deductive Approach on the Analysis Process

With deductive approach of starting a piece of research work, the researcher is able to start the research work with well defined research questions and objectives, and a clear framework and propositions derived from theory used initially. Again, the literature reviewed and the theory in it will shape the data collection questions that are used in the interview. In expectation, categories for analysis may emerge from the nature of interview questions. Hence, data collection may start with initial set of categories derived from theoretical proposition and conceptual framework consistent with the research questions and objectives (Saunders *et al.,* 2007, 2009; Yin, 2008).

3.3.4 Using Inductive Approach

In this approach, theories emerged during data collection and analysis, as relationships were identified between the main variables. As data was collected and explored, important themes, patterns and relationships were followed up and focused on (Miller *et al.*, 1999; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

3.3.5 Inductively based analytical procedures

Saunders *et al.* (2009) identified three processes of analyzing qualitative data, namely, summarizing (condensation) of meanings, categorization (grouping) of meanings and structuring (ordering) of meanings using narrative.

This work adopted structuring (ordering) of meanings using narrative as a means of analytic process. Structuring data using narrative involves collection and start of analysis of data using the original script or complete set of notes derived from the in-depth interview. This analysis is inductive and must remain

sensitive to the social settings and meanings of the participants. Here the participants were encouraged to produce accounts that were in the form of narratives or stories (Cohen *et al*., (2007; Saunders *et al.,* 2007, 2009; Strauss & Corbin, 2008).

Saunders *et al.* (2009) defined a narrative broadly as 'an account of an experience that is told in a sequenced way, indicating a flow of related events that, taken together, are significant for the narrator and which convey meaning to the researcher'. They suggest that understanding and meaning are more likely to be derived by analyzing data in their original form instead of fragmenting them as in categorization. Narrative structuring ensures that data is organized in temporally and with regard to social contexts of the research participants. Narrative may be used as a principal procedure for analysis or as a complementary means, to explore linkages, relationships and socially constructed explanations that naturally occur in narrative accounts where categorization is unnecessary as was carried out in this work. Narratives may not always present fact; nevertheless, they produce meaning to the facts (Gabriel, 2000; Cohen *et al*., 2007; Strauss & Corbin, 2008; Saunders *et al.,* 2007, 2009).

3.4 Conceptual Definitions

The following are the definition of the key concepts used in the literature and how they apply:

Leadership Succession: Leadership succession is an orderly process where potential leaders and managers are indentified and groomed for leadership positions in the organization.

Succession Practices- Succession Practices are formal laid down procedures and include the formulation of succession plan, its execution with regular timely update, for replacing leaders of organizations in key positions when the time comes. Succession practices adopted by organizations are Relay Succession, Non-relay Succession or Outside Succession.

The Church: The Church is the assembly of believers in Jesus Christ.

Pentecostal Churches: Pentecostal Churches lay much emphasis on the study of the word of God

Charismatic Churches: Charismatic Churches turn to focus very much on prayer and divine inspiration

Pastor: Pastors are main leaders in any Christian Church organization.

Attitude: A mental state involving beliefs and feelings and values and dispositions to act in certain ways

Ego: An inflated feeling of pride in ones superiority to others and consciousness of a person's own identity.

Faithfulness is the quality of the individual that makes him/her dependable.

Faith is a drive (motivation) that arouses the individual to take action toward a desired goal.

Peace is a virtue of life that results when the individual is in perfect agreement with the values and virtues of the attributes of good character.

Joy is a quality of life that flows from within and makes a person's heart rejoices when the values and virtues of the attributes of good character are operative in a person's live making life of others better.

Humility is a quality of life that enables the individual to see below the surface (discern) in situations and in his dealings with people.

Patience is an attribute of good character that enables the individual to wait, in judgment, in decision making and to restrain 'himself' from haste or from another party/entity until all doubts and confusions is dissolved.

Perseverance is the ability of the individual to hold on to values, virtues and believes in faces of difficulties, pressure, adversity or turbulence. Perseverance preserves the individual from trading their convictions consequently preserving reputation (*dignity*) especially if things are not in the favor of the person.

Longsuffering refers to the virtue produced when patience works with perseverance. Hence, longsuffering is defined as the ability to patiently bear continual trouble.

Kindness refers to a virtue of life that makes the individual deal with people as he wants to be dealt with. Kindness is basically the condition of the heart to put premium on the welfare of people in any given situation.

Self-control an attribute of good character that enables the individual to exercise restrain both in his desires and the tendency to revenge.

Love (*value, acceptance, approval, respect and appreciation*) is an attribute of good character that makes the individual value, accept, approve, respect and appreciate others irrespective of the person (their background, social status etc.).

Goodness refers to a virtue of life which clothes the individual with beauty as the person demonstrate love, kindness and joy; all three working to produce a result known as goodness.

Wisdom is defined as an insight which helps in making decision that brings the highest possible outcomes considering all information regarding the situation and all possible outcomes.

Self-centeredness is the tendency of the individual to seek for his/her own interest and welfare or personal gain, irrespective of who is negatively affected; it is commonly evident in the actions, choices and decisions of the individual.

Selflessness is the state of unselfish concern for the welfare of others or the quality of the individual being less concern for him/herself than for the success of joint activity.

CHAPTER FOUR

THE CHURCH ORGANIZATION

4.0 Introduction

Students' research has experienced difficulties touching on access to data (data collection). Access to corporate organizations had become increasingly difficult for student research work because of information insecurity. This is attributed to the fact that students who were granted access in the past did not make good use of the opportunity as a result subsequent students could not be trusted for information security. The Church organization is an organization engaged in humanitarian services. The church is concern with helping transform the character of people so that they can live in peace and harmony with their fellow humans. Just like any other organization, the church had also experienced turbulence in the past in a way which has enhanced her operations.

In almost every human endeavor, humans are naturally disposed to seek their own interest or personal gain. Even though leaders in churches may not be managers in comparison to leaders in corporate organizations, the humans that make up leadership in both corporate organizations and church administrations basically have the same tendency to seek their own interest or personal gain. Meanwhile, the door of the church organization was opened long enough to allow me enough time to patiently carry out this research in the administration of the church (*Church administration*; involves only leaders of the churches investigated). Nevertheless, publications on leadership succession in Christian Church as an organization are difficult to find. But the literature reviewed on corporate organization was found to be useful in communicating understanding of the concepts of the church. That is, from the known (concepts of corporate organization) to the unknown (concepts of the church). On the basis of these, the *insight* derived from the literature reviewed was applied to study the Attitudes of Christian Church Pastors and Leaders toward Leadership Succession, for Leadership Continuity, in Charismatic and Pentecostal Church Organizations in Kumasi, Ghana.

4.1 The Church as an Organization

BPP (2010) defines an organization as a social arrangement that is out to pursue collective goals, controls its performance and operate within a boundary that separates it from the environment. There are two main types of organizations namely, business (for-profit) organizations and not-for-profit organizations. Generally, business organizations exist to make profit. This is consistent with the assumption of economic theory that, private business organizations seek to maximize profit (Harris,

2001). On the other hand, not-for-profit organizations have objectives or focus which is different from profit making and operate within the limits of funding and resources available to them.

Not-for-profit organizations are also divided in to two categories. These are public sector organizations, which are mainly funded by the government and non-governmental organizations (commonly known as NGOs) which derived their funding from sources other than the government. An example of this type of organization is the Christian Church organization. Other examples are charities and societies (Emile Woolf, 2010).

Business organizations obtain their fund from sources such as stock, bonds, and debt etc. Public sector organizations, for example, government hospitals obtain their funding mainly from the government who in turn pull its financial resources from taxation. Christian Church Organizations derive financial support mainly from her members (the congregation) and occasionally from private donations (Emile Woolf, 2010).

The Christian Church has organization structure, a framework within which all activities of the people working in the church organization are coordinated and directed. Most churches have Council of Christian Church Leaders (board of directors, in corporate terms) who oversees the operations of the Senior Pastor and Associate Pastors to ensure that, they conform to the morals and values of the Church. There are different departments in the Christian Church organization. Among the departments are music, education, usher, prayer, youth department, men fellowship, women fellowship just to mention a few. The work of different people in the various departments in the church needs coordination and direction toward a common goal. Because coordination and direction are needed in the church there is a need for managers. There are managers in all types of organizations. In the Christian Church organization, however, the role of CEOs and managers is played by the Senior Pastor and Church leaders, respectively, in the daily running of the Church.

4.2 The Economics of the Church

Keat and Young (2009) define economics as the study of how choices are made among the use of scarce resources, which have alternative uses, in production, consumption and in distribution of goods and services. Scarcity is the condition in which resources are not available or not enough to satisfy all the needs and wants of specific group of people. Organizations make choices among the scarce resources available so as to minimize cost, increase revenue thereby maximizing profit. Even though the goal of

the Christian Church is not for profit making, the church also makes careful choices among scarce resources in order to reach her goal with limited resources at her disposal. As a result, Mega Churches employ accountants and other professionals who are already members of the church to head various departments and are directly responsible for making such decisions. Small churches make use of members who are quite knowledgeable and deem fit to head various departments so as to make efficient use of limited resources they are confronted with.

The operations and activities of organizations are shaped by the goal of the organizations, in similar fashion, the church organizations also have their activities guided by their goals and objectives based on their mission and vision. Different goals of organizations lead to different managerial decisions given the same limited amount of resources. For example if the main focus of the organization is to maximize market share instead of profit, the organization may decide to cut down prices to reach that goal. Again, if the purpose of the organization is to provide the most technologically advanced products, managerial decisions could be made such that more resources are allocated to research and development (Keat and Young, 2009).

The story is not different in the Christian Church organization, as her goals affect the decision of her Pastors and leaders regarding their choices. For example, in general, if the main goal of the Christian Church is to carry the gospel of Jesus Christ (Good News) to the world and nurture their congregation for the next coming of Christ, then that Church will have her decision and attention focused on evangelism (engage in crusades and missionary work), and training of pastors and teachers to help in nurturing of her members in order to fulfill her purpose.

4.3 Choice of Method

This research used qualitative method of data collection, centered on single data collection techniques, in-depth interview and mono method of data analysis to answer research questions. This allowed for probing and deriving rich insight into the issue under investigation. The term qualitative is used to refer to data collection technique such as interview and data analysis procedures such as *structuring (ordering) of meanings using narrative* that generates or uses non-numeric data (Miller *et al.*, 1999; Taryie, 2005; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

Data collection was organized into three (3) sections; section 1 was administered *separately* as a questionnaire for General Information- Demographic Information; section 2 and 3 were carried out by

in-depth interview; major questions were asked from interview themes and followed up by subsequent questions for probing depending on the response of the participants (*Appendix*).

This investigation was carried in central part of Kumasi, Ghana involving a total of 10 Christian Churches of medium size consisting of a total of 50 Pastors (the Senior Pastors and Associates Pastors) and Church Elders; consisting of 25 Pastors and 25 Elders (deacons and deaconesses) . The Churches were chosen by simple random sampling. The total size of the leadership team of the churches was at most seven (7), and seeking 50 participants, only those that can be easily reached were interviewed. Because I have undergone immersion and became familiarized with the environments and the culture of the Christian church organization, I resorted to note taking as the participants spoke. All the participants understood the place and importance of *Leadership Succession* in the Christian Church organization. These leaders were also members of the Christian Leadership council (Board of directors in corporate terms) therefore understood Church Governance and administration.

4.4 Time Horizon

Even though lots of time was required for data collection; however, time has no effect on the nature of the data collected (data was collected for a particular time). Hence data collected was cross-sectional. This is cross-sectional study because it involved the study of attitudes of Christian Church Pastors and Elders toward leadership succession for leadership continuity, at a particular time (Miller *et al.*, 1999; Cohen *et al*., 2007; Saunders *et al.,* 2007, 2009).

CHAPTER FIVE
RESULTS AND DISCUSSION

5.0 Introduction

This chapter is divided into four sections. Section 5.1 shows Results (Research Findings) with conceptual framework for understanding the results, section 5.2 elaborates on the discussion of results, section 5.3 draws conclusion on the discussion and finally, section5.4 deliberates on Implications of the study and Research Limitations.

5.1 RESULTS (RESEARCH FINDINGS)

Senior Pastors: The Senior Pastors have acknowledged the importance of their contribution in identification and bringing up of potential successors to a place of maturity (readiness) so that they can meet the challenges and responsibilities of the top post. They also mention sharp disagreement that used to be between the fathers (Senior Pastors) and the sons [associates (followers)]. Moreover, fear, ego and unforgiveness can be stumbling block to fulfilling this mandate of helping subordinates to the top. This induces lack of trust between the fathers and the sons. The presence of these emotions makes the Senior Pastor liable to mistakes, and to avoid embarrassment, makes a cover up with self-justification, consequently yielding to ego.

The Senior Pastors also stated that, the top post induce fear, ego and unforgiveness and reveal the self-centeredness (hidden), as the individual become emotionally attached to the position. Self-centeredness produces emotional attachment and insecurity. It is emotional attachment to the top post that makes it difficult for the Senior Pastors to let go of the position when the time comes. Emotional attachment increases the sensitivity of the insecurity because the satisfaction desired by self-centeredness cannot be achieved. The presence of fear, ego, unforgiveness and self-centeredness create hostility between the fathers and the sons. The temptation to remain in this position becomes evident with time as the individual fail to properly address self-centeredness. The individual's attempt to address the fear, ego and unforgiveness is rather futile because self-centeredness is overlooked. This can be seen in the resistance put forth by incumbent leaders in fight against anything that look like a threat.

Shifting focus from me to others with the mind of fulfilling the purpose of the organization has helped in dealing with self-centeredness, however, temporarily. Self-centeredness easily shows up when the solution is a mere shift of focus grounded on no values. Every human has the tendency to seek for

his/her own interest or personal gain even in matters where others are adversely affected, depending on the set values, virtues, and beliefs on which the character of the individual is formed. Self-centeredness has values that guide conducts; actions, choices and decisions, and completely affect the attitude of the individual. Selflessness has values that directly oppose to self-centeredness and favored by love (*value, respect, approval, availability, attention, appreciation and service*), faith (faithfulness), humility, peace, patience, self-control (self-discipline), joy, kindness and goodness. Treating people with love makes the working environment void of enmity. Allowing love and its attributes to guide actions, choices and decisions is very effective in dealing with self-centeredness as long as the individual continue in them. Love and its attributes change everything and the rule of engagement; to seek the good and the welfare of others and the organization. The temptation to go back on self-centeredness may reoccur from time to time at the beginning of character development and therefore requires determination. Fear can be resolved by the individual exercising him/herself into love, peace, patience, self-control and faith. Moreover, in addition to those, ego and unforgiveness can be dealt with by humility. Keeping focus on others and the purpose of the organization motivated by love and its attributes gives others the opportunity to do the same when they see the beauty if it.

Associate Pastors: Associate Pastors strongly advocates that the sons need the help of the fathers (wise & trusted guide and advisor) to come to full maturity and to be ready for the work ahead; however, trying moments (time of testing of the relationship between the Senior Pastors and their Associates) cannot be avoided. Moreover, self-centeredness, fear, ego and unforgiverness can become barriers to the help of the fathers coming forth. Because the help required by associate Pastors may not be forthcoming, associate pastors can become offended and carry resentment (unforgiveness) against the senior Pastor as a result, become hostile and resistance (ego) to authority. The associates can also become self focused (self-centeredness); discouraged as a result of lack of support. The associate pastors then see the senior pastor as an obstacle on their way to the top. The associate pastor can also become equally self-centered and induced with fear (because the help required to the top is not available), ego (resistance to authority) and hold unto resentment (unforgiveness) due to unresolved offences (because of disappointment). The faults of the senior Pastor are magnified in the eyes of the associates depending on how valuable that which has been denied the associate Pastor is to him/her. As the associate focused on the faults of the senior pastor, they repeat those same mistakes, unconsciously. This increases the intensity of fear, ego and unforgiveness, and the tendency of self-centeredness. The associate Pastors also acknowledged that it is easy to be troubled by fear, ego and unforgiveness as the individual focus on ‘self’ and the wrong

doing of others. Focusing on the wrong doings of others can only make the individuals repeat those same in their conducts; actions, choices and decisions, indicated by the associate pastors.

However, the fathers have found the secret in love and taught it to the sons. Love has cleaned up our negative emotions and humility given us the power to be subject to authority. Love with its attributes has restored our relationship, the trust and the rapport between the senior pastor and us. Love and its attributes become the basis of our daily actions, choices and decisions now. Love enables us to focus on the good deeds of our leader. With the mind that the senior leader is doing something wrong, it becomes difficult to submit. However, Humility enables us to keep within our boundary and to be subject to authority. Humility makes us teachable and love enables us to bear with the weaknesses of the senior leader.

Church Elders: The Church Elders pointed to criticism that an individual can engaged in because things are not going their way (self-centeredness) can only do harm instead of good. Seeing fault in others especially the senior pastor and focusing on it make the individual subject to those faults. It is the dream of every elder in the church to be able to teach, and be a good example. Because so much value is placed on this, it can become painful seeing that it may not materialize. The senior pastor is blamed and this can hinder the working relationship that exists between the senior pastor and the elders. The temptation here is to become disobedient because of the individual was not given support for the assigned job assigned.

The fathers have taught us to shift focus from the wrong doings of others and to see them through the lens of love and its attributes. Focus is very important as focusing on the wrong thing can produce undesired results. We have chosen to allow love to guide everything we do. We have found the power of obedience in love and humility.

5.1.1 Conceptual Framework

The frameworks below show the conceptual framework developed from the literature at the beginning of the investigation, and that revealed by the analysis at the end of the investigation.

Figure 5.1 Shows Relationships among the Key Concepts based on theoretical Propositions at the start of the study

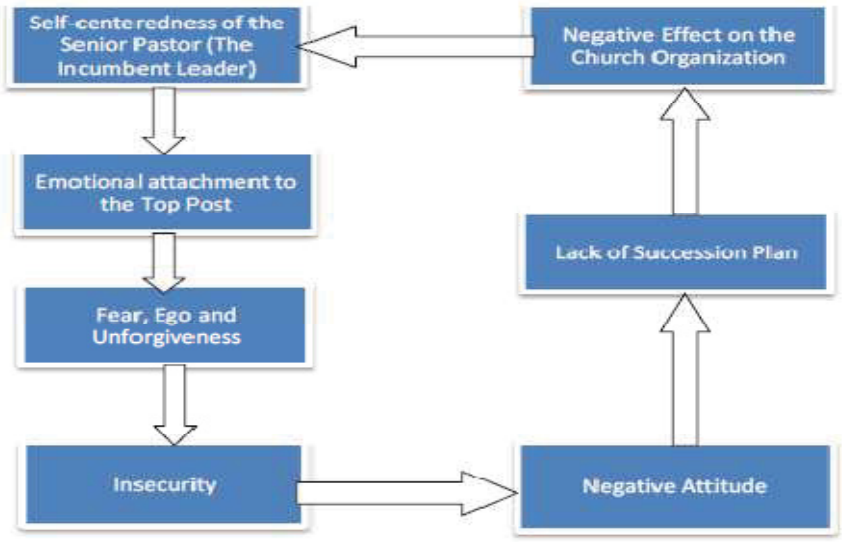
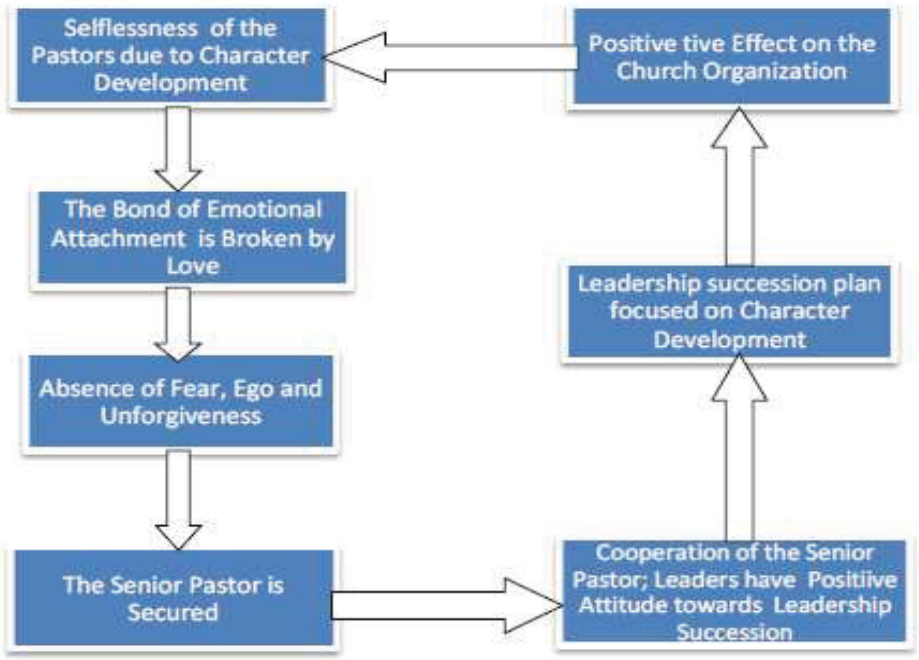


Figure 5.2 Shows Relationships among the Key Concepts Revealed at the end of the Analysis



5.2 DISCUSSION OF RESULTS

5.2.0 Introduction

The disposition of humans to seek their own interest or personal gain is guided by the set of values that form the character of the individual. These values describe self-centeredness of the individual and clearly show up in the actions, choices and decisions of the individual. Generally, an individual is plagued with fear when perceives threat against that to which he/she is consciously or unconsciously attached to. Ego results when an individual attempt to shield for protection against that which is perceived as a threat in fear of losing respect and power. Unforgiveness is the outcome of unresolved offences when the individual's ego is hurt (mainly due to disrespect; anything that undermined the individual). Fear, ego and unforgiveness are deeply rooted in self-centeredness. Love and its attributes have values and virtues that directly oppose to that of self-centeredness; this describes the selfless nature of love.

5.2.1 Self-centeredness, Good or Bad

Agency theory predicts the consequences when the agents (leaders) do or do not act in the interest of the principal (organization). The principal is a person who delegates, and the agent is the person to whom authority is delegated. Agency loss is a common metrics used to distinguish between the consequences. On the account of agency theory, it can be said that an incumbent who is self-centered contributes to agency loss and cannot be trusted to take decisions, make choices and take actions that favor the organization because they have interests that are different from the interest of the organization (Nishii *et al.*, 2007; Baron *et al.,* 2011).

According to the Christian Church self-centeredness is a major problem not only in leadership but also in the lives of humans especially in relationships. For that matter if self-centeredness is properly addressed leaders will become cooperative and willing enough to work harder making the necessary sacrifices required to prepare potential successors for the top position. It must be noted that, for leadership transition to be successful, incumbents must be willing to plan their own succession and to get involve in the succession process. This is to say that if the incumbent leaders are not cooperative, they will not be willing to plan their own succession, let alone think of best practices that win for leadership succession. In other words, even though best practices are necessary condition, they are not sufficient to make incumbent leaders cooperative enough for effective leadership transition. Selfless incumbent leaders can be counted on to plan their own succession using best practices of leadership

succession, and processes that yield desired results. This is because the mark of selfless leaders is their ability to take actions, make choices and decisions in ways that promotes the best interest of others and their organization. Here, Selflessness, as oppose to self-centeredness, is defined as the state of unselfish concern for the welfare of others or the quality of the individual being less concern for him/herself than for the success of joint activity.

Self-centeredness is the tendency of the individual to seek for his/her own interest and welfare or personal gain, irrespective of who is negatively affected; commonly evident in the actions, choices and decisions of the individual. Self-centeredness can be destructive both to the individual and those in (working) relationship with him/her. For example, the human heart sends and receives blood to and from all parts of the human body. Assuming, there arises a condition in the heart that makes it hold back all the blood received, what happens to those parts of the body that require blood to function then, and the heart itself? Those parts of the body will become paralyzed, and the heart diseased and swollen. An individual with such a heart condition is highly likely to die, if he/she does not receive immediate medical attention. That is the state of any self-centered leader and those led. The system control by such a leader is highly likely to end up like the individual with such a diseased heart condition just described.

5.2.2 Emotions and Emotional Attachment

Ndofor *et al* (2009), addressing the issue of CEO succession and change shows that, increasing organizational inertia prevents continuous adaptation of the organization to the environment. Longer tenure CEOs are known to be averse to change and fixated upon the status quo. They are resistant to modifying their thinking even if the need arises. In accordance with organizational inertia it can be stated that organizational leaders will resist change if the change is perceived to induce discomfort and pain. Since fear, ego and the consequences of unforgiveness are emotions that are negatively charged (source of discomfort and pain), the incumbent leaders marked by these emotions will be resistant to leadership succession (change, in this case). On another hand, resolving these emotions will cause the incumbents to open up to leadership succession.

Self-centered behaviors are initiated with or without conscious intention. When these behaviors continue in repetition without interruption, Wood *et al*. (2002) states that an organized behavior response sequence is set up either with or without conscious intention. Again, Wood *et al*., (2002) establish that emotions are stir up when the organized behavior response sequence of the individual is interrupted. That is emotions arise when the plans and organized behavior sequences of an individual is interrupted

and the interruption generates arousal, and initiates an interpretation that point to particular emotions (Wood *et al*., 2002). These emotions are either negative or positive depending upon the interpretation. If the causative agent of interruption is perceived as favorable, they are positive; however, if it is perceived as unfavorable or dangerous, they are negative. Because the emotions responsible for the resistance of the incumbent towards leadership succession are fear, ego and consequences of unforgiveness (anger bitterness, hatred, stress and depression); they are negative, since the causative agent of interruption is perceived as a threat. It is fear, if the object of interruption is generally the position of leadership, held dear by the incumbent, however, with self-centered attitude; it is ego if the object of interruption is power or respect or both; and consequences of unforgiveness if the object is ego (hurt) of the individual.

Even though these emotions are not favorable, they are difficult to do away with because of emotional attachment of the incumbent to the position. Emotional attachment results from self-centeredness and seeks to derive maximum satisfaction and fulfillment from that which the individual is attached to. Freeman (2004) mentions the difficulty in letting go of the benefits that come with the position, including honor, prestige just to mention a few. He describes it as a nightmare waking up one day to realize that, your position is now occupied by another. Emotional attachment seeks to satisfy 'self', and as long as the individual remained attached emotionally, fear, ego and unforgiveness will not cease because there will always be an occasion of interruption of object of focus (generally the position, respect, power etc.) in one way or another. Fear, ego and unforgiveness now become the determining factors of the conduct or behavior of the individual. The simplest form of emotional attachment in the organization is *social ties*. It is restraining and controlling. Freeman (2004), Charan (2005), Bower (2007), Zang & Rajagopalan (2006, 2010) writing about the inability of inside successor to carry out effective strategic change when the need arises, attribute it to social ties. With the absence of emotional attachment, the individual can easily break away from fear, ego and unforgiveness, however, as long as self-centeredness remained unresolved, emotional attachment cannot be broken. Self-centeredness and emotional attachment can only be broken by love.

Relationships are considered very important in organizations especially at the top management (Ciampa, 2005). However; relationships in the organization can become marred by offences and unforgiveness especially in the face of negative and dysfunctional organizational politics. DuBrin (2010) states the importance of relationships at the top level of leadership which come in the form of coalitions and networks and warns against negative and unethical organizational politics. Because offences are inevitable, unforgiveness (absence of *forgiveness*) cannot be overlooked among leaders, and between

leaders and their followers; especially at the top level of leadership. Forgiveness is basically a choice to overlook an offence. Unforgiveness, on the other hand, is a choice to hold-on to an offence. Unforgiveness is very destructive and breaks even good relationships and create enmity between offender and the offended. Usually, when the individual is offended, the desire to retaliate is high, consequently, the offended hold-on to the offence. Offences come about if people perceive they are treated unfairly or shamefully treated by others. For example, a boss was offended because the subordinate mistakenly addressed him as Mister (Mr.) instead of Doctor (Dr.).

The consequences of Unforgiveness include anger, broken relationships, anger, bitterness, stress and even depression. Unforgiveness also produces fear and ego consequently yielding insecurity. An individual becomes egocentric in attempt to take cover for the insecurity. Total forgiveness goes through five steps to resolve unforgiveness: (1) forgive the offender (*choose to overlook the offence*), (2) let go of the offence (*loose attachment to the offence; free your emotions*), (3) Charge not the offence against the offender in your future dealings (*the past offence should not affect your decision concerning the offender in the future*), (4) treat the offender with love (*value and accept the offender*) and (5) respect him (*have regard for his humanity and dignity*). The first three stages make an end to the pain of unforgiveness and the fourth and the fifth stages create point of restoration and dissolves its consequences (*restores relationships*).

Moreover, even though offences are inevitable, unforgiveness can be avoided all together by first shifting focus from 'self' to others and by walking in humility (makes it easy to forgive; the offended admits that, he being a human is capable of offending others too), Peace (creates the right environment for free flow of love toward the offender), patience (holds down any unforeseen resentment in the future dealings with the offender), self-control (holds back any corruption e.g. resentment, fear, ego etc), faith (the motivation that drives love in the direction of the offender), and love (makes it easy for the parties to accept each other; conviction for remorse and repentance). Offences that require attention should be resolved in humility, love and mutual respect of the parties involved. Meanwhile, if the need arises for sanctions, which may produce discomfort and pain for the offender, once again, it should be conducted in love; with the intention to correct.

Now, since fear, ego and unforgiveness are the causes of the resistance put forth by the incumbent leaders towards leadership succession; and self-centeredness produces emotional attachment, and emotional attachment opens the door to fear, ego and unforgiveness, self-centeredness is therefore the

root cause of the lack of cooperation of the incumbent leaders towards leadership succession. The dissatisfaction and discontentment caused by Self-centeredness; the insecurity imposed by fear, ego and unforgiveness always create an invisible world around the individual of which others cannot get through. Therefore, the flow of energy, rapport and the enthusiasm that make working environment captivating are lost.

5.2.3 Love and Its Attributes

Self-centeredness can be adequately resolved by first having a change of attitude through shift of focus from 'self' to 'others'. This is then established with Love (*value, respect, approval, availability, attention, appreciation and service*) supported by faith (faithfulness), humility, peace, patience, self-control (self-discipline), joy, kindness and goodness, to overcome this disposition. These attributes together with love are termed 'the nine attributes of good character'. Faith is the motivation that drives love: it assures the heart to continue in the path of love; Love lift-up, but Humility is the power (human attribute) that enables the individual to first go down so as to lift-up with love; Peace is the atmosphere within which love thrive; Patience is the power that holds down corruption (fear, ego, unforgiveness and Self-centeredness). It must be noted that, patience does not remove the corruption but prevent it from spreading and having effect within the individual; by motivation of faith, love is the only attribute that can take away the corruption; Self-control is the power that holds back corruption and deny it entrance; Joy is the excitement (cheerfulness) by which love is delivered (exercised); Kindness is that which assures the heart to be delighted in love; and Goodness is the impression of love, kindness and joy that remains on the mind of people after meeting an individual.

Faith comes from the word faithfulness. Faithfulness is the quality of an individual to be dependable. Faith is a drive (motivation) that arouses the individual to take action toward a desired goal. It is not difficult to have faith in somebody who is faithful. However, since faith is based on the nine attributes of good character, but not on the object of interaction, the individual with faith is able to deal with even the unfaithful and still remained faithful. Faithfulness is known as trust (trustworthiness) and Enthusiasm in the organization (DuBrin, 2010). DuBrin (2010), writing on personality traits for an effective leader defines trust as, **'**a person's confidence in another individual's intentions and motives and in the sincerity of that individual's word**'**. Faith produces enthusiasm which is the greatest motivational tool for inspiring others and getting things done (DuBrin, 2010**)**. Faith dissolves fear and ego and produces security.

Likewise, Peace is a virtue of life that results when an individual is in perfect agreement with the attributes of good character and has put them to work. Peace puts the individual at rest and ensures stability and quietness of heart. Because it emanates from within, it preserves the internal energy of the individual. Peace does not mean absence of trouble. Since it is intrinsic, in phases of turbulence, it gives the individual, stability, assurance and security of heart to *persevere* and to *endure* (tenacity). It must be noted that the disturbance or restlessness within an individual is what weakens in times of adversity. Leaders need peace on their job to see clearly in order to make the right judgment and decision especially in turbulent times. Peace ends the struggle that emanates from within. Peace drives away fear and promotes humility, for the individual cannot be peaceful at the same time fearful. Moreover, an individual who is humble cannot be egocentric at the same time. The leaders of the organization can daily live a peaceable life on the job.

One Pastor in elaborating on Peace as it relates to our daily lives, spoke with gusto and said, 'True peace only comes when we respect our individual distinctions. We will never be threatened by those who are different, if we really know who we are. This makes us free. When we are free, we show those who are different from us honor and respect, always seeking to learn from one another'. This suggests that an individual with these attribute knows his/her true identity, which gives him/her security, confidence and boldness in approach to situations and issues. This individual is not ashamed of any weakness of his/hers. With this understanding, he/she appreciates what others have and draws closer to learn from them. For example, Xerox, an American Multinational document Management Corporation, after identifying the source of her performance gap as errors in her billing systems, benchmarked American Express, an American Multinational Financial Corporation, outside her industry, however, a star performer in this area. Xerox learnt quickly and turned her weakness into strength consequently closing her performance gap (Best, 2009).

Similarly, Joy is a quality of life that flows from within and refreshes the heart of the individual, when the attributes of good character are operative in the individual's life in service to humanity; making the life of others better through service. Joy brightens the countenance of the individual inducing satisfaction and fulfillment, bringing extraordinary strength to the individual. Leaders need joy to go through their daily challenges on the job in the organization. When the right judgments and decisions are made in peace, they produce desired results, and when these results are in line with the values and virtues of good character, they produce joy. Otherwise, they are just mere happiness; are not long lasting. Joy dissolves fear and ego; brings satisfaction to the heart of the individual, consequently

producing security and stability. For example, sleep brings rest and refreshment to humans and is also satisfying. An individual becomes restless if his/her sleep is no more refreshing and satisfying. The same can be said of work in the organization. It must be satisfying and fulfilling. That which makes it so is *Joy* derived from service to humanity. Joy dissolves self-centeredness and reveals selfless nature of the individual.

Furthermore, Humility is a quality of life that enables the individual to make the necessary sacrifice in order to pursue and live by the attributes of good character in all his/her endeavors. Humility does not exalt itself but takes the cause of action that promotes the interest of others. Humility makes the individual receptive and teachable. Humility produces security; egocentrism is a sign of insecurity. DuBrin (2010) in his writings states that humility is a key leadership trait just as self-confidence. The leadership value from humility comes from putting people in the limelight but not yourself. DuBrin (2010) concludes with the statement, 'It's understatement, it's dignity, it's service, it's selflessness.' Humility enables the individual to maintain the focus and reinforces *peace* and *joy*. Leaders need humility to maintain their composure and peace, so as to make the right daily judgments and decisions on the job. For example, It was humility that opened the eyes of Freeman (2004) to see the succession of his successor as his own success, hence the decision to plan and initiate his own succession.

What is more, Patience/Perseverance/longsuffering (produces Hope- *a confident expectation of good to come*) is virtue of life that are closely related and linked so much that they are used interchangeably. Patience is an attribute of good character that gives the individual the ability to wait, in judgment, in decision making, to restrain 'him/herself' from haste or from another party/entity until all doubts and confusions is dissolved. Perseverance is the ability of the individual to hold on to values, virtues and believes (centered on the nine attributes) in faces of difficulties, pressure, adversity or turbulence. Perseverance prevents the individual from trading their convictions consequently preserving reputation (*dignity*) especially if things are not in the favor of the individual. Longsuffering refers to the virtue produced when patience is working with perseverance. Hence, longsuffering is defined as the ability to patiently bear continual trouble without complaining and giving up. It allows the individual to keep his composure even in time of adversity or turbulence. It makes it possible for the individual to bear the load in times of intense pressure and opposition. Patience produces hope commonly known in the organization as optimism (DuBrin, 2010). DuBrin (2010) describes optimism as that which keeps a group in a cheerful mood and hopeful about attaining a difficult goal. Patience/Perseverance/longsuffering is known in the organization as tenacity (DuBrin, 2010). DuBrin

(2010) states that, tenacity increases in importance for organization leaders because it takes a long time to implement new programs and to complete business deals. Patience/Perseverance/longsuffering defies fear, ego and self-centeredness.

In addition, Kindness refers to a virtue of life that makes the individual treat others as he wants to be treated. Kindness is basically the condition of the heart to put premium on the welfare of others in any given situation. It produces a condition that makes the heart to be delighted in love. Kindness dissolves prejudice and consequently defies fear. Leaders need to walk in kindness in their daily operations so as to make no room for fear. For example, Bernie Marcus, incumbent leader of Handy Dan, was devastated when he was sacked by Sandy Sigoloff, the threatened boss of the parent company, Daylin. Sonnenfeld and Ward (2007) report saying, **'**Marcus treated others with uncommon honesty, respect, and trust. This consideration was reciprocated by people in his network when he needed help**'**. Rip Fleming at Security Pacific National Bank, made it possible for Marcus to start Home Depot. Security Pacific National issued a $3.5 million line of credit, which enabled Home Depot get started after the proposal of Marcus was repeatedly turned down by the bank's loan committee. The proposal was only approved after Fleming presented his resignation letter to the president **(**Sonnenfeld and Ward, 2007**)**.

Once more, Self-control (self-discipline) is also an attribute of good character that enables the individual to exercise restrain both in his desires and the tendency to revenge. For example, the individual with self-control has control over his appetite and avoids over eating. Again, he will not react angrily at an offence. He is in control of himself and his emotions. Self-control is also referred to as self-discipline, a necessary condition for mastery in any field. Leaders who are seeking mastery in the various aspects of their endeavors must embrace self-control. Self-control defies self-centeredness, consequently dissolving insecurity and enables the individual to keep focus on the values and virtues of the attributes of good character.

Moreover, Love (*value, respect, approval, availability, attention, appreciation and service*) is an attribute of good character that makes the individual value, approve, respect, appreciate, become available, give attention to, and give him/herself to the service of humanity irrespective of the background, social status etc. of the people he/she comes into contact with. Humans are priceless and have tremendous treasures and resources embedded in them. For example, the processing ability and storage capacity of Note-book laptops that are in use today could not be fathomed four decades ago. But humans made it possible. Love purifies the emotions of humans, defies fear, ego, offenses and self-

centeredness thereby making the individual secured. Love operates at seven levels; *value* says you are precious; *availability* says you are always welcome- any time; *approval* says I believe you can make it; *respect* says I regard your humanity and dignity; *appreciation* says I am grateful; *attention* says I am here for you (to listen)- any time; and *Service* says help is available. Those are the seven different ways, generally, people perceived to be loved when they are treated as such. From these seven levels of love, it can be deduced that value & respect are two sides of a coin called *worthiness*; approval & appreciation, *affirmation*; and attention & availability, *acceptance* (*sense of belonging*); Service is alone; love serves. Love is commonly known in the organization as warmth (DuBrin, 2010). DuBrin (2010) described warmth as a key component of charisma that provide emotional support to and help establish rapport with group members. Love produces a quality that can be compared to resilience. DuBrin (2010) defines resilience as a quality that enables a leader to rebound from setback through repeated effort.

Does love really work, touching on self-centeredness and relational problems? Well, the question here is not whether love works or not (it is obvious). Who is hurt or feels bad or nothing, when he/she is ***affirmed*** (approved & appreciated) ***worthy*** (valued & respected)***, accepted*** (given attention & made available to) ***and served***? So, rather the question is, are we ready to make the necessary sacrifices for the cultivation of love or to getting things done? Freeman (2004) demonstrates this type of sacrifice, by humbling himself, seeing the success of his successor as his (considering the welfare of others as yours; source of motivation; love), and putting the need of the organization ahead of his, planned his own succession. The attitudes of the leaders of General Electric (Bower, 2007), McDonald (Zhang and Rajagopalan, 2010), Wal-Mart (Zhang and Rajagopalan, 2010) and Quest Diagnostics (Freeman, 2004; Bower, 2007) are clear indications of the sacrifices made (putting the need of the organization ahead of theirs) for effective leadership succession. The entry point of love is humility, but staying in love requires obedience. In other words we can forget about love if we are not ready to humble ourselves and to obey the principles of love and her attributes. Human conflicts are as a result of the principles of love broken (emergence of offences).

Once again, Goodness refers to a virtue of life which clothes an individual with beauty, with an identity as the individual demonstrates love, kindness and joy; all three working to produce an effect known as goodness. Goodness can be liken to *personal branding*, in marketing. Love, kindness and joy, in this regard, can be liken to *brand toolkits*; the totality of marketing tools deployed to communicate the *brand* message. Goodness therefore can be described as the impression (value, image or the attitudes) an individual leaves on the mind of others after meeting them. This gives the people a desire keep them

drawn towards the individual. Kindness says I will do unto others as I want them to do to me. Nevertheless, love says even though you may be mean to me, I will still value, accept and respect you. Usually when joy, love and kindness have finished their work, they leave behind something beautiful, called goodness. Leaders must endeavor to walk in goodness; makes leaders attractive and approachable, in order to stay clear of insecurity fear ego and unforgiveness.

Thus, Faith (faithfulness) produces drive (motivation, dependability); Peace, quietness (rest); Joy, passion (zeal); Patience, Hope (optimism, enthusiasm; endurance, tenacity); Self-control, integrity (composure); Kindness, goodwill; Love produces value, respect, approval, availability, attention, appreciation and service- resilience (in sum confidence/boldness); Goodness, good impression (*personal branding*- an identity). In the absence of self-centeredness (replaced by love) leaders will have the motivation (rooted in the values and virtues of the nine attributes) to act in the best interest of their organization.

5.2.4 Love, Rules and Regulations

It has already been established in section 5.2.2 that resolving offenses requires humility (forgiveness) and love (respect) for the offender. Is love weak that the offender should rather be treated with love after forgiveness? No, but rather, love is strong. Love gives the offender a second, third or forth chance to repent. The offender is empowered against the offense when he/she is forgiven. Moreover, treating him/her with love keeps him/her emotions from negative experiences so that through this new experience with love he can willingly repent. Now, what happens if the individual's love is taken for granted? Love operates within set boundaries. In the organization, these boundaries are the rules and regulations (for example code of conduct), with sanctions, of the organization. That is the individual who takes love for granted will be cautioned by the sanctions of rules and regulations. Rules and regulations, generally, are meant to check misconducts. They directly oppose to self-centered behaviors, but in harmony with love, favor the organization. The one who abide in love does not need rules & regulations because he/she delights in the principles of love (love seeks the good and the welfare of others including the organization), which is above rules & regulations, to effectively serve others and the organization. The principles of love serve as a guide for the one who walks in love. However, rules & regulations are put in place to serve as a check for the one out of love. Thus, both love, and rules & regulations are out for the same purpose; however, love operates from within but rules & regulations from without. Love modifies behaviors (produces a change from within) but rules & regulations demand that people generate acceptable form of behaviors within a physical boundary.

It must be noted that promises made and not kept can infuriate or make the receiver of promise indignant. This happens when the rule of faithfulness is broken. The emotions of people become negatively affected by anger which causes people to lose self-control (another principle of love is broken), become disobedient and rebellious against authority. Even though this is not an excuse of walking out of love, it must be guided against. As much as we desire people to be faithful, we must first be consistent in faithfulness. The organization and her leaders must endeavor to honor their promises when they are made. Moreover, effective access to love requires humility and obedience (obedience that leads to love). This is particularly true for associate leaders in working relationship with the incumbent leader. By humility the associates become subject to authority (the incumbent) and obedience keeps them in favor of the incumbent. Likewise, the incumbent needs humility for ability to first go down in order to lift up his/her associates. The obedience of the associates keeps the incumbent drawn and favorably disposed towards them.

5.2.5 Love, the answer to Self-centeredness

Upper-Echelon theory argues that the characteristics of leaders of top management team (TMT) influence the decisions that they make and the course of action the organization takes. In other words, the TMT of an organization influences its decisions, choices and actions (Nishii *et al.*, 2007**)**. In harmony with upper-echelon theory, it can be stated that if the characteristics of the TMT are fear, ego and unforgiveness, its decisions, choices and actions will not be favorable to the organization. However, if its characteristics are love and its attributes, one can be certain that, these leaders will take decisions that are in the best interest of the organization, and can be trusted to be favorably disposed towards leadership succession.

Love and its attributes have values that directly oppose to the values of self-centeredness. Love is selfless and seeks the good and welfare of others but self-centeredness seeks to satisfy 'self'. 'Me' is the slogan of self but 'others' is the slogan of love. Does it mean that love only sacrifices and go empty? No, but rather love makes sacrifices and allow herself to be filled with the benefits (satisfaction, fulfillment; intense peace and joy depending on the magnitude of the sacrifice; humility) including material ones (must not be the source of motivation for sacrifice; but love) that proceed from the sacrifice; nevertheless, the benefits are not the focus of love (self-centeredness creeps in, if that is the case). Here, there is a shift of focus from me to others. The shift of focus does not include focusing on the negative conducts of others since that which the individual focus on shape attitude which translates into behavior. In other words, an individual becomes that which he/she focuses on.

It has been established in, section 1.0.1 that attitude determines emotions and emotions affect attitudes. Meanwhile, attitude shapes character for non-habitual behaviors initiated through conscious intentions. Besides, character determines attitudes. This is because the decisions, choices and actions of the individual are guided by the set of values and virtues that form character of the individual. Character is formed when these set of values, either self-centered or selfless, consistently determine behaviors of the individual such that the individual is set apart by them. If attitudes shape character, and character attitudes, then character change can be effected by change of attitude. This requires conscious intention (focus), determination and consistence. It becomes easier if the individual is fully persuaded by the required change and has embraced the set of values and virtues motivating the change. Thus, to change from self-centered character to a selfless one, attitude must be guided by values and virtues of love and her attributes. This becomes a guide for conducts or behaviors of the individual. When the behavior shaped by love of the individual continues in repetition such that it identifies the individual, character is formed. When this repetition occurs in stable environment (for example an environment set up by the culture of love) the behaviors become habitual and does not require conscious intentions. Moreover, it must be noted that, habitual behaviors were once non-habitual, but after they were repeated in stable context that they become habitual (Wood *et al*., 2002).

Since love enables leaders to always seek the good and welfare of others and the organization, leaders who abide in love with its attributes can be trusted to be favorably disposed towards leadership succession and their successor, consequently, the benefits of producing successors from within the organization will fully become a reality. Role theory, in support, argues that successor leader have the opportunity to be exposed to specialized duties of the top post in a specific context during the grooming period (Zhang and Rajagopalan, 2006**)**. Thus, because the incumbents are characterized by love and its attributes one can be confident in their willingness to sharing their experiences and skills with potential successor in preparation for the top post.

5.2.6 Love, the Missing Link in the Organization

Even though love and its attributes have been with us all along, we have applied some of them to resolve relational issues; they have not been identified categorically as resources for shaping conducts or behaviors in the organization. For example Saunders *et al.* (2009) in writing about 'Interviewing Competence' touch on recognizing and dealing with difficult participants- 'Participant is proud of their status relative to you and wants to show off their knowledge, criticizing what you do'. They respond to

this situation by saying, 'This is extremely difficult and at times like this you will have to listen attentively and be respectful.' I agree perfectly well with Saunders *et al.* (2009) of their response to the situation- *humility* (the ability to listen though the speaker looks down upon you) and *love* (respect) are just right in dealing with the situation. *Humility* put the interviewer in a position where he cannot be hurt by the participant and *love* detoxifies the poison of pride and insecurity ejected in to the atmosphere thereby creating conducive atmosphere for the interview to continue.

Again, many executives are not able to make it to the number one position because of lack of these attributes. For example, Dennis was a talented executive whose ambition was to become CEO by the age of 50 years. He spent 3 years in an industry leader's sales-training program, had MBA from a top university and had just completed a finance training program in another industry-leading company. 18 months later, he became the branch manager not long after moving to the marketing department. Five years later, Dennis was named senior vice president for emerging markets and soon, he left to become the designated CEO successor at a company in a different industry (*impatience*). However, Dennis could not make it to the top job because of his lack of ability to embrace new culture, finding value in it (*love*), and appreciating (*love*) perspectives other than his own (*humility*), Ciampa (2005) reports.

Again, Vince was a manager who had turned around the largest division of a struggling consumer company in less than a year. Vince was able to win the trust of his employees by showing that he values (*love*) them and their contributions (*appreciation*). However, Vince could not win his boss as he expected his boss to play the rhythm according to the way he wants to dance. Vince could not demonstrate the same love for his employee towards his boss by being perceptive and flexible (absence of *humility*) to adjust to the boss' style of leadership. Vince became highly discouraged (*impatience*) and started a new job search Ciampa(2005) reported.

Once more, Ciampa (2005) states that, 'relationships at the top are so heavily scrutinized and the aspiring CEO is always in the spotlight. At this level, a senior manager gets an edge by being concerned with what is best for the whole company as well as with what's good for the units that report to her'. Helen was a leader in a large, global corporation at the head of its industry and was regarded as the obvious successor to the CEO. She had a rare qualities in her company; strong interpersonal skills complemented by charm and humility, Ciampa (2005) reported. She was highly valued by her organization. Nevertheless, Helen prevented some of her best workers from moving to other part of the organization especially if it should be for another CEO contender. According to Ciampa (2005), Helen

failed to become CEO because of her lack of loyalty and her interest in the success of only her unit (*self-centeredness*) but not in the organization as a whole.

5.2.7 Summary

Self-centeredness proceeds from the character of the individual, and has a value that guides its decisions, choices and actions. Self-centeredness induces emotional attachment, a bond that makes it difficult for the incumbents to let go of the position. Because emotional attachment seeks satisfaction and fulfillment for self-centeredness, leadership succession is perceived as a threat. In accordance of agency theory, it can be said that a self-centered incumbent produces agency loss, because he/she has interest different from the interest of the organization. Emotional attachment opens up the incumbent to fear, ego and unforgiveness as a result of insecurity. Generally, fear results because of the threat of insecurity about the top post; ego results because of fear of losing power and respect, and the attempt to cover up for security produces ego; unforgiveness, as a result of offences due to the hurting ego of the incumbent. Offences are inevitable, but walking in Humility, patience, peace, self-control, faith and love prevents unforgiveness. However, when unresolved offenses leads to Unforgiveness, this can be resolved by the following five steps of total forgiveness: (1) forgive the offender, (2) let go of the offence, (3) Charge not the offence against the offender in your future dealings, (4) treat the offender with love and (5) respect him. In harmony with the theory of inertia, it can be stated that, because of discomfort or pain (fear, ego and unforgiveness) experience by the incumbent seeing leadership succession as a threat; he/she will be resistance towards leadership succession (change). Love and its attributes have values and virtues that directly oppose to self-centeredness and demonstrate selflessness. Consistent with the theory of upper-echelon theory, it be demonstrated that, if the characteristics of the TMT are love and its attributes, the incumbent will be favorably disposed towards leadership succession and the potential successor. On the account of this, and following from role theory, the benefits of raising successors from within the organization will no more be a dream; but a full reality. The discussion was concluded with examples of Freeman (2004) and Saunders *et al.* (2009) in demonstration of love and humility on the job in the organization; Dennis, Vince and Helen (Ciampa, 2005) who could not make it to the top post because of lack of consistence in the demonstration of love and its attributes on the job.

5.3 CONCLUSIONS

The tendency of incumbent leaders to serve their own interest or seek their personal gain was not different from that of the Pastors and elders of the Christian Churches investigated. That was attributed

to the emotional attachment of these leaders to the position. However, these leaders have purposed to allow their decisions, choices and actions to be guided by love established by faith (faithfulness), humility, peace, patience, self-control (self-discipline), joy, kindness and goodness, to overcome this disposition. The leaders of the Christian Church organizations, therefore, have positive attitudes towards leadership succession.

Self-centeredness produces emotional attachment of the incumbents to the top post which makes them liable to fear and ego, as reported by previous studies and confirmed by this work, and unforgiveness; because of insecurity. Thus, apart from fear and ego; unforgiveness and self-centeredness were other causes of lack of cooperation of the incumbents, holding back the effectiveness of leadership succession, provided all other factors of leadership succession effectiveness are in place. Fear could be resolved by first shifting focus from 'self' to 'others' (organization), then exercising into love, peace, patience, self-control and faith; in addition to those, ego and unforgiveness could be settled conclusively by humility.

Again, Self-centeredness leads to emotional attachment, and emotional attachment makes the incumbent prone to fear, ego and unforgiveness due to insecurity because leadership succession is perceived as a threat. Since fear, ego and unforgiveness are causes of the lack of cooperation of the incumbent leaders towards leadership succession, self-centeredness is the root cause of the resistance put forth by the incumbents.

Attitude is very important in determining emotions. Attitude describes the configuration of thoughts that make up the mind set of the individual (Wood *et al*., 2002). If the attitude is negative, the emotions produced are negative. Hence, if the attitude is 'danger' (threat) as leadership succession is perceived by the incumbents, negative emotions such as fear, ego and the consequences of unforgiveness are produced which translate into or find expression in behavior. That is the account of the 'indispensable CEO', though an expert and very talented was also very resistant and uncooperative towards planning his own succession (Beeson, 2006). Ciampa (2005) reports of an incumbent CEO who was resistance to hand over the helm to him, because of fear, even though he was hardworking. Freeman (2004) and Zhang & Rajagopalan (2006,2010) advocate that some incumbents go to the extent of firing the designate successor, or refusing to appoint the chief financial officer (CFO) because of fear. Some incumbents wish that their successor should fail so that their achievements become magnified in retrospect. Others come back to take up the reign when their successor is not doing well (Freeman, 2004; Ciampa, 2005). On the contrary if the attitude is positive, the emotions generated are positive and

also translate in to conducts or behaviors that are favorable. Freeman (2004) enthused by the success of the successor being his (*love*; seeking for the welfare of others) was moved with humility to plan his own succession making the necessary sacrifices to make the succession a reality. Nadler (2007) beautifully captures the *humility* of Freeman (2004) in his report indicating how he steps down after preparing a successor with talent and skill best suited for the immediate and the future needs of the company. This brings to mind Jim Cantalupo, an incumbent leader of McDonalds who was successfully replaced by Charles Bell, who soon after succession designates Jim Skinner. McDonalds was able to survive through a series of unexpected CEO turnover because of the positive attitudes of these leaders which also translated into favorable decisions, choices and actions towards leadership succession (Zhang and Rajagopalan, 2006, 2010).

Now, if unfavorable emotions are the consequences of negative attitudes which find expression in behavior, changing attitudes from negative (seeking for self) to positive (seeking the good and welfare of others and the organization) has the power of generating favorable emotions. Thus, fear, ego and unforgiveness can be avoided by cultivating positive attitudes. The presence of negative emotions (fear, ego and the consequences of unforgiveness) are the indications of emotional attachment of the incumbents to the position, which is perceived to be under threat by leadership succession. This makes it difficult for the incumbents to let go of the helm, since emotional attachment seeks to maximize satisfaction and fulfillment for 'self'. This account for why the incumbents in the reports of Freeman (2004), Ciampa (2005), Beeson (2006), (Zhang and Rajagopalan, 2006, 2010), Bower (2007) and Nadler (2007) take decisions, make choices and take actions that seek to satisfy their own interest. Self-centeredness together with emotional attachment must be resolved in order to effectively address fear, ego and unforgiveness. This is because; self-centeredness has values that that guide decisions, choices and actions; 'me' values. Thus, if attitudes generates emotions, and emotions affect behavior, and behavior when becomes consistent, form character; an emotionally attached and self-centered character can be changed into a selfless one by a change of attitude consistently modified by love and its attributes (seek the good and welfare of others and the organization).

In sum, this work has shown that even though best practices are necessary condition for leadership succession effectiveness, they are not sufficient to make the incumbent senior leader willing and cooperative enough to act in the best interest of the organization, let alone yield to leadership succession. Agency theory (Jensen & Meckling, 1976; Combs et al., 2007; Tan, 2009) predicts agency loss when the interests of the incumbents are different from the interests of the organization. In other words, the

organization inquire agency loss, when leaders are self-centered; the theory of inertia (Ndofor *et al*., 2009) predicts resistance of the incumbent toward leadership succession because it is perceived as a threat due to fear, ego and unforgiveness; and upper-echelon theory (Nishii *et al*., 2007; Baron *et al*., 2011) predicts that because the characteristics of the TMT affect her decisions, if her characteristics are self-centeredness, fear, ego and unforgiveness, leaders will not act in the best interest of the organization. Thus, in accordance with the theory of upper-echelon theory, it can be said that if the characteristics of the TMT are love and its attributes, the leaders will seek the welfare of the organization and be favorably disposed toward leadership succession. This agrees with the proposition of role theory (Zhang and Rajagopalan, 2006) when successors are raised from within the organization the when incumbents become cooperative. Thus, this work contributes to a better understanding of attitudes, character, self-centeredness, fear, ego and unforgiveness, and the transformation of character that results by simple change of attitudes consistently modified by love and its attributes so that the decisions, choices and actions of the incumbents can favor the organization, consequently, making them willing and cooperative enough to plan their own succession.

5.3.1 RESEARCH IMPLICATIONS AND LIMITATIONS

The disposition of the incumbents to seek their personal gain can been resolved by shifting focus from 'self' to others and the organization guided by love and its attributes. It must be noted that shifting of focus from 'self' to others, and the consistency of love requires conscious intention and discipline, the power of which is available only in love and its attributes. An individual who desires a change, being fully persuaded and embraced the power of love and its attributes, can modify his/her attitudes to new character shaped and anchored by them (character development).

Character development should not be limited to the top executives alone, but should disseminate throughout the organization. Christian Organizations seeking lasting solution to leadership succession failures, with focus on character, attitudes, relationships, motivation should have a culture that sets up the atmosphere for and encourages employees to embark on character development. Leadership training and development programs should lay emphasis on character development in curriculum. Again, leaders should also embark on its promotion by 'doing the talk'. In other words, they must practice what they preach, and then, subordinates will lineup. Once again, coaches and mentors should lay emphasis on the relevance of these attributes and encourage their followers to get involved.

Even though this investigation was performed in the church, it did not involve the whole church, but only the leaders of Church administration to address the human disposition that seek to act, make choices and decisions for personal gain or self-interest; a situation clearly predicted by agency theory; to get incumbent leaders favorably disposed towards the organization thereby making them willing and cooperative for effective leadership succession.

This work contributes to a better understanding of attitudes, character, relationship, motivation, highlights the invisible features (self-centeredness, fear, ego and unforgiveness) of leadership succession failures in the organization, and the transformation of character that results by simple change of attitudes consistently modified by love and its attributes so that the decisions, choices and actions of the incumbents can favor the organization, consequently, making them willing and cooperative enough to plan their own succession. Based on the results of the Christian Church organization, it serves as a basis for further research in the field.

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APPENDIX

BLEKINGE INSTITUTE OF TECHNOLOGY, SWEDEN

THE ATTITUDES OFCHRISTIAN CHURCH PASTORS AND LEADERS TOWARD LEADERSHIP SUCCESSION, FOR LEADERSHIP CONTINUITY, IN CHARISMATIC AND PENTECOSTAL CHURCHES IN KUMASI, GHANA

BY

DAVID APPIAH

KUMASI,
GHANA
2012

Dear Sir/Madam,

I kindly ask you to take part in this research, which is carried out towards the award of Master of Science in Business Administration (MBA) at the Department of Industrial Economics in Blekinge Institute of Technology, Karlskrona, Sweden. This research concerns the study of problems in the area of Pastoral leadership Succession, in church administration. The aim of this research is to determine if formal leadership succession plans are being used in the church organizations, determine the attitudes of Pastors and Christian Church leaders toward succession planning, other causes of failure that are responsible for leadership succession failures still being reportedand clearly establish the root cause of the lack of cooperation of Senior Pastors of the Christian Churches.

The researcher would like to indicate that, the results of this study will be used **ONLY** for scientific research purposes.

I sincerely thank you for your cooperation.
Thank you.

Yours faithfully,

David Appiah (*The Researcher*)
(Tel: **+233 243 677 410**)

NB: The interview is organized into three (3) sections:
General Information- Demographic Data
General Attitudes about Leadership Training
Attitudes toward LeadershipSuccession Planning

THE ATTITUES OFCHRISTIAN CHURCH PASTORS AND LEADERS TOWARD LEADERSHIP SUCCESSION, FOR LEADERSHIP CONTINUITY, IN CHARISMATIC AND PENTECOSTAL CHURCHES IN KUMASI, GHANA

Data collection was organized into three (3) sections; section 1 was administered ***separately*** as a questionnaire for General Information- Demographic Information; section 2 and 3 were carried out by in-depth interview guided by research objectives; major questions were asked from interview themes and followed up by subsequent questions for probing depending on the response of the participants. Below are the lists of interview themes formulated from theoretical literature (review):

Section 1: GENERAL INFORMATION- DEMOGRAPHY OF THE CHURCH LEADERSHIP

Please respond to the following general questions about you and your Church.

1.1 Indicate whether your Church is a Charismatic or Pentecostal and denominational Church:

Charismatic ☐ Pentecostal ☐ Charismatic and Denominational ☐

Pentecostal and Denominational ☐ Other (Specify).....

1.2 What is your current position in the Church?

Senior Pastor ☐ Associate Pastor ☐ Church Elder ☐

1.3Gender Male ☐ Female ☐

1.4Age 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ 61+ ☐

1.5 Please, what is your level of education in Theology?

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ PhD ☐ No Theology ☐

1.6 Do you have any other certificate apart from that in Theology? If yes, please, indicate below:

……

1.7 Have you ever received any form of training in Leadership?

Yes ☐ No ☐

1.8 How long have you been with this Church?

Less than 1yr ☐ 1-5yrs ☐ 6-10yrs ☐ 11-20yrs ☐ 21-30 yrs ☐ 31yrs+ ☐

2.9 Does your Church have Christian Leadership Council?

Yes ☐ No ☐

2.10 Are you a board member?

Yes ☐ No ☐

Section 2: GENERAL ATTITUDES ABOUT LEADERSHIP TRAINING

Formal pastoral leadership succession plan is simply an organised plan in the Church to make ready a successor for smooth succession of the Senior Pastor who would no longer continue his/her term of office, either because he is due for retirement or health failure or misconduct that qualifies for his removal.

2.1 Does your Church have formal pastoral leadership succession plan in place? Please tell me about it (**Freeman, 2004; Charan, 2005; Beeson, 2006; Bower, 2007; Zhang and Rajagopalan, 2010).**

2.2 How important is pastoral leadership succession to you and your Church? (**Freeman, 2004; Charan, 2005; Beeson, 2006; Bower, 2007; Zhang and Rajagopalan, 2010**)

2.3 Does leadership training matter in the Christian Church organization, to be efficient and effective on the job and why? **(Cappelli and Hamori, 2005;Ciampa, 2005** and **Morison *et al*., 2006)**

2.4 It was revealed that leadership succession process was ***too expensive***and***time consuming*** to be carried out internally; how does this apply to your Church?(**Charan, 2005)**

2.5 Tell me about the possible replacement of the Senior Pastor if the in case of emergency. **(Charan, 2005; Beeson, 2006)**

2.6What are the factors (causes) that may lead to FORCEFUL removal of the Senior Pastor from office? (**Freeman, 2004; Charan, 2005; Beeson, 2006; Bower, 2007; Zhang and Rajagopalan, 2010)**

Section 3: ATTITUDES TOWARD LEADERSHIP SUCCESSION PLANNING

3.1 Please, tell me about the level of seriousness of the Senior Pastor in planning his own succession. (**Freeman, 2004; Beeson, 2006; Bower, 2007)**

3.2 What will be the degree of resistance of the Senior Pastor to step down if the time comes**?** (**Freeman, 2004)**

3.3 Is there an adequate replacement of the Senior Pastor if the need arises, and why? **(Freeman, 2004; Beeson, 2006; Bower, 2007)**

3.4 What are the chances of opposition from the designate successor and the possibility that theChristian Council of Leadershipmay loose confidence in the Senior Pastor if a successor is designated (**Freeman, 2004; Zhang and Rajagopalan, 2010)**

3.5 What is your take on the statement ***that success of the successor*** is the success of the Senior Pastor too **(Freeman, 2004)**

3.6 Tell me about your level of readiness to help prepare, groom and develop the Senior Pastor's successor to enable leadership continuity (**Freeman, 2004; Beeson, 2006; Bower, 2007)**

3.7 Please tell me about degree at which your personal priorities come before the priorities of the Church (**Beeson, 2006; Bower, 2007)**

3.8 What ***are the reasons*** why the Senior Pastor may not be willing to plan his succession and to help prepare and groom a successor for leadership continuity? (**Freeman, 2004;Beeson, 2006; Bower, 2007)**

3.9 Tell me about the incentives the Church has in place to discourage the Senior Pastor and his associates from acting in their own interest; what are the measures in place to ensure that Senior Pastor plan their own succession and to get involved in the succession process (**Jensen & Meckling, 1976; Arthur, 2001; Combs *et al*., 2007; Tan, 2009)**

3.10 Tell me about the level of involvement of the associate pastors and elders in decision making **(Barron et al., 2011; Fee and Hadlock, 2004; Hayes et al., 2006; Barron et al., 2011)**

3.11 Describe the relationship between you and the Senior Pastor or between the associate pastors, Elders and the Senior Pastor **(Barron *et al.,* 2011; Fee and Hadlock, 2004; Hayes *et al.,* 2006; Barron *et al.,* 2011)**

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS INVESTIGATION, YOUR COOPERATION IS VERY MUCH APPRECIATED.

THANK YOU.