

Investigating the Relationship among Critical and Future Capability, Administration Succession Planning, and Future Leadership: Evidence from Federal University of Oye-Ekiti, Nigeria

Olatunbosun Odunsayan
Federal University of Oye-Ekiti
Ekiti State, Nigeria

Abstract: This paper examined university administration succession planning in Federal University of Oye-Ekiti (FUOYE), Ekiti State. Descriptive survey research method was adopted for the purpose of this study. The total number of staff who participated on this study is one hundred, but only seventy staff returned questionnaire were found useful for analysis. Questionnaire was used to collect the data from the respondents and simple percentage was used to analyse the research questions. Findings from this study revealed that there is a lack of an existing succession planning policy in Federal University of Oye-Ekiti, that there was a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti and that three process of conventional succession planning existed in Federal University of Oye-Ekiti namely internal hiring, external hiring and human resources outsourcing. The study recommended that the board of Governing council of FUOYE should chart a course for a clear succession planning policy and principle of leadership professional development, and make as many programs available to as many people as possible. The board should consider creating a professional development ladder that has as a capstone experience a competitive and selective opportunity to participate in a major succession leadership development program.

Keywords: University Administration, Succession Planning, Future Leadership, Critical Capability, Future Capability, Federal University of Oye-Ekiti, Nigeria.

1. INTRODUCTION:

The concern surrounding the retirements of college and university leaders in lecturing, administrative and management positions has led to an increasing amount of research on how to prepare future leaders in higher education (Keim & Murray, 2010; Runestad, 2014). Succession planning, a process for identifying and developing internal people with the necessary skills and capabilities to fill key leadership positions has been a topic of study in business and industry for over half a century, but only in the last two decades has higher education begun to more closely examine the topic in an effort to prepare for the predicted increase in leadership crisis (Davies & Davies, 2010; Keim & Murray, 2010).

Succession planning is a means of identifying critical management positions, from manager or supervisor up to the highest position in the organization (Rothwell, 2010, p.6). Succession planning is part of an overall human resource strategy and preparation process to address risk, build capacity, and create a pipeline of high-performing employees to meet current and future organization needs (MnSCU Succession Planning, 2015).

Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions. Taking a holistic view of current and future goals, this type of preparation ensures that you have the right people in the right jobs today and in the years to come. In the long term, succession planning strengthens the overall capability of the organization by: Identifying critical positions and highlighting potential vacancies; selecting key competencies and skills necessary for business continuity and focusing development of individuals to meet future business needs. A succession plan identifies future staffing needs and the people with the skills and potential to perform in these future roles.

Succession Planning is a process where Universities seek to understand their future capability needs, identify potential talent gaps and seek to remedy those gaps through the development and progression of staff. Succession Planning is a process that is carried out by universities and compliments the Development Planning conducted by staff for their own career progressment. Positive staff development initiatives within departments and the wider faculties enable a core of qualified staff able to undertake new roles or additional responsibilities, in the Department or elsewhere in the university. Departments need to consider opportunities to further develop staff as part of their workforce plan to ensure they can meet their workforce requirements in the short and long term.

Succession planning could have key relationship with terms such as future leadership, critical capability and future capability. This is because, **future Leadership** is meant to develop future leaders for departments and the College; **Critical Capability** is to build capacity in departments for support for critical roles, which will provide flexibility when staff takes leave or if staff takes other roles; **Future Capability** is to plan for departments that will be responsible for new activities, new capabilities building within departments may be required. Succession planning allows identifying gaps and developing staff members with the capability to address these gaps.

2. Statement of Problems of the Study:

Today, the most pressing management issue facing universities is succession planning. The evident of succession planning policy crisis is clearly revealed in the inability of the management of FUYOYE to fill the position of the Registrar of the university for over three years. FUYOYE registrar has been on acting capacity since 2016. Federal University of Oye-Ekiti lacks a clear process of succession planning for future leader, future capability and critical capability. Some members of staff in both non-academic and academic employees are due for retirements and there is no succession plan for their replacement. There is need to chart a succession planning policy for university administration in Federal University of Oye-Ekiti, Ekiti State. Therefore, this study is poised at investigating the relationship among critical and future capability, administration succession planning, and future leadership in Federal University of Oye-Ekiti, Nigeria

3. Objectives of the Study:

This study is aimed at investigating the relationship among critical and future capability, administration succession planning, and future leadership in Federal University of Oye-Ekiti, Nigeria. Other specific objectives are as follows;

- Examine whether there is an existing succession planning policy in Federal University of Oye-Ekiti, Ekiti State.
- Find out whether there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State.
- Discover the process of succession planning in relation with critical and future capability in Federal University of Oye-Ekiti, Ekiti State.
- Recommend on how to chart a succession planning policy for university administration in Federal University of Oye-Ekiti, Ekiti State.

4. Research Questions

The following research question were sought so as to provide solutions to the problems of the study.

- Is there an existing succession planning policy in Federal University of Oye-Ekiti (FUYOYE), Ekiti State?
- Is there a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State.?
- What are the process of succession planning in relation with critical and future capability in Federal University of Oye-Ekiti, Ekiti State?

5. Review of Related Literature:

5.1 Succession planning in Higher Education

According to Goldsmith and Carter (2007), succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Through the succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into more challenging roles. He reiterated that actively pursuing succession planning ensures that employees are constantly developed to fill each needed role. As your organization expands, loses key employees, provides promotional opportunities, and increases sales, your succession planning guarantees that you have employees on hand ready and waiting to fill new roles.

Effective, proactive succession planning leaves your organization well prepared for expansion, the loss of key employees, filling a new needed job, employee promotions, and organizational redesign for opportunities. Successful succession planning builds bench strength. Collins (2009) defines succession planning as “a process that can provide endless leadership transition across the organization”. Strategic, systematic and deliberate effort to develop

competencies in potential leaders through proposed learning experiences such as targeted rotations and educational training in order to fill high-level positions without favouritism (Tropiano, 2004).

In the words of Charan, Drotter & Noel (2001) succession planning is perpetuating the enterprise by filling the pipeline with high performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future. From this perspective, succession planning is seen as management pipeline that accelerates management performance over a period of time. Charan's definition looks into the future and this probably influences Scharmer's (2007) assertion that succession planning is co-creating a transformational stage during which management explores the future. Succession planning is an organized process comprising the identification and preparation of potential successor to assume a new role (Garman and Glawe, 2004). However, this definition is short and compact, but it is not futuristic and lack strength when compared with Charan's definition. The Journal for Quality and Participation (2005) reported that 67% of companies do not have a succession plan and 45% have no executive development plan in place and it was argued that the crisis could be alleviated by implementing succession training programmes (Khumalo and Harris, 2008).

According to Rothwell (2001), "Succession Planning is perhaps best understood as any effort designed to ensure the continued effective performance of an organization, division, department, or work group by making provision for the development, replacement, and strategic application of key people over time."

5.2 Five Key Elements of the Succession Planning Process

Succession planning is not about replacing an existing employee. The purpose is to prepare the organization and develop its "bench strength" for future organizational requirements. There are five elements to managing a succession process.

➤ Identifying key positions for which a succession plan is necessary

According to Drucker (2002), an organization may have a couple of key positions or it may have many. The chief staff officer role is definitely one to be included in the succession plan. When deciding which others to include, consider the following:

- Is this a key role critical to the success of the organization, and if the person in this role suddenly leaves or is unavailable and the position becomes vacant, will the organization be at risk? (Drucker (2002).
- Is this move a logical next step? Most organizations will focus on senior managers or supervisors as the second level for succession management (after the CEO, which is the first level). (Drucker (2002).
- Does the person currently occupying this position hold a good deal of knowledge about processes or other institutional memory that will essentially be lost when the incumbent departs the job? For example, the job procedures and outcomes are not fully documented. (Drucker (2002).

➤ Identifying the successor or successors

The organization may have more than one employee who has demonstrated the knowledge, skills, potential, and the interest to develop to a level of additional responsibility. The commitment to the process, and abilities, of the succession candidate are integral to identifying who to develop. (Drucker (2002).

➤ Identifying job requirements

The task is to understand what requirements will exist within one or more key positions in the future. This creates an inventory of skills and attributes that will serve as a checklist to audit what a succession candidate presently offers and needs to develop. (Drucker (2002).

➤ Building competencies

The succession planning process must look at building the competencies and skills for current and future organizational needs. It has been correctly observed that succession planning is about "what is next?" not just "who is next?" There will be one set of competencies (i.e. knowledge, skills, and abilities) for each position. However, in creating a development plan to build the competencies of succession candidates to be ready for the intended future role, there will be different development plans for each succession candidate. (Drucker (2002).

➤ Assessing progress

As the father of modern management, Drucker (2002), correctly observed "what gets measured gets done." It is essential that the organization that creates a succession plan, and invests in the development of employees, assesses its progress toward the intended outcome.

5.3 Existence of a Succession planning policy

This study examined two succession planning policy namely Relay Succession planning and U Model succession planning.

5.4 Relay Succession Planning

Santorin (2004, p.158) came up with the first succession model, which is referred to as “Relay Succession Planning”. In this model, he advocated that current Chief Executive Officer (CEO) of an organization should pass the baton to a successor over a long period of time. The impact of companies that practiced Santorin’s model were evaluated and compared with organizations that do not have such models in place. It was revealed that organizations that practice relay succession plans performed better because the successors were exposed to corporate challenges and were able to deal with such challenges in the pre-succession phase. Moreover, organizations that implemented relay succession model performed better in the post-succession phase, because successors were tried and tested, which implies that experience would be speaking for them.

5.5 U model Succession Planning

Scharmer (2007) also came up with the second succession model which referred to as “Scharmer’s Theory U Model”. He argues that the top management team should embrace and act in order to implement succession planning. In the first instance, this model views succession planning as beginning from the immediate future and supports a concept of a U process of five movements that can make change possible (Scharmer, 2007). These movements are;

- Co-initiating – in the words of Scharmer, at this stage, organization establishes a common purpose with all stakeholders about a future event.
- Co-sensing – is the second movement stage in which an organization sees the need at hand collectively across boundaries. Also, at the stage, new ideas and innovation occur through collective input.
- The third stage is Presencing, whereby the leadership of organization begins to see the future they envisage (Scharmer, 2007). This futuristic plan establishes a foundation for change, thereby spurs an organization to an expected end. Further, at this stage, it is observed that the leadership let go off unresolved past issues and forges ahead to a more realistic future.
- The fourth in this model is „co-creating“– Scharmer (2007) argues that at this stage, leadership of organization explores the future and prototypes what the future might look like. He goes further to suggest that leadership should make succession planning a long-term concept rather than working on organizational immediate requirements. Kartz (2006) argues further that there is need to assess company strategy and policy that highlight the required qualifications of the successor in order to have a sustainable and dynamic succession plan in place.
- The Scharmer’s fifth movement in Theory U stage ‘‘co-evolving’’ can help an organization to embrace change and implement succession planning strategies in the context of an emerging future (Scharmer, 2007).

The existence of these models according to Santorin and Scharmer have been tried and tested in various companies and have confirmed the realities of the existence of succession planning policies.

6. METHODOLOGY:

Research Design:

The study adopted a descriptive survey research design. The researcher considered this design appropriate since the study involves sampling opinion of respondents on a particular phenomenon.

Population of the Study:

The population of this study was both academic and non-academic staff of Federal University of Oye-Ekiti.

Sample and Sampling Technique:

A simple random sampling technique was used to select the seventy (70) respondents. Out of which forty (40) represents the academic staff while thirty (30) represents the non-academic staff.

Instrument for Data Collection:

The instrument used for data collection is a structured closed ended questionnaire titled *University succession planning questionnaire*.

Method of Data Analysis:

The study employed both the descriptive and the inferential statistical methods. The research questions were analyzed using frequency and simple percentage presented in table and figures.

7. RESULT AND DATA ANALYSIS :

The total number of respondents who participated in this study was one hundred. But only seventy respondents returned questionnaire were found useful for analysis. Results of the statistical analysis of the data are presented in the following tables:

7. 1. Research Questions Analysis:

Is there an existing succession planning policy in Federal University of Oye-Ekiti, Ekiti State?

Table 4.1 Frequency Distribution of Succession Planning Policy

Response	Frequency (N)	Percentage (%)
SA	5	7.14
A	10	14.29
D	48	68.57
SD	7	10.00
TOTAL	70	

Source: (Field Survey, 2019)

Table 4.1 reveals that majority of the respondents support the view that there is lack of existence of succession planning policy in federal University of Oye-Ekiti, Ekiti State. The distribution table show that 7.14% of the respondents strongly agree that there is existence of succession planning policy in federal University of Oye-Ekiti and 14.29% agree that there is existence of succession planning policy in federal University of Oye-Ekiti. While 68.57% respondents disagree that there is existence of succession planning policy in federal University of Oye-Ekiti. On the other hand, 10% of the respondents strongly disagree that there is existence of succession planning policy in federal University of Oye-Ekiti. Findings above is consistent with one study of succession planning in higher education conducted by John J. Heuer of the University of Pennsylvania in 2003, found that among the elite, so-called “Ivy-plus” institutions, none had implemented a formal succession plan. However, most of these institutions had programs that could be integrated into a succession plan (e.g., assessment and training protocols). Heuer’s interviews with chief human resources officers (CHROs) at the subject institutions identified a number of perceived impediments to succession planning in higher education, many of which stem from higher education’s fundamental differences from the corporate world where succession planning first appeared.

7. 2. Research Questions Analysis:

Is there a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State.?

Table 4.2 Frequency Distribution of Succession planning and Future Leadership in FUOYE

Response	Frequency(N)	Percentage (%)
SA	46	65.71
A	19	27.14
D	3	4.29
SD	2	2.86
TOTAL	70	

Source: (Field Survey, 2019)

Table 4.2 above reveals that majority of the respondent support the proposition that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State. Finding revealed that 65.71% of the respondents strongly agree that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State and 27.14% agree that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State. While 4.29% of the respondents disagree that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State and 2.86% respondents strongly disagree with the opinion that that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti, Ekiti State. Findings from this study is in agreement with Hirsch (2001) assertion that succession management plan is a proactive process that ensures continuing leadership committed to the organization’s values, mission, and strategic plan by intentionally developing employees within the organization for advancement. For example, in 2001 when Herb Kelleher, the Southwest Airlines co-founder retired, he stated that Southwest prioritized succession planning and named James Parker, the company’s general counsel to be Chief Executive Officer and Colleen Barrett, Kelleher’s former legal secretary to be President and the Chief Operating Officer of the airline. While corporate America has embraced the model of succession management, the concept, although emphasized in the classroom in higher education, has largely been shunned by the administrations of universities and colleges. With the understanding that institutions of higher learning are operating businesses, universities need to implement the succession management strategies they teach in order to retain their credibility in the service-based business of educating.

7.3. Research Questions Analysis:

What are the process of succession planning in relation with critical and future capability in Federal University of Oye-Ekiti, Ekiti State?

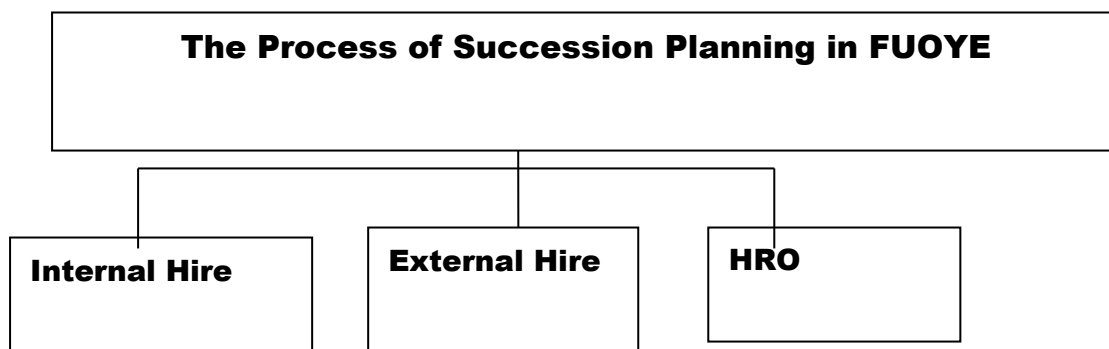


Figure 4.1: The Process of Succession Planning in FUOYE

Source: (Field Survey, 2019)

Figure 4.1 above reveals that three conventional process of succession planning exist in Federal University of Oye-Ekiti namely internal hiring, external hiring and human resources outsourcing (HRO). Findings above corroborate Barden (2010) opinion that widespread conception in higher education that external hiring, rather than the development of internal candidates, is the best way to fill senior administrative positions. Indeed, it has been suggested that external hiring is superior to internal hiring precisely because it offers institutions a chance to achieve what they cannot through internal development. As Barden opined in the *Chronicle*, an open search for external candidates is “one of the only ways that our traditional colleges and universities can achieve an influx of new ideas and approaches.” However, as noted by Barden, conducting an open search to fill leadership positions also has the costly drawback of “disenfranchising worthy internal candidates.” To avoid this scenario, institutions should consider expanding succession planning programs in order to identify and promote talented internal candidates.

8. CONCLUSIONS AND RECOMMENDATIONS:

This study examined university administration succession planning in Federal University of Oye-Ekiti (FUOYE), Ekiti State. Findings revealed that there is a lack of an existing succession planning policy in Federal University of Oye-Ekiti, that there is a significant relationship between succession planning and future leadership in university administration in Federal University of Oye-Ekiti and that three process of conventional succession planning exist in Federal University of Oye-Ekiti namely internal hiring, external hiring and human resources outsourcing. This paper has given rise to the following recommendations.

- The board of Governing council of FUOYE should chart a course for a clear succession planning policy and principle of leadership professional development, and make as many programs available to as many people as possible. Consider creating a professional development ladder that has as a capstone experience a competitive and selective opportunity to participate in a major succession leadership development program.
- Create ways to capitalize on as much internal talent as possible as soon as possible, but especially after participation in formal succession leadership development programs.
- Challenge assumptions. Don't just look for talent in the traditional places but in some creative areas of the institution such as in finance, fundraising, and student affairs where skills match the needs of the institutions and the complexities of leadership.
- And be clear on needs short term and long term. Not only consider this strategic but have detailed, tactical identification, opportunities, processes and measurements.
- In institutions with formal leadership development career ladders, hiring supervisors or governing boards should consider making internal appointments the default hiring approach unless there is a compelling reason to the contrary.

REFERENCES:

1. Charan, R., Drotter, S., & Noel, J. 2001. *The Leadership Pipeline – How to Build the Leadership-Powered Company*. San Francisco, CA: Jossey-Bass.
2. Davies, B., & Davies, B.J. (2010). Talent management in academies. *International Journal of Education Management*, 24(4), 418-426.
3. Drucker, P. (2002). *The effective executive*. New York: Harper Business.
4. Garman, A.N. & Glawe, J. (2004). Succession planning. *Consulting Psychology Journal: Practice and Research*, 56(2), 119-128.
5. Keim, M. C., & Murray, J. P. (2010). Chief academic officers' demographics and educational backgrounds. *Community College Review*, 36(2), 116–132.
6. [www.doi:10.1177/0091552108324657](https://doi.org/10.1177/0091552108324657)
7. Khumalo, F., Harris, M. (2008). Top Level Management Succession Plan Strategies. *International Journal of Business Strategy*, 8(3): 170-178.
8. Minnesota State Colleges and Universities. (2015). Luoma Leadership Academy Program. Retrieved from:
9. http://www.hr.mnscu.edu/training_and_development/Leadership_Academy/Luoma.html
10. Rothwell, W. (2001). *Effective succession planning*. New York: American Management Association.
11. Santorin, J.C. (2004). Passing the Baton. *Academy of Management Executive*, 18(4): 157-159
12. Scharmer, C.O. (2007). *Theory U: Leading the Future as it Emerges*. Cambridge, MA: The Society for Organizational Learning, Inc.
13. Goldsmith, Marshall, Carter, Liou (2009) *Best Practices in Talent Management; How the World's Leading Corporation Manage, develop, and Retain Top Talent*. John Willey and Son.