



“Next in Line”: A Framework for Ensuring Effective Executive Succession in Namibian Commercial Public Enterprises

“Sıradaki”: Namibya Ticari Kamu İşletmelerinde Etkili Yönetici Yedeklemesi Bir Çerçeve

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ABSTRACT

This study was conducted to gain first-hand insight into the attitudes, beliefs, values, and experiences of the targeted managers regarding executive leadership succession planning and its implementation in Namibia's commercial public enterprises. The primary data collection for this study was qualitative and quantitative. The total population of the study was 63 participants, derived from 22 commercial public enterprises. The study developed a succession management framework for Namibian organizations called the Muadinohamba succession development progression framework, a tool for planning leadership succession in Namibian companies. The framework's elements include making succession planning a key performance metric, setting a mandated retirement age, educating managers on succession practices, and providing a structured succession process. This study suggests that, in addition to researching leadership, companies within a specific cultural context should research leadership succession plans and implementation processes due to existential differences.

JEL Codes: M10, M12.

Keywords: Commercial public enterprises, executive succession planning, leadership, organizational culture, succession management framework

ÖZ

Bu çalışma, Namibya'nın ticari kamu işletmelerinde üst düzey yönetici yedekleme planlaması ve bunun uygulanmasına ilişkin olarak hedeflenen yöneticilerin tutumları, inançları, değerleri ve deneyimleri hakkında ilk elden bilgi edinmek amacıyla gerçekleştirilmiştir. Bu çalışma için birincil veri toplama yöntemi nitel ve niceldir. Çalışmanın toplam evreni 22 ticari kamu kuruluşundan 63 katılımcıdır. Çalışma, Namibyalı kuruluşlar için Muadinohamba yedekleme gelişimi ilerleme çerçevesi adı verilen ve Namibyalı şirketlerde yönetici yedekleme planlanmasına yönelik bir araç olan bir yedekleme yönetimi çerçevesi geliştirmiştir. Çerçevenin unsurları arasında yedekleme planlamasının kilit bir performans ölçütü haline getirilmesi, zorunlu bir emeklilik yaşının belirlenmesi, yöneticilerin yedekleme uygulamaları konusunda eğitilmesi ve yapılandırılmış bir yedekleme sürecinin sağlanması yer almaktadır. Bu çalışma, liderlik araştırmalarına ek olarak, belirli bir kültürel bağlamdaki şirketlerin varoluşsal farklılıklar nedeniyle liderlik yedekleme planlarını ve uygulama süreçlerini araştırmaları gerektiğini öne sürmektedir.

JEL Kodları: M10, M12

Anahtar Kelimeler: Ticari kamu işletmeleri, yönetici yedekleme planlaması, liderlik, organizasyon kültürü, yedekleme yönetimi çerçevesi

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Introduction

Succession planning involves and is not limited to selecting new talent, conducting selection assessments, and identifying a new leader (Rothwell, 2011). Succession planning has evolved from being a mitigation measure against losing executive leaders in big organizations to promoting the

development of leaders, managing change, retaining talent, and building teams in a way that makes the organization reach its full potential in its operations (Rothwell, 2010). A succession event in an organization is inevitable, whether planned or unplanned, and organizations need to identify and develop talent that can replace key individuals (Griffith, 2012). Organizations must not underestimate the loss of organizational memory or tribal knowledge and must prepare young leaders who will move up (*What Is Succession Planning and Why Is It Important?*, n.d.). It is not always easy to find talent for leadership roles in organizations, and this heightens the need for executive leadership succession planning.

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

There are three facets to the history of succession planning and management. In the first period, which lasted from 1960 to 1980, succession research was at its peak. The second period, 1980–1990, is devoted to the “emergence of succession planning trends and its development.” The third period, “succession planning and beyond,” covers 1990 to the present time. Research into succession planning has been contested since the mid-1950s to the mid-1960s, when chief executive officer (CEO) succession and management development emerged (Sharma & Agarwal, 2016; Zaich, 1986). Between the mid-1970s and mid-1980s, human resource planning took over attention from planning, management, and development (Bhattacharyya, 2009; Zaich, 1986). In the 1990s, succession planning was not questioned, even by businesses, although educational institutions recognized the need. Thus, research has recently expanded to include education, government, corporate, nonprofit, health-care, and small companies (Rothwell, 2003). The subjects found in the overall succession planning umbrella have become varied. Hunte-Cox (2004) studied the relationship between succession planning and organizational learning capacity and discussed the issue of management succession.

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

The study has the potential to fill a knowledge gap by enhancing an understanding of how executive leadership succession planning can influence the transition of technical skills. Such results can be used in the development of an effective executive leadership succession planning framework in CPEs in Namibia. Extensive and tacit knowledge acquired during decades of experience can be lost by retiring employees in CPEs, creating knowledge gaps and disrupting business. Succession planning can help mitigate the impact of this disruption. Recruitment costs may be substantially reduced for organizations when employees retire or voluntarily leave, resulting in an unplanned vacuum and loss of knowledge. Mentoring and coaching can enhance succession planning and prepare individuals for the next job, strengthen the pool of talent, and give the organization a competitive edge.

Overall, the study remains useful to CPEs in Namibia in various categories. The study explores the development of an executive leadership succession planning framework which will help organizations reduce the attrition rate, mitigate risk, and enhance continuity. Background information on Commercial Public Enterprises in Namibia remains indispensable in this study. Provide a clear understanding of the problem setting of the study under the background of the study. This is important because it provides the reasoning for the study.

Literature Review

Essentials for Effective Succession Plans

To ensure a smooth and successful transition to new leadership for the organization, succession planning should be included in the operations’ strategic plan. According to several studies, succession planning and management play an important role in business, with several factors to consider, including the assessment of organizational needs, individual talent, and individual growth plans (Rothwell et al., 2005).

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

Spending time on creating an effective succession plan is an investment in the organisation’s assets. One essential for effective succession planning is to consult key advisors, including financial partners, bankers, and lawyers. According to Khumalo and Harris (2018), among other barriers such as organizational culture, lack of understanding of the purpose of succession planning, lack of framework plans to copy from other sectors and organizations, competition for talent and leadership in the industry or sectors and lack of resources, can be barriers to developing and starting an effective succession plan.

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

After identifying the successor, the next stage would be to consider the skills or qualifications and training they will need to equip them (Ahrens et al., 2019). Succession planning must start early because the training process can take years, especially if the selected leader is from outside. The time may be little for leaders who grow and develop within an organization as they are already aligned with the organizational culture and goals and are set up to lead when their opportunity arrives. Continuous training of employees at every level and in all departments must be

part of succession planning, unlike in the past when training was mainly focused on and benefited mostly executive-level employees (Ahrens et al., 2019). Continuous training helps to measure and track the progress of participants to ensure sustained development.

Deciding the rate of profitability of your training endeavors is not just an indication of the effectiveness of the leadership development program, but also a sign of whether the organization is holding its competitive edge and setting up new leaders for progress (Kaplan & Norton, 2018). The succession plan must be reviewed regularly to keep it up to date. Assessments done after training can help the discovery of employees that have gained a lot through learning and implementing what they learned and the identification of the common competencies that the organization's highest performers share. Training efforts can be more focused on those competencies making sure the pipeline of top talent is ready to be channeled to needed leadership roles (Leskiw & Singh, 2007).

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

An organisation's succession plan should be tailored to meet the specific needs of the organization. The size of the organization and its growth rate should be considered when designing effective succession plans because smaller companies, which are usually flexible may not be compatible with a rigid and formalized succession plan (Zepeda, 2012). Bigger organizations and those that expect an expansion in the short term may discover more advantages in characterizing the skills and knowledge required to make progress in explicit jobs to recognize individual employees who might be willing and ready to assume those jobs. According to Pissaris et al. (2010), private sector companies are more interested in succession planning to replace top management whilst the public sector often has hierarchy and designs for organizations that advocate for promotions within the company at all levels as a way of developing and retaining talent (Hughes & Rog, 2018).

Succession Planning and Key Leaders

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

Replacement planning is linear; a worker is trained to take over or replace a senior management position, but succession planning is about fostering a versatile, wide variety of talent (Rodarte, 2017). Most organizations introduce an emergency succession plan to mitigate the leadership vacuum through retirement or incapacitation or death. A long-term succession plan makes sure

a company is ready for workers to take over key management positions (Fusarelli et al., 2018). Succession planning ensures that there is a mechanism in place for someone to step in, get promoted, and take on the responsibilities of that person without productivity loss; there must be efficiency and morale (Clutterbuck, 2012).

The succession of senior management in organizations remains a topic for discussion in business. The process of succession planning starts by assessing the skills of the leader that exited the organization and considering possible replacements to assume responsibilities of leadership in the organization. In large corporations, succession planning is an ongoing occurrence in anticipation of leadership changes (Fusarelli et al., 2018).

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

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

According to Conger and Fulmer (2003), highly dynamic, multidivisional, and multinational organizations often view internal candidates as the best option in the succession of a CEO. Organizations are generally satisfied with their strategic path, and those wishing to see their strategic plans through to completion often consider internal staff to be a reasonably safe option. But Weisblat, (2018) are of the view that internally promoted CEOs have a reduced capacity in the short term to improve their organizational strategy.

Succession Planning in Public Enterprises

Historically, succession planning has been studied mainly in the private sector rather than in the public sector. 130 succession planning studies were conducted between 1980 and 1993, but only 5 came from the public sector (Wilkerson, 2002). However, over the years, the situation has changed, with significant studies being carried out in the public sector (Wilkerson, 2002).

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

Wilkerson, (2002) states that the public sector lagged in creating succession planning programs because of the complexities in the implementation of these programs in the public sector. The private sector has continuously changed succession plans to align with its business needs and changes. Political leadership, the nature of tenure, and lack of focus and resources contribute to the challenges faced in the public sector in implementing succession plans. Literature on successful systems remains limited, though efficient public models and approaches for the public sector have been adopted in different ways (Wilkerson, 2002). Labor market dynamics have changed the demographics and social conditions between the public and private sectors for talent. This has prompted many public agencies to re-examine their approach to talent management and to consider pursuing better recruitment methods to attract talent like in the private sector. However, some of these efforts remain successful amid problems in the public sector, making it difficult to execute these initiatives (Wilkerson, 2002).

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

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

Brans et al. (2016), concluded that the biggest challenge is the preservation of innovation and programs in the face of administration changes, politics, and goals (Brans et al., 2016). Despite this, succession planning cannot be aligned effectively despite this major factor. By focusing on the skills and competencies required to achieve the organization's vision, succession planning is somewhat buffered against changes in targets and services. A project management organization, for example, should develop good skills in future project managers. Despite the changes in leadership and agenda, the primary skills of project management are still needed. The public staff structure places significant limitations on the ability of public sector leaders and HR staff to enforce private-sector style programs. Despite this, new literature points to a shift in succession planning (Wilkerson, 2002). The author further suggests that in the public sector, the most critical shift is to establish a pool of potential leaders capable of fulfilling the organization's needs for succession.

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

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

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

In Rothwell (2010), succession planning and management are systematic approaches to assure continuity, keep and develop human capital for the future, and encourage individual advancement. A succession plan identifies and develops successors. The process is directed at the managerial level. The purpose of succession planning management is to accommodate talented employees that could be prepared as future leaders. In any job category in an organization, succession planning and management should focus on individual development (Rothwell, 2005).

Management and Succession Planning Models

Management and succession planning models abound in many organizations in business because organizations and their situations are different (Rothwell, 2005). The most common models include the Leadership Pipeline Model (Charan et al., 2010), The Seven-Pointed Star Model (Rothwell, 2005), and the Acceleration Pool Model (Byham, 2002). A review of the Leadership Pipeline Model at this stage is important as it is central to the development of many models and frameworks used in improving succession planning.

The Leadership Pipeline Model

The Leadership Pipeline Model helps to build a considerable pipeline of skilled and prepared leaders from within the organization and reduces the hiring of external executives to occupy vacant positions. There are different demands for each management level, and the model helps in understanding those differences. The Leadership Pipeline Model was originated in the 1970s by Walt Mahler, who was a human resources management consultant and a teacher (Landell, 2013). The model encourages the selection process by building a proper suitable prerequisite requirement for leaders in which a proper succession plan can be envisaged. Leadership development plans can be simplified by using this model. According to the tenets of the model for success, managers can learn and adjust between their current position and the next higher position. In addition, they can identify skills gaps, qualifications, and experience gaps. Charan et al.

(2010); Luenendonk (2020) concluded that leaders can assume training and develop themselves.

Methods

Study Design

Empirical data were collected to gain first-hand insight into the attitudes, beliefs, values, and experiences of the targeted managers regarding executive leadership succession planning and its implementation in commercial public enterprises in Namibia. Overall, the study used a qualitative research approach. The interviews were analyzed for common themes across open-ended and Likert scale questions using a combination of content analysis and descriptive statistics. Twenty oral interviews were conducted to determine the understanding of succession planning and its implementation. According to the investigation's multi-methods approach, the collected data was analysed using qualitatively interpretive techniques.

For the executive leadership succession planning and implementation framework proposed in this study, data was descriptively analyzed for indications of theoretical congruence, in the case of commercial public enterprises in Namibia. The executive leadership succession planning and implementation framework was subjected to a more in-depth analysis utilizing the Logical Framework Analysis Model. Data exploration for indications of experience and observation of the results was conducted next (Ritchie & Spencer, 1994). A qualitative and interpretive analysis of the data was made using this matrix-based analytical method, which promotes meticulous and open qualitative data management.

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

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

Unit of Analysis and Sampling

The unit of analysis was the board of directors, the nomination committee, incumbent chief executive officers, and earlier CEOs that separated from the commercialized public entities in the last 10 years. It also included the senior management and supervisors of the CPEs. This study used a purposive sample approach since it makes it easier for the researcher to comprehend the issue and the research topic. Hence, only commercialized public enterprises were selected from the 22 commercial public enterprises listed.

Research Ethics

The researcher ensured that all ethical matters were considered during the study and were adhered to according to academic standards. Participants were informed that their participation in the research project is voluntary and anonymous and that they can withdraw at any point from the study even after having given consent. Additionally, the researcher will store the data in a safe place, and the stored data will be destroyed after 5 years by the researcher through shredding. Moreover, the researcher sought ethical clearance from both the Ministry of Public Enterprises and the University of Namibia's Research and Ethics Committee before the commencement of the research.

Every precaution was taken to ensure that the information collected remained confidential. Respondents were informed that any information they provided would be kept strictly confidential, and they were only required to participate in the study if they wished to. To maintain anonymity, participants were not required to provide their names on the questionnaire, but they were required to indicate their positions. The participants were given a thorough explanation of the ethical issues before they were asked to complete the questionnaire. All respondents were also asked to provide written, informed consent.

Ethical Approval

The ethical clearance certificate was issued by the University of Namibia Ethics Committee in accordance with the University of Namibia's Research Ethics Policy and Guidelines (Date: 17.09.2022, Number: DEC FOC/09/03). Ethical approval was given in respect of undertakings contained in the research project outlined below. The certificate was issued on the recommendations of the ethical evaluation done by the ethics committee.

Title of project: "Next in Line": A Framework for Ensuring Effective Executive Succession in Namibian Commercial Public Enterprises.

Results

Views on Executive Succession Planning and Implementation

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

Twenty-two documents were used as primary data. The documents were coded from IP1 to IP21. According to Table 1, the

Table 1.
Main Themes and Subthemes

Main themes	Subthemes
1.0 Succession skills and competencies	1.1 Leadership development
Document data demonstrates specific competencies and the qualities that candidates should possess.	
2.0 Leadership and succession planning	2.1 Readiness and capability
Document data indicate that the organization needs leaders who can foster long-term sustainability	
3.0 Knowledge transfer for succession planning	3.1 Knowledge transfer
Document data indicates that knowledge attributes need to be transferred. To ensure success, knowledge transfer must occur.	

coding revealed these themes. An audio recording of each of the twenty-one documents was transcribed. Using the qualitative analysis program Taguette (Rampin et al., 2019), three themes arose because of trends discovered while analyzing textual material. Table 1 lists the themes, response frequencies, and frequency percentages related to each theme.

The analysis of the collected data led to the identification of three primary themes, each with its respective subtheme, which are pivotal in the context of executive succession planning within Namibian CPEs. These themes (Table 1) are integral to the Muadinhamba succession development progression framework, which was developed as part of this study. Interpretation of main themes and subthemes in succession planning was as follows, as shown in Table 1:

1. Succession Skills and Competencies

1.1 Leadership development: The data underscores the necessity of delineating specific competencies and qualities essential for prospective leaders. This finding suggests a strategic emphasis on leadership development, where the focus is not merely on identifying potential leaders but also on cultivating the requisite skills and attributes through targeted developmental initiatives. Such initiatives could encompass a range of activities, from structured training programs to mentorship opportunities, all aimed at preparing individuals for effective leadership roles.

2. Leadership and Succession Planning

2.1 Readiness and capability: This theme emerged as a critical factor in succession planning. The data indicated a need for leaders who are not only capable in terms of skills and experience but also ready to embrace the challenges of leadership roles. This readiness encompasses psychological preparedness and a deep understanding of the organization's vision and strategic direction. The implication here is that succession planning processes should incorporate mechanisms to assess and enhance the readiness and capability of potential leaders, ensuring a seamless transition that supports the organization's long-term sustainability.

3. Knowledge Transfer for Succession Planning

3.1 Knowledge transfer: A significant aspect of effective succession planning, as highlighted by the data, is the transfer of knowledge. This theme stresses the importance of a systematic approach to transferring both explicit and tacit knowledge from current leaders to their successors. The emphasis on knowledge transfer is not limited to procedural know-how but extends to sharing experiences, insights, and a nuanced understanding of the organizational culture. This process is crucial for maintaining continuity in leadership and building upon the legacy of preceding executives.

The results indicate that effective succession planning in Namibian CPEs hinges on a multifaceted approach that encompasses the development of leadership skills and competencies, readiness and capability assessment, and a structured process for knowledge transfer. These elements form the core of the Muadinhamba succession development progression framework, which is proposed as a comprehensive tool for guiding leadership succession in Namibian organizations.

Table 2.
Succession Planning Sentiment Analysis

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

Note: ELSPI = ethical, legal, social, and policy implications.

Sentiment Analysis

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

According to the findings in Table 2, participants were extremely unhappy with the challenges experienced in the Ethical, Legal, Social, and Policy Implications (ELSPI) knowledge of the ELSPI framework, leadership development, leaving the position, mitigation strategies, opinions on ELSPI, readiness and capability, recruitment framework, and effects. One participant remarked:

There is no visible succession plan, and not having a plan also creates serious tensions, which can sometimes affect teamwork and team spirit. (IP1)

Positive opinions were gathered from various parts of the interview. Participants gave their opinions on leadership

development. Participants had positive sentiments about leadership development as a process in succession planning. One participant stated:

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

Theme 1.0: Succession Skills and Competencies

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

Public enterprises in Namibia should strive to strike the right balance between growing internal resources and recruiting from outside. As public enterprises should be cautious of not creating little internal kingdoms, some talent from outside is also critical to introduce a new innovative way of thinking and challenging status. However, the critical skills aligned with the successful delivery of the mandate of the public enterprise and the strategic direction of the public enterprise may also affect the decision to take on from outside or to grow the internal talent. IP19

Theme 2.0: Leadership and Succession Planning

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

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

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

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

Theme 3.0: Knowledge Transfer for Succession Planning

IP19 remarked, "Succession planning isn't part of the culture." It is necessary to track the organization after succession is completed for it to continue to exist in a healthy state. Whenever there are important leadership changes, new leaders should undergo board review processes every 9–15 months (IP7). The ability to teach and pass on leadership skills to new leaders can help maintain an organization's sustainability. In a circumstance like succession development, which is analogous to apprenticeship or parenthood, it is vital to transfer learned skills through mentorship and training. This is the pinnacle of knowledge management.

IP1 said this:

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

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

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

An Executive Leadership Succession Planning Framework for Commercial Public Enterprises in Namibia

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

The participants agreed that senior management chose important staff without employees' input or consultation (as stated by IP1, IP2, IP6, and IP7). Management chose the senior staff at their discretion. Literature studies indicate that it is possible to find

individuals for specific jobs, but the process should make sure the incumbent is developed. Commercial public enterprises need to develop succession planning strategies and practices that include staff development. The overarching message was that top management owned succession planning.

According to the interviews, most CPEs had a performance appraisal process/system, but it was not used in succession planning. Interviewee IP6 mentioned that performance assessments are important for organizations because executives utilize them to discover skills shortages and to promote or reward employees. Employee performance might be a motivator for advancement. During succession planning, job rotations and promotions are used to train, develop, and keep staff. Lateral transfers let managers examine employees' abilities and key competencies, paving the way for advancement. Performance appraisals help achieve this (Swanepoel et al., 2008). Employees can comprehend their supervisors' expectations, and managers can recognize their subordinates' limitations.

Commercial public enterprises face issues in succession planning. Organizational failure, lack of succession planning policies and plans, and budgetary issues were all mentioned by interviewees as important obstacles faced by firms. According to Magda et al. (2012), corporate politics may favor friends and allies over rivals, despite skills and qualifications. Performance and potential can be replaced by corporate politics. Training, education, and development meetings might take a lot of time to start succession plans (Magda et al., 2012).

A Designed Framework for a Better Practice of Leadership Succession in Namibia's CPEs

Based on the findings of this study, leadership succession in Namibia's CPEs is showing signs of potential. Most managers,

however, do not understand succession planning and execution processes, even though they acknowledge their importance. Rather than succession planning, most firms adopt leadership replacement. Due to the factors influencing the ELSPI discussed, this dissertation criticizes the wisdom of universal leadership models for succession in Namibia's CPEs. These models apply, but they do not consider Namibian organizations' level of growth and sophistication in comprehending leadership succession, nor do they consider the impact of national culture on leadership succession practice. While one model may be useful to a Namibian public enterprise like TransNamib, it may differ from another enterprise like the Namibia Wildlife Resorts because of existential differences also picked from the interviews.

Based on the findings of this study, the researcher developed a succession management framework for Namibian organizations called the Muadinohamba succession development progression framework model. The framework was designed using a theoretical model for managing leadership succession, and the tenets of the leadership pipeline model are highly regarded in the literature on succession models (Dai et al., 2011).

The Muadinohamba succession development progression framework model is presented in Figure 1. It depicts the items identified in the study as required in a formalized succession plan. The model also accounts for cultural effects as well as most reported enhancers and inhibitors.

The Muadinohamba succession development progression framework model (Figure 1) begins with successor selection. The identified potential successors are trained in leadership succession management processes such as finding other prospective successors, identifying enhancers and inhibitors, including those generated by the organization, and managing consequences

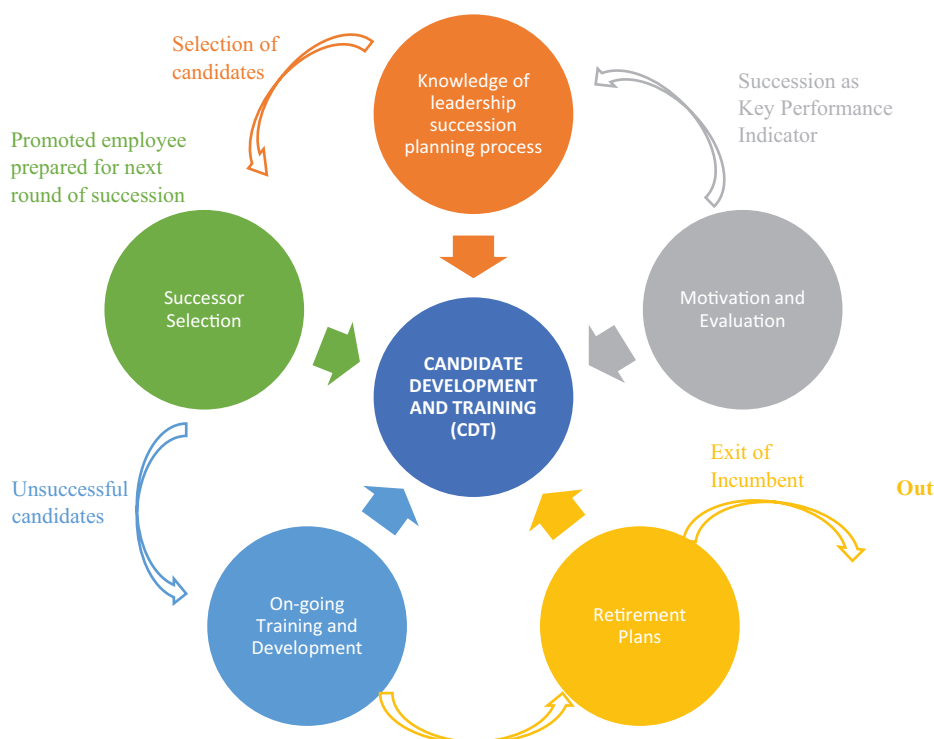


Figure 1.

The Planned Muadinohamba Succession Development Progression Framework for Namibia's Commercial Public Enterprises.

when discovered. The purpose is to teach and instill in the chosen individuals a transformational leadership paradigm. One of the respondents stressed the importance of transformational leadership. Several respondents in the research emphasized the need to educate managers, indicating the need for this among Namibian CEOs/managers.

Motivation and evaluation are included in the framework's next section. Motivational factors include making succession planning a key performance indicator (KPI) and rewarding successful succession planning. Some participants highlighted the importance of succession management as a KPI. Companies should recognize, however, that not everyone is genuinely motivated to participate in an activity that will lead to their eventual replacement. Extrinsic motivators would thus have to ensure the process's success. External motivators could include requiring these managers to identify and develop their successors or providing commensurate rewards. Managers are reminded of their duties in ensuring leadership continuity by making succession a key performance indicator. This part involves an evaluation to show the company's commitment to leadership succession planning and execution.

Another essential element in this model is to provide an exit or have a retirement plan. Standardized application of consequence management processes should remove underperformers. To ensure the uniform application of standards and consequences, culture must be highlighted. Companies should use contract renewals sparingly for retirees to avoid the need for succession planning. Research participants considered the required retirement age an important enhancer, while some participants considered it an inhibitor. Some participants were comfortable working in an organization with no required retirement age.

The framework's next component addresses the necessity for managers to continue their leadership succession training and

development to stay current with changes and improvements in the field. Unsuccessful candidates are also expected to undergo more training and development if the potential has been picked. The framework's final part is exit strategies for unsuccessful candidates. It would be a mistake to assume that all selected candidates will succeed and progress up the corporate ladder. It will be necessary to start mechanisms that let rejected candidates resume their normal work or be encouraged to leave the company.

This study acknowledges that the framework cannot include the factors identified. Although formalization may help neutralize some inhibitors identified in this study, such as alerting companies to the need for a succession mindset rather than a replacement mindset and removing entrenched tendencies, a formalized model may neutralize some inhibitors identified in this study, but other inhibitors will remain unaffected. Staff education and organizational and social culture changes must overcome factors such as managers' unwillingness to challenge the status quo and their reluctance to include subordinates. However, this research argues that a formalized model will let companies plot and measure succession planning and implementation.

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

Having considered all factors, the framework's elements are incorporated into the Muadinohamba succession development progression framework model, a tool for planning leadership succession in Namibian companies.

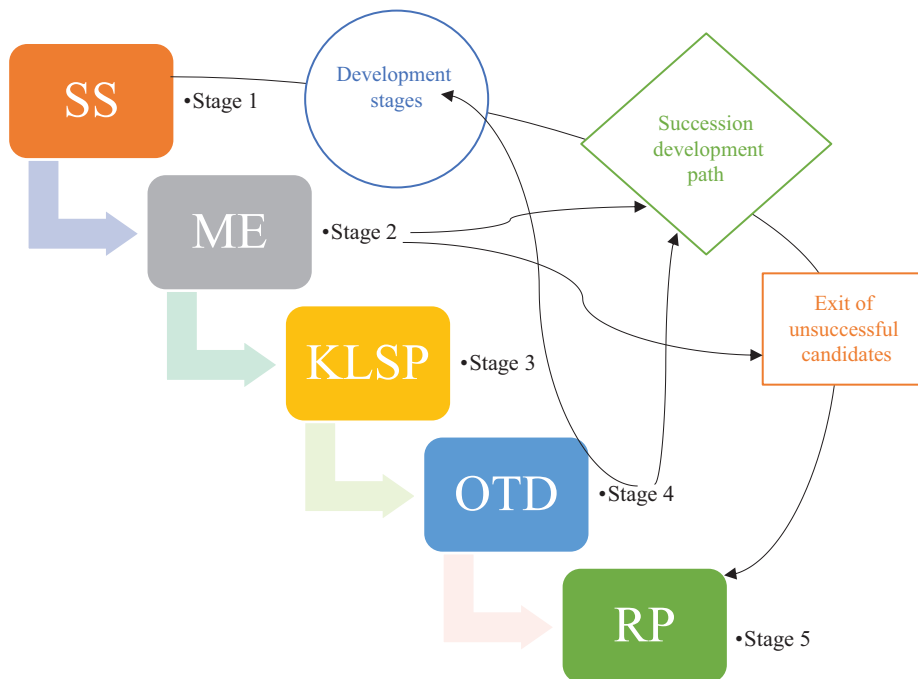


Figure 2. The Stage Structured Muadinohamba Framework of the Succession Development Progression. SS: Successor Selection, ME: Motivation and Evaluation, KLSP: Knowledge on Leadership Succession Planning, OTD: Ongoing Training and Development, RP: Retirement Plan.

The Muadinohamba succession development progression framework model (Figure 2) may seem to be only beneficial for medium, large, and very large organizations with vast human capital and financial resources, but it can also be applied to small businesses because it's adjusted to meet the needs of small businesses.

To make succession processes work, while enhancers are being added, inhibitory factors must be removed. These were discussed in the previous chapter and will only be briefly mentioned here. Succession planning is a critical organizational task. Companies should approach succession as a strategic process in which top managers are involved and assessed.

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

Theoretical Managerial Implications

The Muadinohamba Succession Development Progression Framework model, as delineated in this study, posits significant theoretical and managerial implications that extend beyond the practical succession planning processes within Namibian CPEs. The framework's theoretical underpinnings offer a structured lens through which the dynamics of executive succession can be analyzed and understood.

First, the model theoretically underscores the importance of a multi-dimensional approach to succession planning that integrates both individual leadership development and organizational strategic foresight. The implication for management theory is the shift from a transactional to a transformational leadership development approach, where the potential successors are not only identified but also actively developed through strategic knowledge transfer and ongoing training. This aligns with modern leadership theories that emphasize the development of leaders who are adaptable and capable of navigating complex organizational landscapes.

Secondly, the framework suggests that the effective management of succession planning should consider cultural, economic, and operational nuances specific to the organizational context. This is particularly pertinent in the Namibian CPE context, where local cultural elements play a crucial role. The implication here is a departure from one-size-fits-all managerial theories towards more culturally nuanced and context-specific models that recognize the uniqueness of each organizational environment.

Moreover, the framework theoretically informs the notion of succession planning as a core strategic function, challenging the traditional view of it as a reactive and tactical HR activity. The model places succession planning at the heart of strategic management, advocating for its integration into the organization's core objectives and performance metrics. This shift reflects recent trends in management theory advocating for a more holistic and integrated approach to human capital development within strategic management.

Lastly, the framework highlights the potential for a structured succession planning process to serve as a catalyst for organizational

change and innovation. By institutionalizing the process and embedding it into the organizational culture, the model implies that succession planning can drive strategic renewal, ensuring that the organization remains agile and responsive to external changes.

The Muadinohamba succession development progression framework model contributes to management theory by advocating for a comprehensive, integrated, and strategic approach to succession planning. It provides a theoretical basis for reimagining succession planning as a dynamic capability that can significantly influence an organization's long-term success and sustainability.

Discussion and Conclusion

The study has confirmed that there is little executive leadership succession planning and that Namibian public enterprises are unprepared for succession events. The study concentrated on developing a successful succession planning model for Namibia's CPEs. The research further focused on the models for implementing succession planning and their effectiveness, given the new proposed model. Due to the influence of organizational culture on leadership succession planning and implementation, this study showed that Western approaches may not be as effective in addressing cultural peculiarities in Namibia. According to Gummesson (2000), it is not uncommon for consultants to bring theory and general answers to practice with them, but this is not always the case. The study acknowledges the challenge and proposes the Muadinohamba succession development progression framework for Namibia's CPEs. This study suggests that, in addition to researching leadership succession, companies within a specific cultural context should research leadership succession planning and implementation processes due to existential differences.

Limitations and Future Research

This research has provided valuable insights into the development of the Muadinohamba succession development progression framework for Namibian CPEs. However, it is not without its limitations, which open avenues for future research endeavors.

One of the primary limitations of this study is its focus on CPEs within the Namibian context. While this provides a detailed exploration of the Namibian landscape, the findings may not be generalizable to other contexts or regions. Future studies could test the framework in different cultural and organizational settings to enhance its universality and applicability.

Another limitation is the reliance on qualitative data, which, while rich and insightful, may be subject to the biases of the respondents and the researcher's interpretation. Quantitative studies could be employed to validate and expand upon the findings presented here, potentially leading to a more robust, data-driven understanding of succession planning processes.

Additionally, while the framework has been developed and its components identified, its practical implementation and efficacy in real-world scenarios have not been empirically tested. Longitudinal studies that observe the application of the framework over time could provide empirical evidence of its effectiveness and impact on leadership succession within organizations.

Moreover, the current study highlights the exit of unsuccessful candidates as a part of the succession planning process but does

not delve deeply into the strategies for their management and future incorporation. Future research could explore the pathways for these candidates, including reintegration into the organization or the development of new competencies that align with organizational needs.

Lastly, this study opens the discussion on the integration of succession planning into the broader strategic management activities of an organization. Further research might explore how succession planning can be effectively integrated with other strategic initiatives and how this integration impacts organizational performance and adaptability.

While the Muadinohamba succession development progression framework provides a structured approach to succession planning in Namibian CPEs, future research is needed to refine the framework, test its applicability in various settings, and integrate it into a holistic strategic management approach.

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