

Chapter 3

Leadership Style and Succession Planning

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ABSTRACT

The main aim of the chapter is to identify the leadership style that promotes succession planning through the existence of leadership development practices within organizations. The middle and top leaders are very important to identify and develop new leaders within the organization. The authors reach three main conclusions: 1) The laissez-faire leadership style is related to the succession planning. Succession planning is positively influenced by leaders that adopt a passive leadership style. 2) There are some practices of leadership development that are related to the existence of succession planning in organizations. 3) The 360° feedback and coaching/executive coaching are related to the succession planning. These practices promote the human capital development, so it is assumed that succession planning may be related to the leader development. Theoretically they concluded that organizations should have a leadership pipeline in order to prepare leaders to assume leadership positions.

INTRODUCTION

Succession planning has been the focus of research since the 70s of the last century. This theme falls into two areas of knowledge - Human resources management and, increasingly, the business strategy. Succession planning promotes the human capital development and ensures continuity of the organization's strategy. Succession planning arises from the concern of several authors in finding ways to address the

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shortage of leaders and the quality of leadership because that could jeopardize the organization's future (Erickson, 2010; Henderson & Provo, 2006; Ingraham, 2006; Manderscheid, 2008; Intagliata, Ulrich, & Smallwood, 2000). Succession planning is assumed as the identification of potential to assume greater responsibility in the organization, providing critical development experiences (Kowalewski, Moretti, & McGee, 2011). It is essential that leaders become involved in supporting the development of other leaders with high potential. Organizations need to create a database that can be used to make better staffing decisions for key jobs. At first sight, succession planning is associated with the selection of leaders, career development, talent management and leadership development. We intend to make an approach between the succession planning with leadership styles and leadership development. We believe that there are some styles that are concerned to promote succession planning within the organization by implementing leadership development practices. Therefore, the research question is: Is there any relationship between the leadership styles and succession planning within the organization?

Whereas the leadership development requires the implementation of some practices in the organization, it is also important to check whether there is a relationship between these practices and succession planning. Thus, the paper's aims are to identify the leadership style that promotes the succession planning and which practices of leadership development are used in a group of Portuguese companies in the service industry. The paper is structured into 6 parts and they are: i) Background; ii) Methodology; iii) Analysis and discussion of results; iv) Conclusions and Limitations; v) Implications; and, vi) Recommendations and Future researches.

BACKGROUND

Organizations have increasingly complex and demanding environments. Gareth Morgan, in his book *Images of organization*, seeks to better understand this environment, using metaphors. These reflect the daily life of organizations. This paper has underlying the metaphor of organizations as brains, where "*organizations are information-processing systems capable of learning to learn*" (Morgan, 1986, 80). In 1991, Peter Senge emerges with the approach of Learning Organizations. This gave rise to the proliferation of scientific studies, contributing to greater prominence of human resource development (HRD) in economic terms and organizational (Tomé, 2011). In organizational context, the HRD function is very important for the leadership development because it allows connection between corporate and business-unit strategies. Without this connection, high potentials can leave the organization for lack of opportunities. On the other hand, it is essential integrate the human resource systems with leadership development, as shown in *Figure 1*. There

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