2020

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

Denise March
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral dissertation by

Denise March

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Keri Heitner, Committee Chairperson, Management Faculty
Dr. Robert Levasseur, Committee Member, Management Faculty
Dr. Lisa Barrow, University Reviewer, Management Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Relationship Between Nonprofit Leadership Intention, Leadership Development

Programs, and Succession Planning Documentation

by

Denise March

MPhil, Walden University, 2019

MDiv, Alliance Theological Seminary, Nyack College, 2013

MBA, Bernard M. Baruch College, City University of New York, 1991

BA, Queens College, City University of New York, 1983

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

November 2020

Abstract

Understanding the importance of efficient and effective leadership transition to retain

organizational intelligence can mitigate the risks of significant disruption. The problem

for nonprofits is the potential loss of organizational intelligence, funding, and continuity

as baby boomers retire and transition out of their leadership roles without effectively

addressing leadership transition and an impending leadership deficit. The purpose of this

quantitative descriptive correlational study was to examine the relationship between

leadership intention factors, succession planning documentation, and leadership

development programs. The research questions pertained to the relationship between

leadership intention factors, succession planning documentation, and leadership

development programs. Ajzen's theory of planned behavior guided this study. The

stratified sample comprised 229 incumbent U.S. nonprofit executive leaders. Data were

analyzed using simple logistic regression, simple linear regression, and multiple

regression models. The study results showed that there was a statistically significant

relationship between the leadership intention predictor variable attitude and leadership

development and succession planning processes. No similar significant relationship was

determined with the leadership intention predictor variables subjective norms and

perceived behavioral control or with all the predictor variables collectively and leadership

development programs. Implications for positive social change include understanding

and effectuating the leadership transition processes with a diverse, skilled, high-

performance team that will disrupt, grow, and sustain their nonprofits while remaining

open to sharing their expertise to benefit smaller and less resourced nonprofits.

Relationship Between Nonprofit Leadership Intention, Leadership Development

Programs, and Succession Planning Documentation

by

Denise March

M. Phil., Walden University, 2019

MDiv., Alliance Theological Seminary, Nyack College, 2013

MBA, Bernard M. Baruch College, City University of New York, 1991

BA, Queens College, City University of New York, 1983

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

November 2020

Dedication

I dedicate this doctorate posthumously to my mother Mrs. Estella A. McDonald March, as it was she who instilled in me the desire for continuous learning and to achieve academically. She repeated as a mantra in my formative years the words of Henry Wadsworth Longfellow that I long adopted as integral in my life's journey: "The heights by great men [women] reached and kept were not obtained by sudden flight but they while their companions slept were toiling upward in the night."

Acknowledgments

First and foremost, I would like to acknowledge and thank God for life, all the experiences that have culminated in this achievement, and for where He will take me next. I know I am charged to bless others in multiple areas with my talents, skills, and abilities because I have been extremely blessed.

A special mention and thank you to my committee chair, Dr. Keri L. Heitner, for her guidance, expertise, and input provided to help me realize my goal – completion of this doctoral study. I would like to especially thank my second committee member, Dr. Robert Levasseur, for his availability, invaluable help and going above and beyond what was expected or required, and keen input to create the final product. Also, I would like to thank Dr. Lisa M. Barrow, University Research Reviewer, for her help to get my proposal and final study approved.

There have been several people along this journey who have played some part in the process in terms of encouragement and support and providing a listening ear or shoulder to cry on. Thank you to my family who have encouraged me along the journey especially my sister Cheryll, brother Wayne, and my cousin Michelle March, who has been in my corner offering encouragement and her sage advice to "keep it moving." I would also like to thank my dear friend and fellow high school alumna, Ingrid Dixon, who has been invaluable in this doctoral journey. A special thanks to Vincent Smith for his constant encouragement to persevere and by starting communications with "Hey doc." To my pastor, the Rev. Dr. A. R. Bernard, Sr., Christian Cultural Center (CCC), thank you for providing additional inspiration for 2020 with the theme of 'Vision 2020'

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction to the Study

Leadership succession, irrespective of industry, for-profit or nonprofit, or size of the organization, is important to business continuity and sustainability (McKee & Froelich, 2016). Although succession planning is a key business strategy to help leaders deal effectively with the future of their organizations, some leaders do not adequately prepare for the inevitability of leadership transitions (Waldman & Balven, 2014). Santora and Sarros (2012) and Tierney (2006) predicted that the turnover in leadership will occur with greater frequency. Yet organizations have relegated the critical processes of succession planning and leadership development, in many instances, to the status of mere checklist items.

In addition to the potential problem of losing organizational intelligence and relationships with this exodus of leadership (Su, 2017), organizational leaders lack of identification and development of potential successors that are necessary to any successful transition poses a significant threat (Bozer, Kuna, & Santora, 2015; Swensen, Gorringe, Caviness, & Peters, 2016). Despite research and increasing academic and practitioner interest in the topic of succession planning and its priority since the 1980s, there is still limited research on leaders' reasoning and behaviors, and their effect on the succession planning process (Deaton, Wilkes, & Douglas, 2013; McCormick & Martinko, 2004).

This chapter contains the background, problem, and purpose statements of the current study, as well as the research questions, hypotheses, and Ajzen's theory of planned behavior, the theoretical framework that helped to guide the study. The

remainder of the chapter includes the nature of the study, definitions, assumptions, scope and delimitations, limitations, significance of the study, and summary.

Background of the Study

The old adage, *the only constant in life is change*, is still applicable in the 21st century. Change is defined as "a level of generality which includes changes in behavior, opinions, attitudes, goals, needs, values, and all other aspects of the person's psychological field" (French, Raven, & Cartwright, 1959, p. 251), which often means, especially for an individual (or leader in this instance), the entry into or participation in the unfamiliar or unknown. In a similar vein, for organizations, change involves differences in functionality, structure, and personnel and financial resource allocations (Huber, Sutcliffe, Miller, & Glick, 1993). Change can mean many different things to the rank and file of an organization and for the organization itself, as uncertainty can introduce even more potent and cascading effects when change occurs at the top of the organization (Shapiro, Horn, Shen, & Agarwal, 2016).

A preponderance of leaders found it was difficult to give up being at the helm of organizations irrespective of their ineffectiveness, age, or health (Kunreuther, Segal, & Clohesy, 2013; Zhang & Rajagopalan, 2015). This issue is problematic, especially for founders or those who have, to a large extent, grown their organizations regarding profitability, innovation, and market share (Santora & Sarros, 1995; Schmidt, 2013). Leadership turnover seems, in recent history, to be occurring more frequently for planned and unplanned reasons, irrespective of organization size, mission, or industry (including global publicly traded companies) (Chandler, 2015; Salamon, 2015). These changes at

the top often signal and result in organizational upheaval and uncertainty, which occurs

disproportionately in those organizations without a succession plan (Greer & Virick,

2008; Larcker, Miles, & Tayan, 2014; Larcker & Saslow, 2014; Waldman & Balven,

2014). The results of a 2016 survey suggested that close to 50% of nonprofits were

operating without benefit of the intelligence gained from documenting a strategic plan

(Concord Leadership Group, 2016). The survey also revealed high stakes for nonprofits,

as they collectively manage a third of the workforce in the United States in multiple

sectors, control in excess of $3 trillion in assets, and provide a safety net to millions of

people (Concord Leadership Group, 2016).

Several factors need consideration for succession to be successful. Research has

shown that the following activities facilitate successful succession practices: identifying

and developing future leaders, preparing an exit strategy for the incumbent, implementing

leadership development initiatives, incrementally transitioning key responsibilities to

potential successors, and critically assessing the organization's capabilities and needs

(Bozer et al., 2015). In the absence of a thoughtful and structured approach, leaders of

many nonprofits are ill-prepared to plan and manage executive succession, and in many

cases, threaten organization sustainability (Bozer et al., 2015).

In the absence of clearly defined career progression or leadership development

program, a growing number of potential leaders are leaving organizations (Froelich,

McKee, & Rathge, 2011). To further compound organizational vulnerability is the

unexpected death, removal, or departure of the founders or organizational leaders that

result in programs and services that could disrupt or ultimately, lead to the demise of

those organizations (Froelich et al., 2011; Hopkins, Meyer, Shera, & Peters, 2014). The absence of a thoughtful and structured approach could adversely affect the leadership deficit and organization sustainability (Bozer et al., 2015). Also, Bozer et al. found that the lack of an intentional approach had negatively affected the constituents who rely on the resources and services provided by those organizations and that many U.S. nonprofits were ill-prepared to manage and plan executive succession.

Leaders must ensure that succession planning that includes leadership development is an integral and dynamic part of their organizations' strategies to mitigate the risk of senior management flight, loss of competitive position, up to and including the organizations' demise (Kumar, Chebolu, & Babu, 2016; Mckee, & Froelich, 2016). Without such forward planning, leaders of many companies and organizations impaired by leadership abandonment attempt to maintain their presence in the marketplace, while searching for replacement leaders, replacements void of the benefit of knowledge-transfer of material information to guide those organizations forward (Kunreuther et al., 2013). The more visionary a leader or, the more complex an organization, the more critical it is for the leader to identify a successor to convey his or her thoughts (Bermiss & Murmann, 2014; Comini, Paolino, & Feitosa, 2013)

Problem Statement

Leadership turnover at the executive level in the nonprofit sector topped 43% from 2013 to 2015 (Landles-Cobb, Kramer, & Milway, 2015) and estimates suggested that up to 75% of U.S. nonprofit leaders plan to leave their positions from 2018 to 2023 (Kunreuther et al., 2013). The general management problem facing the more than 1.5

million registered nonprofits in the United States is the potential loss of organization intelligence, funding, and continuity when the incumbent leaders are let go, retire, or leave for other opportunities (Bershire 2013; Bozer, Kuna, & Santora, 2015; McKeever & Pettijohn, 2014; Stewart & Kuenzi, 2018; Tierney, 2006), placing nonprofit organization's leadership transition and sustainability at risk (Nonprofit HR Solutions, 2013). The specific management problem is that nonprofit leaders do not prioritize or implement succession planning documentation and a leadership development program critical and strategic to business success and continuity (Britta, Botero, & Fediuk, 2014; Santora, Sarros, Bozer, Esposito, & Bassi, 2015). The study findings showed the relationship between leadership intention and behaviors.

Purpose of the Study

The purpose of this quantitative descriptive correlational study was to examine the relationship between predictor variables of leadership intention factors (attitude, subjective norms, and perceived behavioral control) and criterion variables of succession planning documentation (the extent to which the organization has developed a policy regarding transitioning leadership of the organization and the extent to which a multi-period succession planning process is in operation) and leadership development programs (extent to which the organization has developed and implemented a leadership development program, the perceived effectiveness of the leadership development program, and its effect on internal recruitment). The stratified sample comprised 11,115 nonprofit executive leaders across the United States who were incumbents for five years or more at organizations established seven years or more. As a review of existing

instruments did not identify a specific instrument to measure all of the variables as defined in this study, the questionnaire created for the study was based on a combination of selected questions from an existing questionnaire (Santora & Sarros, 2009) and questions developed using the approach formulated by Ajzen (2006) for constructing a theory of planned behavior questionnaire. The resultant questionnaire had subsections comprised of questions and items with Likert-type scales to measure leadership intention factors, succession planning documentation, and leadership development programs at the executive level (CEOs and Executive Directors) in U.S. nonprofit organizations. Variables comprised summed responses of answers to items pertaining to each variable, as described in the nature of the study section. Also, relationships between these variables were examined using correlational and logistic regression analyses. These results may help future researchers identify antecedents in nonprofit leadership to mitigate the risk of leadership deficit and help ensure sustainability and continuity as a means of positive social change.

Research Questions and Hypotheses

To address the problem of the study, data were collected and analyzed to assess and evaluate the relationships of interest, as reflected in the overarching research question: what is the relationship between the predictor variable, leadership intention factors (comprising three factors-attitude, subjective norms, and perceived behavioral control) of U.S. non-profit organization leaders and succession planning documentation and leadership development programs (criterion variables). Also, the following research questions and hypotheses were used to guide the study and statistical analyses to analyze

data collected to answer the research questions on U.S. nonprofit leadership intention and actions related to succession planning and leadership development through this study.

RQ1a: What is the relationship between the leadership intention factor of attitude and succession planning documentation?

$H_0$1a: There is no statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

H_a1a: There is a statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

RQ1b: What is the relationship between the leadership intention factor of subjective norms and succession planning documentation?

$H_0$1b: There is no statistically significant relationship between the leadership intention factor of subjective norms and succession planning documentation.

H_a1b: There is a statistically significant relationship between the leadership intention factor of subjective norms and succession planning documentation.

RQ1c: What is the relationship between the leadership intention factor of perceived behavioral control and succession planning documentation?

$H_0$1c: There is no statistically significant relationship between the

leadership intention factor of perceived behavioral control and succession

planning documentation.

H_a1c: There is a statistically significant relationship between the

leadership intention factor of perceived behavioral control and succession

planning documentation.

RQ2a: What is the relationship between the leadership intention factor of attitude

and leadership development programs?

$H_0$2a: There is no statistically significant relationship between the

leadership intention factor of attitude and leadership development

programs.

H_a2a: There is a statistically significant relationship between the

leadership intention factor of attitude and leadership development

programs.

RQ2b: What is the relationship between the leadership intention factor of

subjective norms and leadership development programs?

$H_0$2b: There is no statistically significant relationship between the

leadership intention factor of subjective norms and leadership

development programs.

H_a2b: There is a statistically significant relationship between the

leadership intention factor of subjective norms and leadership

development programs.

RQ2c: What is the relationship between the leadership intention factor of perceived behavioral control and leadership development programs?

$H_0$2c: There is no statistically significant relationship between the leadership intention factor of perceived behavioral control and leadership development programs.

H_a2c: There is a statistically significant relationship between the leadership intention factor of perceived behavioral control and leadership development programs.

The results of analyzing the relationship between the variables in this study added to the extant literature on the relationship between leadership intention and actual behavior, that is, executing succession planning documentation and leadership development programs. The intention factor or combination of intention factors that most predict leadership behavior may be identified as well as leaders' proclivity to organization viability and continuity are examined in RQ3 and RQ4. The strata within which the relationships are identified may further identify dynamics not previously noted in existing research.

RQ3: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation?

$H_0$3: No combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation.

H_a3: A combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation.

RQ4: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs?

H_04: No combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

H_a4: A combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

The data in this research consisted of survey responses from 229 nonprofit executive leaders (CEOs and Executive Directors) of U.S. registered nonprofit organizations within Groups V and VII National Taxonomy of Exempt Entities Core Codes (NTEE-CC) that filed IRS Form 990s tax returns. Data analysis serves to facilitate the interpretation of the data collected in relation to the research questions of the study. Data analysis in this study allowed for assessment of the relationships between the variables.

Theoretical Framework

The theory of planned behavior provided the theoretical framework for this study on leadership succession planning. Based on the theory of planned behavior, intentions

drive perceived behavioral control and relate to behavior observed (Ajzen, 1991).

Perceived behavioral control, which influences both intention and behavior (Armitage &

Conner, 2001), is the belief in how easy or difficult the performance of the behavior is

likely to be (Ajzen, 1991).

The theory of planned behavior is an extension of Fishbein and Ajzen's (1975)

theory of reasoned action, an expectancy-value model that provided a framework to

understand the relationship between people's attitudes and their underlying beliefs and

intentions (Ajzen, 1991; Fishbein & Ajzen, 1975; Madden, Ellen, & Ajzen, 1992). The

theory of planned behavior is a widely applied expectancy-value model of attitude-

behavior relationships used successfully in predicting a variety of behaviors (Conner &

Armitage, 1998). The three factors that underlie the theory of planned behavior are

attitude, subjective norms, and perceived behavioral control (Ajzen, 1991) (see Figure 1).

Perceived behavioral control originated from the self-efficacy theory Bandura

proposed in 1977 and is a byproduct of social cognitive theory (Bandura, Adams, Hardy,

& Howells, 1980). In prior research, Bandura et al. and Britta et al. (2014) found that

before committing to a behavior, individuals first evaluate and prioritize their beliefs

towards the behavior and their confidence in their ability to perform that behavior

strongly influenced their behavior; the stronger the belief towards the behavior the more

likely the individuals would develop intentions to perform it. Attitude toward a behavior

represents an evaluation of the behavior and its outcomes. Thus, individuals' behaviors

or attitudes toward performing a certain behavior depended on their perception of the

costs or benefits of the outcome, and the approval or disapproval of their significant

others (subjective norms) (Britta et al., 2014).
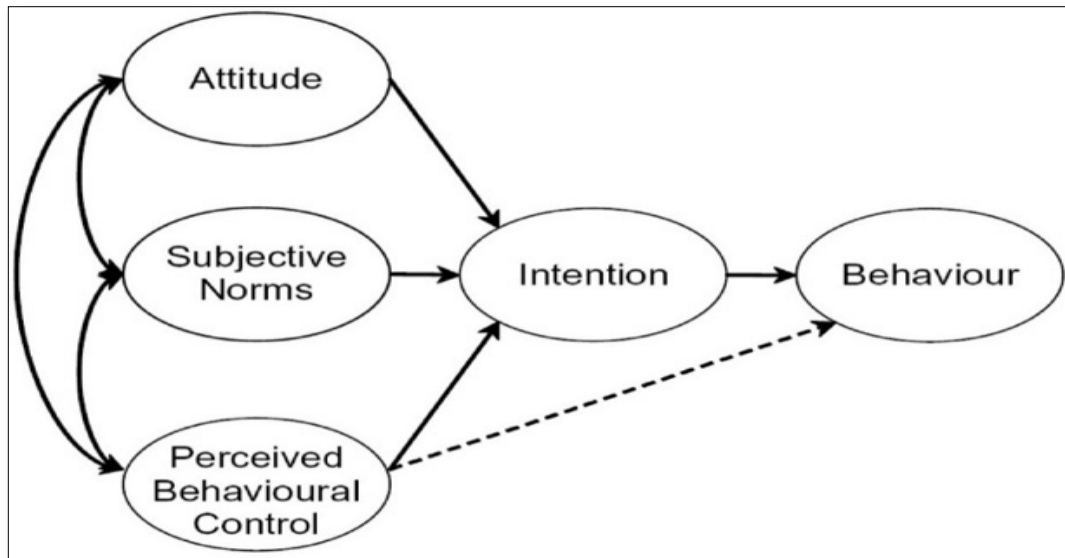
Figure 1. The theory of planned behavior, which illustrates how attitudes, subjective
norms, and perceived behavioral control influence intentions, and intentions drive
behaviors. Reprinted from *Organizational Behavior and Human Decision Processes, 50,*
I. Ajzen*, Theory of planned behavior, p. 182, 1991, with permission from Elsevier.

Although subjective norms are predictive, a person's attitude and perceived

behavioral control are the stronger predictors of behavior (Van Gelderen et al., 2008). In

the development of succession theory, Lansberg (1988) presented a related conjecture

where the assumption is that executives do not plan for transition (behavior) because they

are resistant to change (attitude and intent). As a result, Lansberg noted that these

executives may be unable to separate themselves from the organization (self-efficacy,

self-control, and self-regulation). These executives may even feel threatened by a

potential breach in the interconnections between levels of relationships (individual,

group, organizational, and environmental) (Lansberg, 1988; Maitlis & Christianson, 2014). Intentions, in general, involve the process of transferring intentions into actions or behaviors (Ajzen & Sheikh, 2013).

A recurring theme in succession planning literature is the impending crisis of leadership deficit that would result from the aging of the incumbent baby boomers and inadequate leadership development and retention of younger potential successors (Landles-Cobb et al., 2015; Stewart & Kuenzi, 2018; Tierney 2006; Toupin & Plewes, 2007). Concurrently, there is an emerging perspective of the baby boomer incumbents that, rather than retiring, they are delaying their departure from the organizations they founded or with which they have had long-term relationships (Kunreuther et al., 2013; Toupin & Plewes, 2007). Internal motivation, economic factors, and improved longevity and health were identified as reasons for delayed departures (Kunreuther et al., 2013; Toupin & Plewes, 2007). Thus, the inclusion of intention-behavior as it pertains to leadership development and succession planning literature is important, as the focus of this study was the relationship between leadership intention (action) and succession and transition activities. This focus on leadership intention factors that may influence behavior addresses a gap in the literature regarding the lack of attention to leadership succession documentation and leadership development programs in the nonprofit sector, and the leadership intention and transition in a sector that is expanding with aging founders and long-term incumbents.

Nature of the Study

The nature of this study was quantitative, descriptive, and correlational. The chosen quantitative method of research was a means to evaluate the existing gap and explain the antecedents (or phenomena) of the succession planning documentation and leadership development program behavior by collecting numerical data for analysis using mathematically based or statistical methods (Aliaga & Gunderson, 2000; Mitchell & Jolley, 2004). Quantitative research supports effective collection, coding, measurement, analysis, interpretation, and reporting of requisite statistical data on the specified phenomena (Field, 2013). The focus of this study was to examine the extent of the relationships between naturally occurring variables (Field, 2013). A questionnaire was developed for this study to measure the variables and the Internet application SurveyMonkey was used to disseminate the questionnaires and collect data.

Since the focus of this study was not to infer causation, control via randomization, or manipulate the variables of interest, quantitative research designs such as experimental, quasi-experimental, and pre-experimental were not considered (Kerlinger, 1973; Mitchell & Jolley, 2004). Also, an ex post facto design or a descriptive comparative design was not considered because this study did not involve examining differences based on a naturally occurring independent variable, pre-existing characteristics, variables not inherently manipulatable, or observations (Kerlinger, 1973; Mitchell & Jolley, 2004). The descriptive correlational design was used to address the knowledge gap about the relationships between the variables of interest in this study. The descriptive correlational design was appropriate, as descriptive correlational research

involves determining how the variables covary or how they relate to one another

(Mitchell & Jolley, 2004).

Probability sampling was used to ensure that all members or units of the

population had a chance of being selected (Center for Innovation in Research and

Teaching, n.d.; Frankfort-Nachmias, Nachmias, & DeWaard, 2014). The population for

this study was incumbent executive leaders of five or more years at registered tax-exempt

organizations in the United States established seven years or more as of the date of the

study, accessed through GuideStar, USA, Incorporated (an information service

specializing in reporting on U.S. nonprofit organizations). The stratified sample

comprised leaders with varying lengths of incumbency at their present organizations and

different group or key subgroup classifications of the population in an attempt to increase

the level of accuracy when estimating parameters (Frankfort-Nachmias et al., 2014;

Trochim, 2006). Gender, age, incumbent tenure, ethnicity, and organization size were the

demographic variables in the study.

Using a margin of error of .05 (5%), confidence level of .95 (95%), effect size of

.30, and power of .80 for a two-tailed test, the minimum sample size generated by

G*Power software is 82 participants. A sample size of at least 100 is considered large

enough to be representative of the population to allow generalization of the results and

reduce the chance of accepting a Type I error (a false positive) (Burkholder, 2009). The

population from which the sample was selected was $N = 11,115$ (pilot and main studies)

to accommodate for incomplete and unusable surveys while ensuring the requisite

number of participants for the study.

For this study, participant questionnaires included questions and items with Likert-type scales aligned with the research variables. The responses to the questions and items in the completed questionnaires comprised the data. Leadership intention factors, the predictor variable, comprised three subscale factors (attitude, subjective norms, and perceived behavioral control) defined as the leader's perceived likelihood or "subjective probability that he or she will engage in a given behavior" (Committee on Communication for Behavior Change in the 21st Century, 2002, p. 31). This given behavior or overt (empowered) action (Mitchell & Jolly, 2004) for this study was the promotion of succession planning documentation and the implementation of leadership development programs.

Succession planning documentation, the first criterion variable, was defined by Durst and Katzenschlager (2014) and Froelich et al. (2011) as a series of documented planned and identifiable steps that take place over time to ensure leadership readiness and transition. Succession planning, whether fully and formally documented or existing in the form of a framework, guides the organization when an emergency or planned leader departure occurs. The two indicators or subscales for measuring succession planning documentation are: (a) extent of policy development regarding transitioning leadership of the organization and (b) extent of multi-period succession planning process implementation.

As described in more detail in Chapter 3, some questions pertaining to succession planning documentation were measured on a 5-point, Likert-type scale ranging from (1) *strongly disagree* to (5) *strongly agree*. Other questions pertaining to succession

planning documentation were measured on different 5-point, Likert-type scales, ranging from (1) *not at all likely* to (5) *extremely likely,* (1) *not at all* to (5) *everyday,* or (1) *not at all effective* to (5) *extremely effective*. The responses to each question were summed to form the variable, succession planning documentation.

Leadership development programs, the second criterion variable in this study, was defined as an intentional multilevel and longitudinal process geared to expand leadership capacity of organizational members to perform effectively (in direction, alignment, and commitment) in anticipation of foreseen and unforeseen organizational changes (Day, 2010; Day & Dragoni, 2015; Day, Fleenor, Atwater, Sturm, & McKee, 2014). Leadership development is essential from strategic and governance standpoints as a means to ensure that leaders identify and develop the right people, maintain organizational intelligence, and increase the likelihood of organizational continuity and sustainability. Leadership development programs was measured by three indicators or subscales on 5- point Likert-type scales for measuring leadership development programs. These indicators are: (a) extent of development and implementation (program existence) regarding leadership development programs, (b) perceived effectiveness of leadership development programs, and (c) extent of programs offering and availability to internal candidates (internal recruitment). The 5-point, Likert-type subscales ranged from (1) *strongly disagree* to (5) *strongly agree,* (1) *not at all likely* to (5) *extremely likely*, (1) *not at all* to (5) *everyday*, or (1) *not at all effective* to (5) *extremely effective*, in order to measure extent. The responses to each question were summed to form the variable, leadership development programs. As Likert-type response data are ordinal, responses to

a given item were ordinal. Variables comprised of summed scores across two or more items were treated as interval (Harwell & Gatti, 2001).

Definitions

Attitude: Attitude is a leader's perception (favorable or unfavorable) of a particular behavior based on existing beliefs toward that behavior (Ajzen, 1991; Kautonen, van Gelderen, & Fink, 2015).

CEO/Executive Director: The CEO/Executive Director is the leader responsible for balancing the priorities of the organization's operations, relationships, and stakeholder interests while ensuring organizational continuity and sustainability (Carlson & Donohoe, 2010).

Executive leadership transition: Executive leadership transition is an orderly and intentional transfer of power, intelligence, and resources from the incumbent leader to the successor leader according to a predetermined plan, schedule, or period (Gothard & Austin, 2013).

Executive succession planning: Executive succession planning is the imperative activity of identifying, developing, and planning leadership transition that is the responsibility of the organization's incumbent at a minimum, or with the board of directors, without which the organization may suffer disruption from the loss of intellectual and organizational capital (Cornelius, Moyers, & Bell, 2011; Froelich et al., 2011).

Leadership development programs: Leadership development programs are "multilevel and longitudinal" (Day et al., 2014, p. 64) processes implemented to expand

the collective member leadership and organizational capacity to effectively anticipate and handle organizational changes and disruptions (Day, 2010; Day & Dragoni, 2015).

Leadership intention: Leadership intention is "a [leader's] readiness to perform a given behavior" (Ajzen, 1991, p. 29).

Leadership intention factors: Leadership intention factors are three components or cognitive antecedents identified by Ajzen (1991) that influence intentions that in turn drive behaviors; the three components are attitude, subjective norms, and perceived behavioral control.

Nonprofits (nonprofit organizations): Nonprofits are incorporated registered tax-exempt organizations in the United States. Revenues "retained for use of the purpose for which the organization was organized and operates" (Hopkins, 2007, p. 279).

Perceived behavioral control: Perceived behavioral control is a leader's controlling beliefs that influence the perceived degree of ease or difficulty in performing a particular behavior (Ajzen, 1991; Kautonen et al., 2015).

Perceived behavioral control barriers: Perceived behavioral control barriers are related to perceived behavioral control in that they are a leader's controlling beliefs that factors exist that impede performing a particular behavior (Ajzen, 1991; Kim, 2019).

Subjective norms: Subjective norms are the behaviors a leader may engage in if she perceives the behaviors as acceptable by her social reference or peer groups (Ajzen 1991; Kautonen et al., 2015).

Succession planning documentation: Succession planning documentation is a series of identifiable steps to support the orderly transition of the leadership of an

organization from the incumbent leader to the successor; these steps are memorialized (Froelich et al., 2011).

Assumptions

Certain assumptions were made to conduct this study. Researchers have used the theory of planned behavior successfully since the early 1990s to determine predictive relationships between intention factors (attitude, subjective norms, and perceived behavioral control) and resulting behaviors in various forums (Ajzen & Sheikh, 2013). The first assumption of this study was that the use of the theory of planned behavior as the theoretical framework was the most appropriate theory to determine the predictive relationships of nonprofit leaders' intentions factors and their behaviors regarding succession planning documentation and leadership development programs. The second assumption of this study was that using the quantitative methodology was the best approach to understand leadership intention and its relationship to succession planning documentation and leadership development programs. The third assumption was that the instrument developed and validated through a pilot test correctly and effectively tested what was intended.

The fourth assumption was that with the addition of the intention factor, perceived behavioral control barriers, additional clarity to predictive relationships could result. The fifth assumption was that the survey responses received were sufficient, and candid and completed through the voluntary participation of nonprofit CEOs/Executive Directors, allowing for statistical conclusions based on the analysis and findings. An associated assumption was that SurveyMonkey, the survey service provider, maintained

confidentiality of the participants' online responses (SurveyMonkey, 2017a; 2017c). The

sixth assumption was the integrity of the SurveyMonkey survey tool for the study's data

collection (SurveyMonkey, 2017b). Based on the information noted in SurveyMonkey's

Help Center (https://help.surveymonkey.com), there were no existing restrictions or

system changes that would have precluded the use of the tool, interfere with processing

the surveys, or preclude producing good data.

Scope and Delimitations

The study, conducted online, included a sample of CEOs/Executive Directors

selected from the comprehensive listing of U. S. registered nonprofit data maintained in

the GuideStar database or referred via the snowballing technique. Snowballing, often

used to access hard-to-reach populations, occurs when persons refer others in their social

and professional networks to participate in the study (Kirchherr & Charles, 2018). Due to

an initially low response rate, snowball sampling was used in the current study to secure a

sufficient sample size to obtain support for the statistical analyses. The delimitation of

the study was the extent to which efficiency and cost were factors. The review included

critical and relevant literature for the period 2006 to 2020 pertinent to any change in

leadership intention, succession planning, and leadership development for nonprofits

since Tierney's (2006) research predicted a leadership deficit for the ensuing decade

because of associated organizational deficiencies. Demographic parameters were also set

for the incumbents and organizations selected. The ability to generalize the results of the

research was subject to the study population and number of complete and useable survey

questionnaires.

Limitations

Limitations and weaknesses may exist in a study; thus, precautions were taken, where possible, to mitigate the risk to the results to ensure that the findings and analysis remain valid and reliable. Although the selection of the descriptive correlational research design accounts for the current state in assessing the relationship between two or more variables and has a predictive capacity, the use of the design precludes any inference of causal relationships between and among the variables (Stangor, 2011). Although valid results were generated for analysis, the design, methodology, or data might not have entirely answered the research questions and addressed the research problem as required to isolate the leadership intention predictor that most influences succession planning documentation and leadership development programs intention and behavior. Similar to the above, a limitation may have occurred with the instrument developed, validated, and used for the first time in a research study.

A limitation from the use of a self-reporting survey in this study occurred from incomplete responses. Since the participant responses were anonymous, follow-up contact for clarification was not possible. Although time constraints precluded the distribution of unlimited rounds of surveys to other members of the population, the rounds were extended to increase participant responses. The number of the responses received from the distribution was more than the number of responses needed to generalize the results. Although the probability sampling technique allows for sample selection to ensure that the sample is representative of the study population with minimal sampling bias to allow for statistical inferences, using stratified random probability

sampling limited the representativeness of the study sample since the population listing was not all-encompassing and the appropriate strata were incomplete (Laerd Dissertation, 2012).

Significance of the Study

As nonprofits continue to grow in importance in several sectors of the society, the need for continued leadership effectiveness and transition is paramount to organization continuity and sustainability (Santora & Sarros, 2012; Santora et al., 2014; Santora et al., 2015). The results of the study could be beneficial to nonprofits by providing insight to mitigate some risks of organizational transition.

Significance to Practice

The significance of this study to practice may be in serving to highlight intention-behavior relationships that could explain or be predictive of leadership and organization deficits to aid incumbent CEOs, Executive Directors, their boards of directors, and scholar/practitioners to identify and evaluate tangible stumbling blocks. These stakeholders could benefit from practical and actionable ideas generated from their evaluation of the results of this study that could be implemented. A secondary benefit could result from the education of each stakeholder as to his responsibility to process and governance in a dynamic environment.

Further, understanding the importance of explicit and tacit knowledge management to the retention of organizational intelligence, could aid in mitigating certain organizational risks and facilitate nonprofits' continuity and sustainability to serve the organizations' constituents without significant disruption. This knowledge management

information should be formalized in the succession planning documentation. To ensure viability for continued positive social change, the findings from this research could elicit the development of nonprofit leadership roundtables for accountability and shared expertise and resources, to assist in identifying and implementing best practices for succession planning and leadership development processes, programs, and documentation across the nonprofit sector and to deepen the leadership bench.

Significance to Theory

The significance of the study is to lessen the gap in the literature specific to leaders' reasoning and actions by drawing on social, cognitive, and behavioral research pertaining to leadership intention and contribute to the emerging research on understanding the relationship between leadership intention factors, succession planning documentation, and leadership development programs in nonprofits. The results of the study serve to increase the explanatory power of the theory of planned behavior by identifying additional behavior determinants. The theory of planned behavior has been used widely and successfully to evaluate relationships between intention and behavior in several forums including succession planning and leadership development. In several studies, the perceived behavioral control intention factor was found to be a strong influence on intention and thus behavior (action or inaction) (Ajzen & Sheikh, 2013; Armitage & Conner, 2001; de Leeuw, Valois, Ajzen, & Schmidt, 2015), while in other studies attitude was found to be the strongest influential intention factor on behavior (action or inaction) (De Massis, Sieger, Chua, & Vismara, 2016; Kruglanski et al., 2015; Sawicki et al., 2011). In the current study the intent was to add to the significance of

theory by identifying the primary intention factor influences (predictive variables) and their relationships individually and corporately on the leaders' behaviors (criterion variables) - succession planning documentation and leadership development programs.

Significance to Social Change

Nonprofits are an integral and inextricable part of the societal fabric that can indelibly influence positive social change on a small or large scale from small communities to collaborations across and through multiple organizations and regions. To assuage the potential leadership deficit projected that would negatively affect nonprofits (Appelbaum et al., 2012; Landles-Cobb et al., 2015), positive social change could result from leaders of nonprofits engaging in social responsibility through intentional and planned leadership that would allow for seamless leadership development and transition to ensure continuity- and sustainability-oriented practices to maintain services to local communities and others (Baden & Parkes, 2013). Also, the findings from this research could contribute to positive social change by: (a) highlighting intention-behavior relationships that could explain or be predictive of leadership and organization deficits that place nonprofits at risk for set-back or demise, (b) educating relevant stakeholders of the part each needs to play or enforce in organization governance, (c) eliciting the development of nonprofit leadership roundtables for accountability and shared expertise and resources, (d) assisting in identifying and implementing best practices for succession planning documentation and leadership development program processes across the nonprofit sector to deepen the leadership bench, and (e) preventing organizational and service disruptions.

Summary and Transition

In Chapter 1 the problem of leadership intention and its predictive ability regarding leadership behavior as it relates to succession planning documentation and leadership development programs using the theory of planned behavior theoretical framework was introduced. The purpose of this quantitative, descriptive, correlational study was to gain an understanding of the relationship between leadership intention factors and succession planning documentation and leadership development programs, as the social importance of nonprofits continues to rise and factors potentially influencing leadership transitions increase in import for nonprofit continuity and sustainability. Taking into account the stated assumptions, limitations and potential biases, the sampling methodology, sample size, and survey instruments used would allow generalization of the results and close the gap in literature on leadership intention and germane aspects of nonprofit continuity and sustainability – succession planning documentation and leadership development programs. Chapter 2 includes the literature review on extant literature on leadership, succession planning, and leadership development specific to the gap identified for the nonprofit sector. The chapter includes prior research and findings using the theory of planned behavior on leadership intention juxtaposed with other leadership and succession theories to discuss the gap in succession planning documentation and leadership development programs.

Chapter 2: Literature Review

The general management problem facing the more than 1.6 million registered nonprofits in the United States is the potential loss of organization intelligence, funding, and continuity when the incumbent leaders are let go, retire, or leave for other opportunities placing an organization's leadership transition and sustainability at risk (Bershire 2013; Bozer et al., 2015; Nonprofit HR Solutions, 2013; McKeever & Pettijohn, 2014; Stewart & Kuenzi, 2018; Tierney, 2006). The specific management problem is that nonprofit leaders do not prioritize or implement succession planning documentation and leadership development programs critical and strategic to business success and continuity (Britta et al., 2014; Santora et al., 2015). The purpose of this quantitative descriptive correlational study, using the theory of planned behavior as the theoretical framework, was to examine the relationship between predictor variables of leadership intention factors (attitude, subjective norms, and perceived behavioral control) and criterion variables of succession planning documentation and leadership development programs.

The focus of thousands of articles and research published over the past several decades was to determine various aspects and best practices related to leadership intention, succession planning, and leadership development. Still, the variables that would most predict the translation of leadership intention to leadership behavior have not been consistently identified. In this vein, the variable or variables most predictive of translating intention into action or inaction have not been identified in research. As an example, in the leadership and nonprofit arenas, the reason incumbent leaders, in many

instances, have not formalized organization succession and transition plans to prevent organization disruption is still unknown (Shaw, 2017; Waldman & Balven, 2014). An increase in the frequency of planned and unplanned events affecting the senior leadership of for-profit and nonprofit organizations has resulted in these organizations being left unprepared and vulnerable from senior leadership departure (Cahn, 2016; Dexheimer & Miller, 2015; Seetharaman, 2015). As a result, Kunreuther et al. (2013), Landles-Cobb et al. (2015), and Nonprofit HR Solutions (2013) have predicted a leadership development deficit that will make talent replacement problematic to a large number of nonprofits. Organization leaders must have the foresight to engage tools and resources and formalize processes to prepare their organizations adequately for uncertainties.

This chapter includes the literature research strategy and search terms. The theoretical framework, a discussion of leadership intention and associated factors as they relate to leadership development programs and succession planning documentation, and existing debates are presented. Also, an analysis of critical and relevant literature, although not all-encompassing, on leadership intention and behavior regarding the varying aspects of leadership transition was performed. Other sections include discussions of organizational change, nonprofit social responsibility, the gap in literature, and a summary and conclusion.

Literature Search Strategy

The literature research strategy conducted for this study included database searches using key words and phrases, authors, subjects, theories, theorists, researchers, and specific industry sectors as well as resources in physical libraries. Google, Google

Scholar, and Mendeley as well as ABI/INFORM Complete, EBSCOhost, Emerald

Management Journal, ProQuest, PsycINFO, SAGE Journals research databases via the

Walden University and University College of London Libraries were accessed for

searches. Also, world wide web searches included: Annie E. Casey Foundation, The

Bridgespan Group, Building Movement Project, CompassPoint, Federal Reserve Bank of

Kansas City, Internal Revenue Service (IRS), *Journal of Knowledge Management*, Main

Association of Nonprofits, National Center for Charitable Statistics, National Council of

Nonprofits, *Nonprofit Quarterly*, and ResearchGate.

Examples of key words used were: attitude, *behavior, intention*, *leader deficit*,

leadership deficit, *leadership development*, *leadership development defined*, *leadership*

development theories, leadership succession theories, leadership traits, *leadership*

transition, *nonprofit leadership*, *nonprofit leadership succession*, *nonprofit succession*

planning, *organization succession planning*, *organizational succession planning*,

perceived behavioral control, *perceived behavioral control barriers*, *social cognitive*

theory, *subjective norms*, *succession planning*, *succession planning defined*, and *theory of*

planned behavior. Also, key phrases included *board of directors* and *succession*

planning, *CEO transition in nonprofits*, *executive director's transition*, *executive*

leadership in nonprofits, *executive succession planning*, *leadership succession* and

organizational change, *nonprofit executive leadership succession*, *leadership succession*

and *organizational change in nonprofits, succession planning framework, theory of*

planned behavior and *quantitative research*, *theory of planned behavior* and *leadership*

intention, theory of planned behavior and leadership succession, and *theory of planned*

behavior and *leadership development.*

Review of extant literature is imperative for any research, and the credibility of

the sources is of import. Tierney's (2006) research on leadership deficit and its impact on

succession planning and leadership development influenced the direction of the current

research as well as related literature reviewed through 2020. Also, literature reviewed

included theories and the major foci of this study (1991-2020). The literature reviewed

included seminal work and current peer-reviewed journals (Table 1).

Table 1

Summary of Sources

	< 2016		2016 - 2020	
	#	%	#	%
Scholarly books	51	22.7	8	14.3
Peer-reviewed journals	107	47.5	23	41.1
Other journals or periodicals	29	12.9	4	7.1
Reports	38	16.9	21	37.5
Total	225	100.0	56	100.0

Theoretical Framework

Practitioners and researchers have long evaluated behaviors or attempted to

predict behaviors in varying circumstances, especially in the social science arena. Martin

Fishbein (1975) in the theory of reasoned action (TRA) primarily focused on behavioral

intention and the factors that would limit the influence of attitude or behavioral intention

on actual behavior (Fishbein & Ajzen, 1975). Also, Fishbein identified that the

disconnect between behavioral intention and behavior was influenced by volitional control, attitude, and norms (Fishbein & Ajzen, 1975). Ajzen's (1985) theory of planned behavior (TPB) improved the predictive power of the theory of reasoned action by adding the perceived behavioral control intention factor. Also, Ajzen (1991, 2015) determined that individuals make decisions based on their beliefs and perceptions irrespective of how derived.

The three components of TPB that influence behavioral intention are attitude, subjective norms, and perceived behavioral control. Intention has been shown to be a strong indicator and influencer of behavior (Sheeran & Rivis, 2017). Attitude is determined by the individual's underlying beliefs as to the intended behavior (Ajzen & Fishbein, 1980). The determination of whether the individual acts on the intention relies heavily on the strength of the belief that could be positive or negative (Ajzen & Sheik, 2013). Fazio, Powell, and Herr (1983) determined that attitude guides behavior. If the individual has a strong belief in a positive outcome of performing the behavior, the attitude towards the behavior is positive and the behavior is likely to occur (Ajzen & Sheik, 2013). The converse would also be true if the individual has a strong belief that a negative outcome will result from engaging in the intended behavior, the attitude towards the behavior is negative and the behavior is not likely to occur (Ajzen & Sheik, 2013).

Subjective norms rely on the normative beliefs that are the individual's perception of what are acceptable and unacceptable behaviors to referent persons (persons who have influence on the way another person behaves) and the desire to be accepted by those referent persons (Ajzen & Fishbein, 1980). Therefore, the individual's behaviors in any

forum, business or personal, would result if the individual believed that approval by referent persons was likely (Ajzen & Fishbein, 1980). Perceived behavioral control is influenced by beliefs about factors that the individual believes are within or outside of their control that motivates the individual's behavior (Ajzen & Fishbein, 1980). This perceived control and the relation to behavioral intention is subject to the individual's perception of whether the behavior would be easy or difficult to achieve (Ajzen & Fishbein, 1980). Ajzen (1985) stated that perceived behavioral control could be used to predict behavioral attempt influenced by behavioral intent.

Kautonen et al. (2015) found that where persons had a high degree of control over their behavior, intention was sufficient in predicting behavior and supported Ajzen and Sheikh's (2013) conclusion that behaviors (action or inaction) were influenced by intention, a notion that was examined for nonprofit organization leadership in this study. Identifying the tendency of nonprofit leadership intention could increase the prediction power to promote the desired behaviors.

A Google search yielded 17,800 studies where the authors cited Ajzen's (1985) theory of planned behavior between 1985 to the first quarter 2018, up from 4,550 citations in 2010 (Ajzen, 2011). This large number of citations makes the theory of planned behavior one of the most frequently cited and influential models used in the prediction of human social behavior (Ajzen, 2011). Researchers across the spectrum have used the theory of planned behavior to predict behavioral intention regarding entrepreneurial intention (Kautonen et al., 2013; Lortie & Castogiovanni, 2015) and adapted by Krueger and Carsrud (1993) to explain entrepreneurial behavior, substance

abuse treatment completion (Zemore & Ajzen, 2014), food consumption decisions (Ajzen, 2015), safe sex (Eggers, Taylor, Sathiparsad, Bos, & de Vries, 2013), urban governance (Wu, Cheng, & Cheng, 2015), and succession planning (Ballaro & Polk, 2017; Leroy, Manigart, Meuleman, & Collewaert, 2015; Sharma, Chrisman, & Chua, 2003).

Theoretical Debates

The theory of planned behavior (TPB), a theory that researchers have used since 1985, is not without challenge. Similar to the criticism levied by Ogden (2003) regarding theory of reasoned behavior (TRA) and TPB (Ajzen & Fishbein, 2004), Sniehotta, Presseau and Araújo-Soares (2014), while acknowledging the dominance of TPB as a theoretical approach, were also critical of the approach. Sniehotta et al. stated in their 2014 article that it was "time to retire the TPB" (p. 1). Sniehotta et al.'s main complaint was that the "limited predictive validity of the TPB" and the majority of variability in behavior was not effectively captured using the TPB (p. 2). Thus, the validity and utility of TPB were in question (Sniehotta et al., 2014).

The primary dispute regarding the TPB was what Sniehotta et al. (2014) deemed as the overuse of correlational studies; they indicated the need for better testing and analysis to identify behavioral phenomena that would help design and develop interventions for behavioral change. Second, Sniehotta et al. cited others in support of their criticism that the TPB focused on rational reasoning while recognizing research results could be affected by unconscious influences on behavior. Defending the TPB theory, Ajzen (2015) rebutted Sniehotta et al.'s primary argument, stating that the TPB

was not a theory of behavior change but a means used to predict and interpret people's intentions and behavior. To counter the second criticism, Ajzen noted that irrespective of rational or irrational reasoning, or how beliefs were formed, people's attitudes, social norms, and perceived behavioral control as identified in the theory was consistently predictive of their intentions and behavior.

Behrendt, Matz, and Göritz (2017) discussed the inadequacy and inability of existing models and theories to effectively capture leadership behavior. Behrendt et al.'s research encapsulated flaws identified by several researchers regarding measurement of perceived and actual leadership behavior. As a result, Behrendt et al. evaluated several theories (including the theory of planned behavior) and models that encompassed findings of past leadership behavior research and psychological theories. The result of the evaluation was the integrative model of leadership behavior, proposed as "a more integrative and theory-driven leadership theory" (Behrendt et al., 2017, p. 230) without what they considered to be flaws of contemporary models.

Although TPB continues to be challenged, its efficacy has not been summarily dismissed and its application in various research contexts has shown support for TPB. For example, in the meta-analysis conducted by Armitage and Conner (2001), TPB explained 39% of the variance in intention and 27% variance in behavior. The analysis conducted by Kautonen et al. (2015) showed that attitude, subjective norms, and perceived behavioral control (PBC) explained 59% variation in intention while intention and PBC accounted for 31% variation in behavior. Therefore, TPB was used for the current study since prior studies support its efficacy.

Transactional Leadership

Transactional leadership is a prominent theory investigated by researchers in an attempt to distinguish more closely the features from transformational leadership since transactional leadership is considered to be the foundation of transformational leadership (Kuhnert & Lewis, 1987; Meuser et al., 2016). Transactional leadership, developed by Burns (1978), occurs when someone (leader) seeks out others (followers), and something of value is exchanged. Transactional leadership occurs with the exchanges of tasks between leaders and subordinates/followers to achieve the desired goals of the organization (McMurray, Pirola-Merlo, Sarros, & Islam, 2010). Transactional leaders must be able to meet changing requirements of their followers for the mutually beneficial relationship to remain intact, although this may not always be achieved.

Kuhnert and Lewis (1987) discussed the two levels of transactional leadership, low level (primarily includes an exchange of compensation for tasks performed) and high level (a less obvious value exchange of respect and trust) that Burns (1978) referred to as modal values that bonds leaders to followers. According to Khurana and Nohria (2010), critics of leadership research have stated that the too-tight link of leadership to organizational performance is the weakest link in organizational achievement. Alban-Metcalfe and Alimo-Metcalfe's (2007) research supported the high-level modal value that effective leadership of organizations is a relational process.

Transformational Leadership

Transformational leadership has been one of the most widely used leadership theories by researchers in the social sciences (Dinh et al., 2014; Meuser et al., 2016).

Transformational leadership is based on the seminal work of Downton (1973) and expounded in 1978 by Burns (1978). Burns (1978) shifted the paradigm from a transactional nature to one in which the followers' considered the good of the organization or cause ahead of their own interests to ultimately benefit society, as a result of changes in their beliefs, needs, and values influenced by their transformational leaders (Bass & Bass, 2008; Kuhnert & Lewis, 1987).

Transformational leadership occurs from deeply held values and beliefs of the leaders. Attributes associated with transformational leaders are vision, influence, credibility, and trust (Bass & Bass, 2008; Kuhnert & Lewis, 1987). House and Aditya (1997) included charisma to the attributes as they considered transformational leadership akin to charismatic leadership. Transformational leadership theory espouses that leaders have the ability to motivate their employees/followers to achieve at higher levels than expected for social value and organizational performance (Avolio & Bass, 1988; Felicio, Goncalves, & Goncalves, 2013; Tucker & Russell, 2004). Many studies have correlated transformational leadership to positive leadership, increased productivity, and motivated employees (Walumbwa & Lawler, 2003; Walumbwa, Aviolo, & Zhu, 2008). Walumbwa et al. and Freeborough and Patterson (2015) found that transformational leadership was positively correlated with nonprofit employee engagement.

Entrepreneurial Leadership

The mindset to found and spearhead a nonprofit organization is often likened to that of an entrepreneur. Hofer and Bygrave (1992) identified that the entrepreneurial process occurred at an individual organizational level, initiated by human volition, and

could be disruptive, dynamic, and holistic. This holistic perspective or social value is

called social entrepreneurship (Morris, Webb, & Franklin, 2011). Van Puyvelde and

Brown (2016), based on their examination of entrepreneurial theories, concluded that

entrepreneurs create nonprofits to maximize non-monetary or societal gains. Supporting

the above observations are several entrepreneurial/entrepreneurship theories that

incorporate characteristics such as foresight, innovation, and creativity (Schumpeter's

1934 innovation theory), motives such as the need for meaningful achievement, need for

affiliation, need for power (McClelland's 1961 theory of achievement motivation), value

such as increased customer satisfaction and new products/services (Drucker's 1984

theory of entrepreneurship), and social-consciousness that questions existing norms and

seeks to improve society and social cause through entrepreneurial endeavors (Weber's

1910 sociological theory) (Drucker, 1984; McClelland, 1967; Schumpter, 1934; Weber,

1922). Van Puyvelde and Brown summarized the varying views on entrepreneurial

theories as the achievement of innovative, social, and economic goals for the benefit of or

service provision to nonprofits by the entrepreneurial leader.

Authentic Leadership

Authentic leadership is a recent positive leadership theory that was developed

during the era of corporate scandals and ethical violations in the early 2000s (Cooper,

Scandura, & Schriesheim, 2005). The premise of Avolio and Gardner's (2005)

multidimensional and multilevel construct, authentic leadership theory, was to address

the need for building leaders' legitimacy through honest and ethical relationships with

their followers/subordinates (Algera & Lips-Wiersma, 2012; Avolio & Gardner, 2005;

Khurana & Nohria, 2010). In addition, how to identify and develop leaders for

sustainable and contextual impact on internal and external stakeholders were identified as

important to the development process (Meuser et al., 2016; Khurana & Nohria, 2010).

Authentic leadership theory has been used in nonprofit leadership research to discuss

organizational leadership (Darvish & Razaei, 2011). Because of the nature of nonprofits,

the core elements of authenticity (self-awareness, unbiased processing, relational

authenticity, and authentic behavior/action) identified by Kernis (2003) are modeled by

leaders and adopted by subordinates/followers for sustainable and veritable performance

(Avolio & Gardner, 2005). Algera and Lips-Wiersma examined authentic leadership

through the concept of existential authenticity, finding that although periodic

inauthenticity is unavoidable by organizational leadership, they noted that individual and

collective consciousness of the tenuous balance of power, purpose and time was

necessary to keep authenticity in check and as an extension, organizational practices.

Servant Leadership

The concept of servant leadership is attributed to Greenleaf (1970), who espoused

that it was incumbent on leaders to prioritize the needs of others. As stewards of human

and physical resources, nonprofit leaders' concern for their stakeholders, particularly the

constituents they serve are of import. The leader is viewed as servant first and others-

centered. Spears (1996) highlighted that servant leadership crosses organizational types

(for-profits and nonprofits) and identified 10 characteristics that defined servant

leadership: listening, empathy, healing, awareness, persuasion, conceptualization,

foresight, stewardship, commitment to the growth of people, and building community

that can serve as the guiding philosophy for the organization (Spears, 2004). Spears and Lawrence (2016) noted that Greenleaf believed that servant leadership created a social synergy that maps organizations to the people they benefit. Similarly, Parris and Welty-Peachey (2013) concluded from their review of 39 empirical studies on servant leadership theory that it was "a viable leadership theory that helped organizations and improved the wellbeing of their followers" to help resolve the social challenges of the 21st century (p. 377).

Principal-Agency Theories

Three principal-agency theories often used in describing nonprofit leadership are stakeholder theory, agency theory, and stewardship theory. Each approach places a different emphasis on the implied and explicit expectations of the principal-agency relationship, that is in this instance, between nonprofit executive leadership and the organization in its totality.

Stakeholder leadership. Nonprofit executives deal with a wide array of interests in the organizations they lead. The representatives of these interests are both internal and external to the organization. Stakeholder theory is used to explain the relationship between the organization and those with a claim or stake in, or affected by, the organization (Van Puyvelde & Brown, 2016). Organization leaders must address the collective interests of the stakeholders for the organization to progress by knowing which stakeholder group to pay attention to and when. Although stakeholders may gain or lose salience with executive leadership based on their respective power, legitimacy, and

urgency (time sensitivity or criticality), organizational leaderships' actions should be made for the benefit of their organizations.

Agency leadership - Stewardship leadership. In Argyris' model of man that underlies agency theory he stated that a rational actor seeks to maximize individual utility (Argyris, 1973; Davis, Schoorman, & Donaldson, 1997). In agency or principal-agency theory the relationship between agents (persons or entities) who make decisions on behalf of principals (stakeholders) and the perceived decision-making tension of the agents' tendency to act in their best interest above that of the principals is examined. Agency theory holds that for the principals' interests to be maximized, a governance process is required (Donaldson & Davis, 1991). The evaluation of agency theory in nonprofits can be complex since for many nonprofits more than one principal-agent relationship exists and each party has different goals and interests (Buse, Bernstein, & Bilimoria, 2016). Although Buse et al. found statistically significant support for agency theory explanations for the difference in principal (board chair) and agency (CEO) interests, they posited that with increased dialogue and exploration of these differences, especially between these primary principal-agents, that movement toward the alignment described for stewardship theory was achievable.

Foundational to stewardship leadership theory is that managers left on their own will adequately manage the resources for which they are responsible. This theory was considered counter to agency theory, that is, the managers' goals and motives are aligned with that of the organization rather than personal. Even when stewards and principals goals do not always align, where there is conflict the stewards will defer towards a

cooperative pro-organizational behavior (Davis et al., 1997). In maximizing the principals' utility (competing organizations' goals and objectives), the stewards' utility is also maximized since the belief in the work is greater than the formal rewards (Davis et al., 1997).

Researchers noted that there is no one best theory, agency or stewardship, or best manager/leader, agent or steward (Davis et al., 1997; Schillemans & Bjurstrøm, 2019). Van Puyvelde, Caers, DuBois, and Jegers (2012) proposed a more comprehensive principal-agent theory as it relates to governance and management of nonprofits by combining stakeholder, agency, and stewardship theories. The combination would maximize the benefits of governance and management, competing interests, and cooperative pro-organizational behavior.

Literature Review

There is extensive published research on leadership development, succession planning, and the nonprofit sector, and the convergence of the three topics has been an area for research that has become increasingly a focus for researchers and scholar-practitioners. The literature has included assessments across countries and continents as the importance of nonprofits or the third sector in communities and nations continue to increase. This literature review provides background on nonprofits, succession planning and leadership development, a discussion of the impact of change on organizations, as well as, leadership development and succession planning as they exist, the issues, and the direction required for continuity and sustainability of nonprofit organizations.

Overview of Nonprofits

Third economy/sector. Philanthropy has existed for centuries (Bremner, 1988; Andrew, 1989). Philanthropy is considered one of the "principal methods of social advance" where the growth in benevolence has met shortfalls of governmental responsibilities to its citizenry (Bremner, 1988, p. 2). Therefore, the continued reliance on the resources and services provided by nonprofits has grown in magnitude and expectancy. This benevolence that has presented itself in varying forms over the many decades is experienced across many levels of society and has grown in importance to society at large (Bremner, 1988). America's model of philanthropy that initially started from copying the 17th-century European model was an outgrowth of missionary and charitable works as well as tax-supported poor relief (Bremner, 1988; Brown, Einolf, & Ottoni-Wilhem, 2015). This philanthropy model has grown into a sector large enough to be considered as the third economy or sector.

Specifically, the expansive growth of the nonprofit sector in the United States began with the promulgation of the 1954 Internal Revenue Code Section 501(c) that set the requirements for nonprofit organization incorporation and related tax benefits (Hall 2006). All 501 (c) 3 nonprofits (public charities) are exempt from U.S. federal corporation income tax provided that the income relates to the organization mission (IRS.gov, 2018). Nonprofits registered with the IRS grew from 250,000 in 1968 to more than 1.6 million in 2011 of which more than one million were 501 (c) 3 nonprofit organizations (Brown et al., 2015). In 2010, nonprofits accounted for 9.2% of all wages and salaries paid in the United States (Blackwood, Roeger, & Pettijohn, 2012). In 2015,

nonprofits accounted for $985.4 billion to the economy or approximately 5.4% of the GDP (McKeever, 2019). There are social and political consequences of philanthropy, particularly for nonprofits as they become more vital to communities, as agents of public policy and social change requiring continued planning for financial integrity and strength, continuity and sustainability.

Uniqueness of nonprofit leadership. Nonprofit leaders, unlike their for-profit counterparts, lead a cause or organization from an underlying social focus (Donatiello, Larcker, & Tayan, 2017; Galaskiewicz, 1985; Ronquillo, Hein, & Carpenter, 2012). Although both types of leaders may have similar demands from their stakeholders (with diverse or conflicting agendas at times), nonprofit leaders have the responsibility of raising capital via grants and fundraising to grow and underwrite the programs of their organizations while balancing the requisite vision, fiscal and operational integrity, programs, and staff (paid and volunteer) (Donatiello et al., 2017). Several researchers have noted that the number of varying competencies required of nonprofit leadership is growing as their challenges increase requiring them to become more adaptive to the technical and innovative changes that are required at all levels in their organizations (Drury, Miller, & Ronquillo, 2017; Hopkins, Meyer, Shera, & Peters, 2014; Ronquillo et al., 2012). Hopkins et al. also noted that with "the rapidity of social, economic, and technological change requires nonprofit leaders to change their mindset and behaviors, regardless of size and mission" (p. 421). As the dependency on and the complexity of nonprofit organizations continue to grow, how nonprofit leaders and leadership are defined and understood must change to meet the future challenges (see Figure 2).
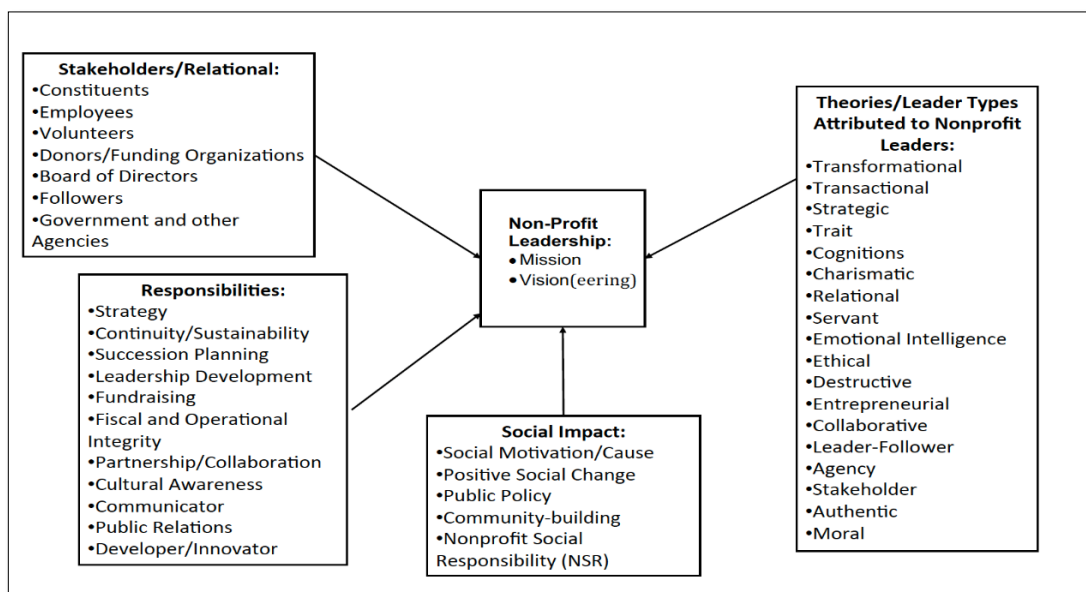
Figure 2. Nonprofit leadership competency model, which illustrates the complexity and concurrent aspects of nonprofits leadership – stakeholders, responsibilities, theories/ leadership types attributed to nonprofit leaders, and social impact.

Models and theories provide a framework for what exists and how things are evaluated. The model in Figure 2 identifies several of the theories, principles, thought processes, proclivities, and actions that encapsulate the diverse components of nonprofit leadership. Bass and Bass (2008) stated that leadership theories attempt to organize and explain leadership and its complexity, applicability, and consequences. A combination of some of the 18 theories listed in Figure 2 may be observed in nonprofit leaders. In the literature reviewed, transactional, transformational, entrepreneurial, authentic, servant, and principal-agency leadership theories were most frequently used in nonprofit leadership research. Although some of these theories are not exclusive to nonprofit leadership, they may provide insight into characteristics and salient practices that can be effective in nonprofit leadership and leadership development. Also, the type of nonprofit

leader and leadership style engaged may also influence the intention-behavior relationship.

Nonprofit social responsibility (NSR). Corporate social responsibility (CSR) is becoming increasingly important as organizations operate in local, national, and international environments. CSR is expected of corporate and other for-profit institutions, especially as social issues grow (Sharma, 2013; Wang, Tong, Takeuchi, & George, 2016). Studies have shown that employees are attracted to organizations they believe are not solely profit driven and beholden to their shareholders, but also have strong philanthropic ties to other stakeholders for the societal and environmental greater good (Sharma, 2013; Wang et al., 2016). CSR may afford organizations better prospective employees.

Carroll's (1991) pyramid of corporate social responsibility (CCSR) has been used in the CSR discussion to gauge the engagement and social and environmental contributions of corporate entities. The four responsibilities or tiers of the CCSR pyramid start with the economic responsibility to be profitable that provides the support at the base of the pyramid (Carroll, 1991). The next layer up is the legal responsibility that requires adherence to the law and regulations (Carroll, 1991). The next layer up is the ethical requirement to do what is right, fair, and just (Carroll, 1991). At the top of the pyramid is an organization's philanthropic responsibility that is, being a good corporate citizen, providing resources and improving the quality of life within the community in which it operates (Carroll, 1991). The CCSR pyramid takes on a different meaning for nonprofits where the base and top of the pyramid (economic and philanthropic

responsibilities) need to converge to ensure nonprofit social responsibility (Sharma, 2013). Within this conversion are strong financials evidenced by the effective use of resources, grants, and donations to ensure continuity and sustainability of the nonprofits' philanthropic responsibility to the stated mission to benefit their customers, communities, employees, and suppliers.

According to Vidal, Torres, Guix, and Rodríguez (2005), nonprofits as the third sector, are prominent social actors because of the level of social services they provide to communities continues to increase. The largest categories of nonprofits are human services and public and societal benefits that often provide services that the government cannot or will not provide its citizenry (Agard, 2011). As such, nonprofits have a social responsibility to their stakeholders, both internal and external to the organization, similar to corporations and other for-profit organizations as their missions are inextricably intertwined with the communities within which they are located and serve. Nonprofit social responsibility (NSR) is not a voluntary issue for nonprofits but is inherent in the organizations' DNA continually reconciling *what they do* (mission) to the *way they do it* (structure and organization) (Bloomquist, n.d.; Vidal et al., 2005). Part of addressing these DNA constructs is building a sustainability framework that is facilitated by intentional leadership practices, that include human resources development, and leads to organizational continuity (Jepsen & Grob, 2015). Planning and preparing for transitions within the organization ensures continuity and sustainability of the organization, makes it attractive to potential human resources because of its commitment to continuity, and

ensures that its mission and the resources it provides to the community survives any leadership transition and organizational change.

Organizational Change

Organizational change occurs when an organization goes through a transition or transformation as business strategies and processes are altered, the organization is restructured, or a leadership transition affects the dynamics of the organization. Organizational change is often unpredictable, reactive, and can be continuous or occur for a specific timeframe (By, 2005). The state of flux creates uncertainty for the internal and external stakeholders and the organization (Agard, 2011; BoardSource, 2010). Lewin's (1951) 3-stage model of change that has been widely used in research, defined a planned approach to change, "particularly the old understandings and patterns of behavior," to include three specific phases of organizational change: unfreezing, changing or transforming, and refreezing (Agard, 2011, p. 573). Lewin's model addressed in general what occurs when organizational change occurs. Lewin suggested the need to effect procedures to ensure that with leadership transition/succession the organization does not develop inertia (Hussain et al., 2018). Specifically, Lewin's planned approach to change showed that things that need to change in the organization must be` unfrozen, and care taken through the transformation process to ensure that only the desired new behavioral and organization cultural patterns are refrozen (Burnes, 2004; Hussain et al., 2018).

Day and Shannon (2015) and Gelan (2011) stated that organizational change has to be managed continually to ensure that the desired outcomes are not derailed by internal or external forces. Gelan defined change management as "the process of continually

renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers" (p. 105). Burnes (2004) extended Gelan's definition to include that change is the only constant in the organizational life cycle particularly at the operational and strategic levels that require intentional focus and management to ensure the directional future of the organization. As a result, Gelan concluded that organizational change and organizational strategy were entwined.

The organization like its leader will undergo a paradigm shift (Agard, 2011; Hopkins et al., 2014). The organizational culture will go through a cross-cultural shift to improve its socio-cultural context and intercultural competence (Hajro & Pudelko, 2010). Organizational members must learn to realign structures, processes, and relationships quickly and smoothly in response to a dynamic external environment. Chaos theory and complexity science of business will provide insight into the organization (Hatch, 2013). Also, visionary leadership that is insightful and futuristic provides the ability to identify and seize opportunities to remain sustainable (Karakas, 2007). The above findings suggest that organizational leaders, through ongoing communication, need to help the organization be adaptive, flexible, and agile to quickly identify and move on opportunities.

Successful organizational change is intentional. Noruzy et al. (2013) noted that the major underlying reason for success in organizational changes and transformational leadership was effective communication (facilitation of two-way flow of information and timely responses). Peng and Rode (2010) found that transformational leaders enhanced employee creativity and provided an innovative climate that would increase commitment

and retention during periods of organization change. Also, Bevan (2011) noted some

other factors that supported successful change were: (a) clarity (unambiguity of the

purpose of the change, its direction and approach), (b) engagement (sense of ownership,

belonging, and commitment where stakeholders are consulted), (c) resources (requisite

human, financial, and technological), (d) alignment (system and processes support the

change), (e) leadership (developed, equipped, and committed to the change), and (f)

tracking (assess milestone accomplishments and adjust as required). These factors align

with models and frameworks of organizational change.

Organizational change fails for several reasons. Failure can stem from the

organization's culture for reasons such as: (a) stakeholders' resistance to any changes

(almost reflexive in the initial phases) because they were not included in the planning

process, (b) perceived lack of communication or ineffective communication from the top

of the organization, (c) changes considered ill-timed or that insufficient time was allotted

to effect changes, and (d) resources assigned considered insufficient (Agard, 2011).

Mollica (2012) considered poor leader behavior and ineffective change management to

be the biggest obstacles to successful organizational change, obstacles that could

exacerbate employee fear and misperception of what the change means. Some of the

negative effects of ineffective change management are low morale and productivity, cost

overruns, turnover of key people, and missed deliverable deadlines (Mollica, 2012). In

light of Agard's and Mollica's observations, Bryson (2018) proposed that leaders must

recognize what can go wrong when organizational changes planned or unplanned occur

to mitigate their effects through adequate preparation.

Historical Overview of Succession Planning and Leadership Development

      Succession planning. Succession planning, although gaining increased attention in the 21st century, had its roots in the late 19th and early 20th centuries. Fayol (1841-1925), like Taylor (1856-1915), was an early developer of an approach for scalable change and efficiencies within organizations. Fayol and Taylor laid the foundation that is known as modern scientific management. Fayol originated the discipline of succession planning and Fayol's methods and principles are heavily used and referred to in modern management theories and succession planning. The five primary functions of management (planning, organizing, staffing, directing and controlling) were codified from Fayol's experiences and are imperative to successful organizations, leadership, and related succession planning (Fayol, 1917; Management Innovations, 2008). Also, Fayol codified 14 principles of management (division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination, remuneration, centralization and decentralization, scalar chain, order, equity, stability of tenure of personnel, initiative, and esprit de corps) integral to the management functions (Fayol, 1917; Management Innovations, 2008). Of particular import to organizational continuity and sustainability are the management principles that guide organization leaders to identify contingencies and resources necessary to navigate the challenges of leadership succession.

      In the past, organization leaders considered succession planning as a point in time event performed without much thought to the type of leadership that would be required to take the organization forward, until there was a need to change existing leadership (Berns

& Klarner, 2015, 2017). Many organizations faced a difficult task of intentional focus and dedicating resources to a succession planning process (Berns & Klarner, 2015, 2017). Also, depending on where the responsibility was placed, the CEO or board of directors influenced the process and determined its timing and direction (Schepker, Nyberg, Ulrich, & Wright, 2018). Whereas in many corporations their boards were responsible for the process, for many nonprofit organizations the burden of succession planning fell to the CEOs/Executive Directors who were already busy multitasking due to limited resources (Schepker et al., 2018). Thus succession planning in many nonprofits was not a priority of the leadership because of competing financial and operational priorities (Barten, 2015). With the anticipated increase in nonprofit leadership transitions, more formalized succession planning processes should no longer be considered optional but instrumental for the future success and continuity of nonprofits.

More recently, succession planning has increased in its importance to all organization types and researchers, as a large number of the Baby Boomer generation will leave or plan to leave their leadership positions by 2023 (Landles-Cobb et al., 2015). Researchers have raised and debated their concerns about the anticipated mass departures of incumbent leaders. Specifically, these concerns dealt with the potential effects of insufficiently qualified successors leading nonprofits (Froelich et al., 2011; Hopkins et al., 2014; Johnson, 2009; Landles-Cobb et al., 2015; Tierney, 2006). These researchers have also examined the efficacy of internal versus external sourcing of successor candidates and the impact on the existing organization and any leadership development programs (Froelich et al., 2011; Hopkins et al., 2014; Johnson, 2009; Landles-Cobb et al.,

2015; Tierney, 2006). Although these programs are integral and strategic to organization succession planning to manage unanticipated changes, the debate continues regarding whom in the organization should be responsible for succession planning and how to successfully implement the programs.

Leadership development. Leadership development is integral to succession planning. Bass and Bass (2008) noted that leadership was the "single most critical factor" to the success or failure of an institution (p. 11). With this in mind, leadership development remains an imperative (Froelich et al., 2011; Hopkins et al., 2014). Bass and Bass and Northouse (2015) noted that leadership experts have yet to agree on a how to define leadership development and what it comprises. Under the old school of thought (biological-genetic, great-man, and trait theories) the definition of leadership development was unnecessary since the pervasive belief was that leaders were born not made (Northouse, 2015). In recent decades, more nuanced attributes, behaviors, and cognitions of individuals in leadership have changed the perception from born leaders to the notion of making leaders, hence the need for leadership training and development programs (Bolden, 2005; Northouse, 2015).

Leader development is often confused with leadership development although there are distinct differences. Day (2000) differentiated leader development (intrapersonal and individually focused) from leadership development (interpersonal and socially focused) on four dimensions: capital type, leadership type, competence model, and skills. Within these dimensions, individuals develop personally (competence and

relational) to move from a social resource to social capital to build networked

relationships and create or enhance organizational value (Day, 2000).

The concept of leadership development can be considered an outgrowth of

leadership theories and their provisions of identifying a prospective leader, providing the

necessary training and exposure to organization strategy, and evaluating their

effectiveness. The Brandon Hall Group's 2015 State of Leadership Development

research showed that although 71% of organizations allocated more money to leadership

development over other areas of corporate training, senior leaders at these organizations

did not believe their leaders were sufficiently prepared to move their organizations

forward. In support of this finding, Beer, Finnström, and Schrader (2016) noted that

leaders in U.S. corporations allocated $356 billion globally for employee training and

development.

Despite the large expenditure, 31% of these U.S. organizations' leadership

development programs were rated subpar, and more than half stated that their leaders

were not adequately skilled to lead their organizations in an emergency (Brandon Hall

Group, 2015). These statistics are foreboding since the research also showed that 10,000

baby boomers are retiring daily, 48% of the workforce will be millennials by 2020 and

75% by 2025 with more than two thirds looking to change jobs, and of those who remain

91% will change jobs in under three years (Brandon Hall Group, 2015; Economy, 2019).

Gallup Research on millennial engagement stated that their job turnover costs the U.S.

economy an estimated $30.5 billion annually (Adkins, 2016). Flaig, Alam, Huynh, Reid-

Hector and Heuer (2020) noted that millennials were inclined to consider long-term

career opportunities that offered leadership training and advancement which they deemed to be more important than a higher salary/benefits. Also, although 83% of organizations recognized the need to develop leaders at all levels of their organizations to stave the anticipated shortfall of leadership by 2020, only 5% have a fully implemented development plan (Brandon Hall Group, 2015). Further, 76% of the respondents to the 2016 Nonprofit Employment Practices Survey stated they would not develop a formal retention strategy in the near or distant future (Nonprofit HR, 2016). Landles-Cobb et al. (2015), Hopkins et al. (2014), and others continue to identify the potential shortfalls and focus by organizations to anticipate and develop candidates for their future leadership needs.

The Brandon Hall Group's (2015) research comes after Tierney's (2006) predicted but unrealized 2016 leadership deficit; however, the Brandon Hall Group and other researchers (Froelich et al., 2011; Hopkins et al., 2014; Landles-Cobb et al., 2015) identified that a potential deficit threat still exists. Although organization surveys showed that organization leaders were cognizant of their organizations' deficiencies, the research results did not influence a large number of leaders to act to mitigate the inherent risks (Landles-Cobb et al., 2015; Brandon Hall Group, 2015). Adams (2010) contended regrettably that too often the replacement of leaders or staff members at the incumbents' departure is the leader or staff development plan. An extension to and compounding of the potential deficit threat may be the exclusion of qualified ethnically diverse candidates in the pool of candidates under consideration for inclusion in the leadership pipeline or developing the leadership bench (Diversity Best Practice Report, 2019). A more holistic

lifecycle career approach for diverse candidates must be intentional (Harper, 2019).

Organizations, particularly nonprofits, must refocus their efforts to implement effective

leadership development programs across leadership levels and generations to develop a

deeper leadership bench and attract and retain millennials who require engagement,

development, a purpose, and an opportunity to make meaningful contributions (Drury et

al., 2017; Gallup, 2016).

Leadership Transition and Development

Leadership transition is inevitable in an organization. Reimer and Meighan

(2017) noted that transitions were tenuous events for individuals and organizations that

not merely signify a change in leadership but as impactful events to culture and

organization direction and growth. Successor leaders have found that having clarity of

and shared values, vision and goals, realistic timelines, effective communication,

prioritizing teamwork and trust, as well as a strategic partnership with HR are elements

for smoother transitions (Reimer & Meighan, 2017). Important to leadership transition is

tacit knowledge defined by Pfeffer and Sutton (2000) as "information not stored in any

formal system since it cannot be easily described or codified but essential for doing

work" (p. 19). Successful transitions afford opportunities for the successor to spend time

with the incumbent and existing staff to gain a better understanding of the organization,

the challenges, and opportunities to advance the purposefulness of the organization

before assuming the helm (Galli & Müller-Stewens, 2012; Gilmore, 1990; Reimer &

Meighan, 2017). Memorializing tacit information is an effect component of the

leadership development and transition processes.

An important means of effective transitions is leadership development.

Leadership development is a longitudinal process that needs to be incorporated into

organizational strategy and is imperative to organization growth, continuity, and

sustainability (Galli & Müller-Stewens, 2012). Much extant research has focused on

leader development (intrapersonal and individual) rather than *leadership* development

(interpersonal and takes into account strategic development of multiple individuals) to

strengthen organizations long-term and provide for planned and unplanned leadership

transitions (Day et al., 2014). According to the 2017 Nonprofit Employment Practices

Survey administered by Nonprofit HR Solutions (2017), nonprofits in large part have not

improved their talent acquisition strategies that may place them at risk of losing their top

talent to for-profit enterprises. The survey disclosed that 64% of the nonprofits did not

have a strategy in place and could indicate a future shortage in adequately developed

leadership (Nonprofit HR Solutions, 2017).

Leadership development is complex and multi-layered. Day et al. (2014) stated

that there were several opinions on the *what* and *how* of leadership development planning

and implementation that is continually researched and revised. Similarly, Khurana and

Nohria (2010) stated that other researchers have also recognized the *knowing* and *doing*

dimensions of leadership, but the *being* dimension was added as important to the identity

development of the leadership self.

Day et al. (2014) have approached leadership development from several vantage

points, varying from the examination of personal traits, leadership styles, leadership

skills, decision-making, leadership training, mentoring, coaching, networks/offsites, job

assignments, action learning to self-motivation as leadership development practices are considered the social capital that will influence the direction, culture, and impact of organizations. Social capital in organizations occurs at a more granular or strategic level as it manifests in the connections and relationships among individuals in a social or organizational context (Day et al., 2014). The organic development of these connections and relationships may determine the quality of the leadership developed.

In implementing leadership development programs, organizations may be unaware of oversights that could derail their programs. Negative influencers or *silent killers*, as defined by Beer, Finnstrom, and Shrader (2016), are the lack of *buy-in* by leadership and staff, lack of communication, and misperception of the organization's culture and direction that result in barriers to effective change, and talent management and retention. Beer et al. determined that for a leadership development program to be effective the *silent killers* must be identified and mitigated for the training and development programs to result in organizational change and preparedness – that included building out and deepening the leadership bench.

Carroll and Nicholson (2014) found that resistance to leadership development is also a silent killer. Further, some participants in leadership development programs viewed leadership development, not as a positive progression but an attempt to fashion identities into conformity (Gagnon, 2008). Beer et al. (2016) recommended that organizations take a systematic approach to implementing leadership development programs that would provide sustainable individual and corporate benefits. Effective programs would include clarity of the organization's values and strategic direction,

determining barriers to success implementation taking a ground-up approach, provide coaching, track progress using meaningful metrics, and implement a system to identify, train, evaluate, and promote leadership candidates (Beer et al., 2016).

Many young leaders are often overlooked and not considered a priority for development although the projected shortage of nonprofit leadership looms large (Higginbottom, 2016; Hopkins et al., 2014; Johnson, 2009; Tierney, 2006). According to estimates, millennials will comprise 75% of the global workforce by 2025 (Brandon Hall, 2015; Deloitte, 2016; Higginbottom, 2016). Adams (2010) noted that room is not being made for this potential pool of candidates whose values, style of commitment, and approach may be different and not be fully embraced by those leading the charge. With technical competency and changing mediums of engagement with stakeholders, and innovation needed within the nonprofit operations, programs and services, identification and development of these young leaders will become increasingly important. The recognition that millennials are the future to organizational growth and leadership will necessitate that organizations, including nonprofits, determine how to address the challenge of engaging and retaining millennials especially with the projection of an impending leadership deficit with the baby boomers continuing to retire and transition out of leading organizations (Higginbottom, 2016; Hopkins et al., 2014).

Researchers found that one of the reasons for much of the turnover of the younger generation in nonprofits (average less than 3 years) was because they felt that their contributions would not be well received and that there was no future for them in the organizations at the senior levels (Brandon Hall Group, 2015). In support of this notion,

CompassPoint Nonprofit Services, The Annie E. Casey Foundation, the Meyer

Foundation, and Idealist.org (2008) staff in a collaborative research project found that the

next generation of leaders lacked the engagement, mentorship, and support from

incumbents in leadership development (Meyer Foundation, 2008). Also, this talent pool

was not motivated by the existing job description for executive leadership (Cornelius,

Corvington, & Ruesga, 2008). Past methods of in-class or structured leadership

development programs may need to be modified to be applicable to and embraced by

millennials (Higginbottom, 2016). Disruption is in every industry and the nonprofit

sector leadership may need to embrace and prepare the generation that may be most

likely to adapt quickly to the changes enabling relevance, continuity and sustainability of

the organizations (Hopkins et al., 2014; Stewart, 2016).

Leadership development should be intentional and specific to the organization to

be relevant and effective (Bryson, 2018). Leadership development is not a matter of

subscribing to an off-the-shelf /*cookie cutter* program or *throwing money* at a program

called leadership development to state that one exists but about organizational leadership

determining the direction of their industry or sector, identifying what is required

corporately, identifying what is lacking or need developing, and where the untapped

talent lay in the organization requiring development to enable future organizational

growth and vision (Higginbottom, 2016; Hopkins et al., 2014). Curphy, Hogan, and

Kaiser (2014) noted that although corporations have spent $14 billion annually on

leadership development, significant returns on investment have not been realized. To

counter the annual waste of billions of dollars, Raelin (2016) suggested the approach of

leadership development immersion (action learning and feedback) in the setting of the business environment, solving the problems of the organization that would be resonant and relevant to the individuals and the organization.

Succession Planning

The *how* of doing succession planning is important to leadership and organizational changes. BoardSource (2010) stated that a culture for positive succession should be developed and encouraged in organizations. Also, the researchers noted that succession planning is cyclical and systematic that starts at the beginning of the CEO/Executive Director term until repeated with the successors with the intent of having the most qualified person at the helm of the organization (BoardSource, 2010). Further, Schloetzer and Ferris (2013) noted that organizations needed to have replacement strategies in place to enable swift and decisive action for unplanned CEO/Executive Director departures. Similarly, Gothard and Austin (2013), in their evaluation of the salient components of strategic planning for all organization types and sectors, highlighted the importance of the integral relationships and alignment of succession planning, leadership development, and leadership transition (see Figure 3).

Schloetzer and Ferris (2013) found in their study of a large number of S&P 500 companies that many were ill-prepared and did not have emergency succession plans in place or emergency CEOs identified to serve on an interim basis until appointments were made. Similarly, McKee and Froelich (2016) cited several studies in which the results indicated that 66% - 90% of nonprofits lacked formal succession plans, and in general, minimal efforts were being made to implement plans. Froelich et al. (2011) found that

although 46% of charitable organization respondents desired an internal candidate for

executive succession, only 8% of these organizations had any viable candidates. A good

plan proposes guidelines and options for actions that are activated whether the

incumbent's departure is planned or unplanned and prevents quick-fix actions that are not

thought through and transition turbulence.
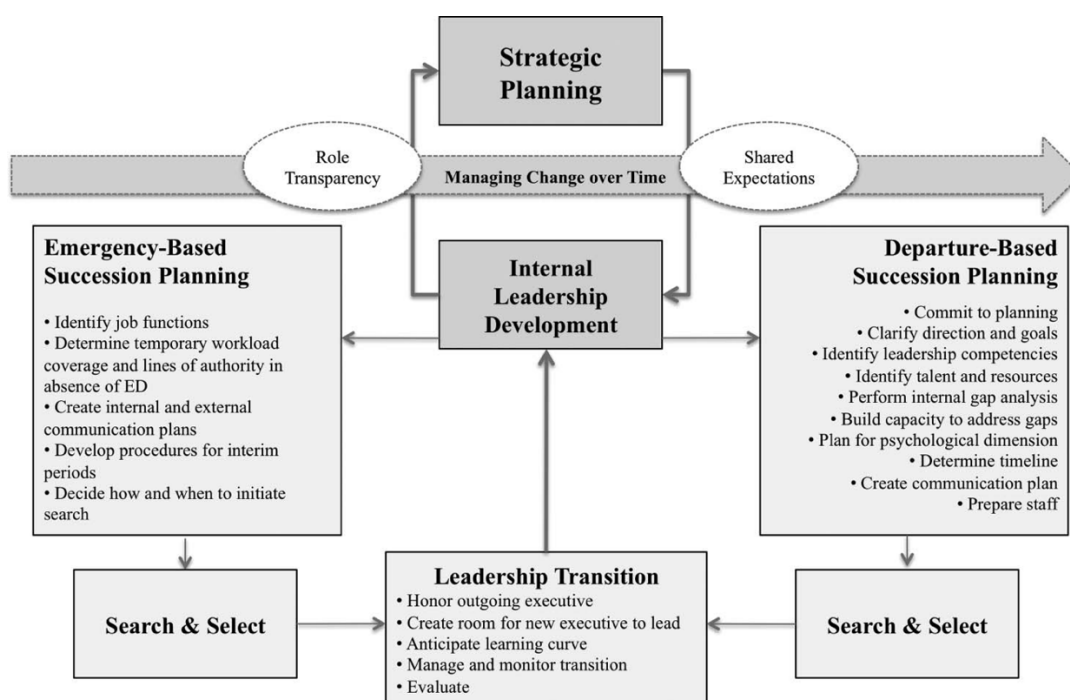
Figure 3. Toward Succession Management, illustrates the importance and continuous nature of succession planning, leadership development, transitioning leaders to an organization's strategic success. Reprinted from Administration in Social Work, S. Gothard & M. J. Austin, Leadership Succession Planning: Implications for Nonprofit Human Service Organizations, p. 277, 2013 with permission from Taylor & Francis Group (Appendix A).

Mooney, Semadeni, and Kesner (2014) noted that with unplanned events, that is,

CEO/Executive Director departure or removal, if a succession plan did exist, there could

be a break from that succession plan and any heir apparent identified, in favor of a new

strategic direction and leadership for the organization. Also, Harrell (2016) and Mooney et al. found that in 20-30% of the time external permanent or interim candidates were selected and onboarded, some 40% departing after 18 months having failed at the helm, a costly experience for the organization. In an earlier article, Gale (2013) pointed to a 2012 study by Matthew Bidwell, an assistant professor at the University of Pennsylvania's Wharton School, that included grimmer statistics on external hires, that is, external hires were 61% more likely to be terminated and 21% more likely leave than internal hires, and those remaining had underwhelming performance in their first two years on the job. Gale also noted that internal hires are not always the best solution because viable candidates may not be identified or adequately developed, which supports the cases made by Santora and Bozer (2015) and Tichy (2015) of the need of organizations to develop their leadership pipeline and bench strength internally. Developing the pipeline is strategic, intentional, and part of the succession planning leadership transition process that takes up to 10 years to fill (Kim, 2017; Woolcock, 2015). With the lack of or extremely limited resources in some cases, and often the inability to incentivize their existing talent, leaders of nonprofits are not in the position to waste resources (time and money) on incorrect or inadequate leadership choices and need to implement practices that would increase their talent pool and chances for better succession transition selections (Bellaro & Polk, 2017; Santora & Bozer, 2015).

Executive Benefit Solutions (2016) noted that central to any annual strategic planning is succession planning. According to BoardSource (2010), a succession plan should include the following elements:

- An up-to-date job description for the chief executive;

- Clear annual performance expectations for the chief executive;

- Measurable indicators for the performance of the entire organization;

- Determination, at regular intervals, whether the organization is going in the right direction and what the key qualities of the chief executive should be;

- Assumption that the chief executive must be capable of taking the organization to its expected level of performance;

- A process for hiring a new chief executive;

- Options for managing the executive transition period;

- Emergency measures for unexpected loss of the chief executive;

- Safeguards for keeping the board undivided and focused on the future.   (p. 234)

A chief executive succession planning checklist:

- Is there a current and adequate written job description that clearly spells out the responsibilities of the chief executive?

- Is there a climate of mutual trust and respect between the board and the chief executive?

- Do board members understand their roles and responsibilities?

- Is there agreement between the board and the chief executive on their respective roles and expectations?

- Does the board have a constructive process for reviewing the chief executive's performance, salary, and benefits on a regular basis?

- Does the board have a regular and effective process for assessing its own performance?

- Do board members support the current mission statement?

- Do the board and chief executive have a collective vision of how the organization should be evolving over the next three to five years?

- Does the work of the board and staff reflect defined institutional directions and goals?

- Does the board have a clear understanding of the financial condition of the organization?

- Does the board have in place emergency transition management policies in the event that the chief executive is not able to serve or departs suddenly? (BoardSource, 2010, pp. 235-236)

The Diversity Best Practices Health Series Report (n.d.) succession planning best practices suggestions for inclusion of diverse candidates:

- Continually review assumptions of what a leader should look like

- Challenge assessments and evaluations without specifics

- Ensure performance outcomes are define for diversity, e.g., at least 30 percent of succession slates are diverse

- Assess who has visibility and access to the candidate to ensure parity

- Create diverse talent development plans and measure progress rates and the time it takes to execute plans

- Assign growth opportunities and stretch assignments

- Ensure access to key networks and roles

- Assess the pipeline ratio and adjust the leadership pipeline

- Create roles that will provide necessary on-the-job experience to candidates ready for the next move

- Ensure stretch assignments are properly supported, for example, access to informal and formal mentorship and coaching

- Provide phased off-ramping options for older workers to retain mature skill sets and facilitate knowledge transfer

(Diversity Best Practices, p.15)

Transitioning. The process of transitioning should not be rushed to ensure the right person is hired and staff should be engaged to reduce their anxiety, and get their buy-in, cooperation, and commitment. Managing transition whether planned or abrupt include organization (committee for transition), stabilization (staff and any crises facing), understanding (the organization's financial systems and situation, and legal and reporting requirements), planning (timeline and disclosures – internal and external), execution (work the plan, communicate with key stakeholders, and protect the organization), incorporating a new vision (strategic focus and stakeholder assessment), developing and deepening working alliances, although with a different focus (BoardSource, 2010; Gilmore, 1990). Khurana and Nohria (2010) stated that transitions within, into, and across organizations are "especially poignant moments in the development of leaders – fraught with both peril and possibility" and they need help to navigate all aspects of the

new terrain (p. 22). BoardSource identified five responsibilities of the transition

committee:

1. Planning and overseeing communications with internal and external stakeholders;

2. Ensuring healthy closure with the departing executive and clarifying that the

   person's role in the transition process;

3. Planning the hiring and transition activities;

4. Managing the hiring and transition process;

5. Providing a healthy start for the new executive. (p. 244)

The projected challenges and potential resolutions identified in the above research

showed existing gaps and may have to be modified in the advent of COVID-19; gaps

exacerbated by the disruption of the 2020 COVID-19 virus pandemic and its effect on

already limited resources. Although nonprofits have yet to identify and evaluate the

impact of key-man/-person risk on their organizations and leadership, many of whom are

in at least one of the at-risk groups identified (age and chronic or underlying medical

illness) by the National Foundation for Infectious Diseases (NFID), the for-profit

organizations are rethinking and rewriting rules for the C-Suite (e.g., CEO, CFO, CIO)

because of the contraction and death of senior corporate executives from COVID-19 in

March 2020 (Cheng, Groysberg, & Healy, 2020; Green, 2020; www.nfid.org). Also,

Green noted that companies have started to consider implementing succession plans to

their succession plans to ensure continuity and sustainability of their organizations

(Green, 2020).

Gap in the Literature

From the literature reviewed, research results continue to provide evidence of the inadequacy of nonprofit leadership formalizing succession planning and implementing leadership development programs. None of the researchers who documented the predicted and impending nonprofit leadership deficit and the large percentages of un- or ill-prepared organizations have identified in their analyses why this issue still persists at critical levels. What is absent from much of extant research is why the gap between knowing and doing, by nonprofit leaders, is still wide even though the leaders know the potential impact to their organizations and stakeholders. Most of the documentation reviewed focused on the absence of the succession planning and leadership development processes from an organization vantage point and the processes that should be implemented, rather than examining the un-/ill-preparedness as the result of leadership behavioral intentions.

There is sparse research in which succession planning and leadership development in nonprofits across the four regions of the United States where the authors used the theory of planned behavior to assess the relationship between the nonprofit leadership's intention and actioning of those intentions. Not only did the current study involve measuring the strength of the influence of explicit attitudes on intention; Crano and Prislin (2008) suggested that the strength of implicit attitudes could also be captured. Also, the use of simple logistic regression, simple linear regression, and multiple regression analysis in the current study provided information on intention-behavior of leadership in specific regions of the United States that was not captured in prior studies.

The results of the current study provided an opportunity to add to the body of knowledge on the subject matter for the academic and scholar-practitioner communities while benefitting nonprofits and their leadership.

Summary and Conclusion

Chapter 2 provided the literature review strategy and the literature reviewed pertaining to the theoretical foundation of the study, overview of nonprofits, organizational change, historical overview of succession planning and leadership development, current findings on succession planning and leadership development, the uniqueness of nonprofit leadership, and leadership transitioning. Extant literature reviewed support the need for further examination of the relationship between leadership intention and succession planning documentation and leadership development programs in nonprofits as the lack of readiness of nonprofits for leadership transition has not seemed to have lessened significantly in the ensuing years since Tierney (2006) raised the alarm of an impending nonprofit leadership deficit. As chronicled in the literature, in the years before and since Tierney's article, nonprofit leaders overwhelmingly have still not put mechanisms in place to avert the potential leadership deficit crisis.

The examination of the relationship between leadership intention and the desired actions in the current study identified the factor that most predict intention to behavioral action. The existence of previously unanswered questions regarding recognized but largely unaddressed nonprofit leadership preparation for predicted sector leadership deficit and the need to identify the factor(s) that predict leadership action offer support for this study (Sniehotta et al., 2014). Chapter 3 includes a detailed description of the

research method and design for the current quantitative correlational study. Also,

Chapter 3 includes the population, sample and sampling procedures, instrumentation and

operationalization of constructs, data collection, data analyses, and statistical

assumptions. The chapter also covers threats to validity and ethical procedures.

Chapter 3: Research Method

The purpose of the current quantitative descriptive correlational study was to examine the relationship between predictor variables of leadership intention factors (attitude, subjective norms, and perceived behavioral control) and criterion variables of succession planning documentation (the extent to which the organization has developed a policy regarding transitioning leadership of the organization and the extent to which a multi-period succession planning process is in operation) and leadership development programs (extent to which the organization has developed and implemented leadership development programs, the perceived effectiveness of the leadership development programs, and its effect on internal recruitment) in U.S. registered nonprofits in good standing between 2016 and 2020. The results of prior studies identified the ill-preparedness of nonprofit organizations for succession (Bozer & Kuna, 2013; Santora & Sarros, 2012; Sherlock & Nathan, 2007).

This chapter contains an explanation of the research design, rationale, and methodology, and the sample selection procedures and size. Data collection and analysis procedures used are covered, including the pilot study, and validation and reliability testing of the research instrument. Also, the ethical procedures taken to adhere to ethical requirements for a research study are described. Last, the chapter concludes with a summary and transition to Chapter 4.

Research Design and Rationale

The quantitative research design when viewed on a continuum would range at one end from a design where variables are not controlled and only observed (descriptive research design) to a design at the other extreme where variables are closely controlled, and the

relationship among the variables are clearly established (experimental research design) (Frankfort-Nachmias et al., 2014; Trochim, 2006). The other two designs that blend components of the extremes are the correlational research design and the causal-comparative/quasi-experimental research design (Frankfort-Nachmias et al., 2014; Trochim, 2006). The experimental design was not considered for the current research study since the intent of this study was not to establish a cause-effect relationship among the variables (Frankfort-Nachmias et al., 2014; Trochim, 2006). Similarly, the descriptive research design was not selected because the focus of the study was not solely to gain information about a phenomenon (Frankfort-Nachmias et al., 2014; Trochim, 2006).

The objective of this study was to evaluate the extent of the relationship between leadership intent and succession planning documentation and leadership development programs in U. S. registered nonprofits. The selection and use of the descriptive correlational research design for this study was most appropriate to determine the relationship between executive leadership intention and the behaviors specified for this study in U. S. nonprofits. Black (1999) and Vogt (2006) suggested use of the descriptive correlational research design in studies where the focus is to describe the relationships among variables rather than seeking to determine any causal association. Also, the descriptive correlational design is often used in determining the relationship between the variables where the researcher has no control over or the ability to manipulate the predictor or independent variables that influence the criterion or dependent variables (Lappe, 2000).

Methodology

The research method for this study was quantitative. Using a quantitative method allowed for collecting, analyzing, and drawing conclusive evidence through a systematic approach of quantifying the problem to understand the relationship between the predictor variables and the criterion variables for projectable results to a larger population (Mora, 2010; USC Libraries, 2016). Use of a quantitative method also allows for mathematically interpreting the responses of study participants to the narrow and specific questions asked via questionnaires and surveys (USC Libraries, 2016). Positivists consider the statistical analysis of numerical data for the quantitative method (science), a deductive approach, as a means to learn the truth (Aliaga & Gunderson, 2000). The relationship among the variables in the current research was best explained by the results of statistical analysis.

Population

A population is a group of individual units with some commonality. The population for the current study consisted of incumbent nonprofit executive leaders (for example, CEOs and Executive Directors) of U.S. registered tax-exempt organizations (unit of research). According to the National Center for Charitable Statistics (NCCS), there were more than 1.5 million registered tax-exempt organizations across all regions in the United States in 2015 (McKeever, 2019). These organizations reported more than $1.74 trillion in total revenues and accounted for 9.2% of all salaries and wages paid in the United States in 2012 (McKeever, 2019; Blackwood et al., 2012) and represent 5.3% of GDP in 2013 (U.S. Bureau of Economic Analysis, 2014). The members of this group represent executive leaders representing different tenures and organization sizes.

Access and review of the GuideStar database (search and analysis tool for the nonprofit sector) served to determine demographics on registered nonprofit organizations, primarily organization size, length of time in existence, region, and sector that were publicly accessible through the website. Contact information used to collect the relevant information was found either within GuideStar database or in the organizations' Form 990s. From the 1.5 million existing registered nonprofits across the four regions in the United States, as described in Table 2, a large sample of nonprofit organizations met the selection criteria of the study and allowed for generalization of the results. The stratified sample selected included 229 incumbent CEOs/Executive Directors of nonprofit organizations that filed Form 990.

GuideStar, similar to the IRS, uses the National Taxonomy of Exempt Entities Core Codes classification system, NTEE codes, to classify nonprofits in 10 broad subcategories. This study included organizations in two of the 10 broad subcategories that represent the broad subsectors such as Group V: Human Services (alpha codes: I, J, K, L, M, N, O, and P) and Group VII: Public, Societal Benefit (alpha codes: R, S, T, U, V, and W) (NCCS, n.d.). As of September 2018, there were 1,171,056 registered nonprofits that comprise Groups V and VII (FoundationSearch, 2018). Additional criteria for selection included organizations that were: (a) in existence for seven years or more (researchers have noted that organizations that exist for at least five years have overcome the initial hurdles of survival), and (b) had incumbents who led their organizations five years or more.

Table 2

U.S. Regions

Region	*Region name*	*Divisions*	*States in region*
Region 1	Northeast	Division 1: New England	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
		Division 2: Mid-Atlantic	New Jersey, New York, and Pennsylvania
Region 2	Midwest	Division 3: East North Central	Illinois, Indiana, Michigan, Ohio, and Wisconsin
		Division 4: West North Central	Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota
Region 3	South	Division 5: South Atlantic	Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, District of Columbia, and West Virginia
		Division 6: East South Central	Alabama, Kentucky, Mississippi, and Tennessee
		Division 7: West South Central	Arkansas, Louisiana, Oklahoma, and Texas
Region 4	West	Division 8: Mountain	Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming
		Division 9: Pacific	Alaska, California, Hawaii, Oregon, and Washington

Source: United States Census Bureau, Geography Division (2010), retrieved from
https://www.census.gov/geo/reference/webatlas/regions.html

The selection derived was through the use of tax and other data publicly available from GuideStar for organizations within the human services and public societal benefit groups. Organizations across U.S. regions, within the specific NTEE codes were selected. Also, organization size and revenue, state in which the organizations were based, how long the organizations have been in operation, as well as the organizations' CEOs/Executive Directors were taken into consideration.

Sampling and Sampling Procedures

Sampling strategy. Sampling strategy is imperative to quantitative research and is used by researchers to examine traits or characteristics of the populations under study (Center for Innovation in Research and Teaching [CIRT], n.d.). In the current study, probability sampling was used. Probability sampling, unlike non-probability sampling, involves some form of random selection to ensure that all members or units of the population have a chance of being selected, thus increasing the chance that the sample is representative of the population with minimal bias to allow for statistical inference (Frankfort-Nachmias et al., 2014; Laerd Dissertation, 2012). Of the four types of probability sampling (simple random, stratified random, systematic random, and cluster), stratified random sampling was used as a means to ensure that different group classifications of the population in different regions shown in Table 2 were represented in the sample to increase the level of accuracy (Frankfort-Nachmias et al., 2014). Other sampling techniques (simple random, systematic random, and cluster) were not considered because the focus and sample selection procedures of those techniques would not have provided assurance that the sample selected would include the units of interest (Trochim, 2006).

The stratified sample represented nonprofits of different revenue sizes and comprised incumbent leaders (CEOs or Executive Directors) who had led their present organization for a minimum of five years and where the organization had existed seven years or more. The size of the nonprofit organization may have affected the succession planning elements identified. This sample represented a cross-section of gender, age, ethnicity, incumbent tenure, and organization type and size to reduce the possibility of systematic bias in the selection (Kalton, 1983; Kish, 1965). Also, these demographic variables may have influenced the predictor and criterion variables and provided inferences to add to extant literature (Wu et al., 2015).

Sampling frame. The sampling frame for this study included executive leaders of registered tax-exempt organizations in the United States accessed through GuideStar. Although there are more than 2 million nonprofits in the United States, the sample did not include any nonprofits that were not registered as tax-exempt organizations or included in the 14 NTEE alpha codes identified. The stratified sample comprised leaders with varying lengths of incumbency at their present organizations at least five years and different group or key subgroup classifications of the population in an attempt to increase the level of accuracy when estimating parameters (Frankfort-Nachmias et al., 2014; Trochim, 2006).

Sampling size and power analysis. Sample size can have a considerable effect on the study results and findings since samples that are too large or too small could result in incorrect findings (Burkholder, 2009; Laerd Dissertation, 2012). To mitigate this potential issue and sampling bias, G*Power 3.1, a tool to calculate statistical power analyses, was used to calculate a representative sample size to increase confidence that allowed for making

statistical inferences (generalizations) from the sample (Laerd Dissertation, 2012). Analyses

of power and sample size for statistical tests help to detect and avoid failing to reject a false

null (alternate) hypothesis (Calkins, 2005b).

Using a margin of error of .05, confidence level of .95, effect size of .30, and power

of .80 for a two-tailed test, a sample size of 82 participants was calculated. The effect size

measures the strength of the relationship between two variables or quantifying the size of the

difference and provides the true measure of the significance of the difference (Coe, 2002).

The power of .80 indicates any significant relationship between variables in the test result

would be detected.

A sample size of at least 100 is sufficient to be representative of the population to

allow generalization of the results and reduce the chance of accepting a Type I error (a false

positive) (Burkholder, 2009). The sample size was $N = 229$ to accommodate for incomplete

and unusable surveys while ensuring that the requisite number of participants for the study

was obtained. Another type of error, Type II error, occurs when statistical procedures result

in no significant relationship, difference, or effect when one exists (Burkholder, 2009).

Using a statistical power of .80, as suggested by Burkholder, increases the probability that a

relationship that exists would be observed (avoids a Type II error). Also, statistical power

was not overlooked solely for statistical confidence.

Procedures for Recruitment, Participation, and Data Collection

After determining the organizations and associated CEOs/Executive Directors who

met the selection criteria, the email and contact information publicly available from

GuideStar and IRS Form 990 were compiled. After receiving IRB approval (Approval no.

04-19-19-0491206), individual emails with the study's introductory letter that included the

purpose of the study (Appendix B) were sent to the prospective participants (nonprofit

organization executive leaders) with an imbedded link to SurveyMonkey. Also, the group

invitation requests and surveys were sent to the prospective participants via SurveyMonkey.

To ensure their anonymity, the prospective participants used the imbedded link to the

SurveyMonkey survey tool, where all IP addresses were disabled. On the SurveyMonkey

page, the prospective participants were instructed to read the informed consent form and

click the imbedded link to acknowledge their agreement with the terms of consent before

they were allowed to access the survey instrument (Appendix C) on SurveyMonkey platform.

Data Collection

For this study, data collection and confidentiality procedures recommended by

Douglas-Faraci (2010) were followed and in compliance with Walden University's IRB

requirements. Online deployment of the pilot study via SurveyMonkey allowed for speed

and efficiency. The deployment of the pilot study questionnaire and receipt of responses

were completed within seven weeks after the receipt of IRB approval.

Following the pilot study, SurveyMonkey, the online survey tool, was used to

disseminate the finalized survey instrument to the prospective participants and collected the

results of the survey in a single-stage data collection technique over a 7-week period. Also,

emailings via SurveyMonkey occurred at week 3 and week 5. The online survey

questionnaire was administered via SurveyMonkey to elicit candid responses from executive

leadership on their attitudes, perceptions of their behavioral control, external influences on

their behaviors (subjective norms) and implementation intentions toward succession planning documentation and leadership development programs.

Using online surveys facilitated reaching a wider geographic area and a larger sample more easily, conveniently, and cost-effectively. Also, Frankfort-Nachmias et al. (2014) noted that assurance of confidentiality to prospective study participants has been shown to engender increased participation and collection of surveys via online services like SurveyMonkey allowed for anonymity and candid responses to facilitate the collection of more accurate and valid data. Online surveys reduce the response time over traditional mailings, lost or misdirected mail, and nonresponse in general. A more comprehensive sample allowed for a better analysis and assessments of implications to advance knowledge on nonprofit leadership intention and sustainable organizational transition. Participation was voluntary, convenient, uncompensated, unsupervised, and anonymous. To ensure that the responses were collected anonymously, the collector options feature in SurveyMonkey used, disabled any IP and email address tracking.

Since participation in the study was voluntary, individuals who started to participate in the survey via SurveyMonkey then no longer desired to continue participation could terminate their participation at any time without repercussions. Surveys missing two or more responses to questions that were included in the predictor and criterion variables in this study were not included, and the terminating participants were considered to have opted out of the survey. Also, no follow-up procedures were necessary since the intent of this study was to collect data at one point in time. The response data from SurveyMonkey were downloaded to SPSS for data analysis.

Questionnaire Validation – Field and Pilot Studies

Field study. To assess how the survey questions were constructed, three subject

matter experts (SMEs) in nonprofit organizations, leadership, and survey construction were

selected to participate in the face validation process of the revisions and additions to the

survey questionnaire instrument. Based on feedback from the SMEs minor changes were

made to the questionnaire for clarity. The SMEs reported that the newly developed and

modified survey questions were relevant, clear, and understandable and would measure the

intended constructs. No data were collected during the field study, and the SMEs did not

participate in the pilot or main research study. Prior to seeking IRB approval, the selected

SMEs reviewed the survey questionnaire instrument electronically and their feedback was

used to modify the questionnaire used in the pilot study.

Pilot study. Pilot studies are often conducted to determine whether some of the

crucial components of a research study, for example the measurement

instrument/questionnaire, are effectively designed to address the research questions

accurately. The pilot study was conducted after receiving IRB approval and before the data

collection phase to evaluate the questions developed and modified. The questionnaire used

in pilot study included 59 questions pertinent to assessing the relationship between leadership

intention factors and the defined implementation behaviors as defined in the study -

succession planning documentation and leadership development programs. Forty-seven (47)

questions from Santora and Sarros's (2009) International Study of Executive Succession in

Nonprofit Organizations/NGOs survey were used in the current study, some of which were

modified to fit parameters of the study. The remaining 12 questions were developed using

the Constructing a Theory of Planned Behavior Questionnaire provided by Ajzen (2006) as a guide (Appendix D).

Connelly (2008) and Hill (1998) have suggested a minimum of 10 or 10% of the calculated sample size of 100 (also 10) as the number of pilot study participants. This smaller sized study provided information on the clarity and construction of questions, procedures, and steps that may have required revision to save time when the full study was conducted.

The pilot study participants were incumbent CEOs/Executive Directors selected from nonprofit organizations who met the selection criteria, using the public information available in GuideStar. Email invitations were sent to the incumbent nonprofit executive leaders selected from the four U. S. regions. The invitation included an explanation about the pilot study and link to SurveyMonkey for the form to acknowledge informed consent to access and complete the survey questionnaire online. Online deployment of the pilot testing of the survey questions allowed for shortened response times and efficiency.

Data collection for the pilot study was completed within seven weeks after the receipt of IRB approval. From the sample of 115 surveys distributed for the pilot study there were 10 complete useable responses. Since no changes to the questionnaire resulted from the pilot study there was no need for additional IRB review or instrument validation of the survey questionnaire. Also, the pilot study participants and their data were included in the main study (Leon, Davis, & Kraemer, 2010).

The pilot study data were used to examine evidence of internal consistency reliability of the items on the questionnaire by calculating Cronbach's alpha in SPSS. A score of 0.70

or more indicates acceptable internal consistency of the measure (Cronbach, 1951; Vogt & Johnson, 2011). Based on the results, all questions were retained because the alphas exceeded the .70 cutoff.

Instrumentation and Operationalization of Constructs

Instrumentation. A review of existing instruments did not reveal an existing instrument appropriate to collect and measure all the variables as defined in this study. Thus, developing an instrument for this study was necessary to collect data on organizational and leadership demographics as well as leadership and planned behavior to assess leadership intention. A modified version of The International Study of Executive Succession in Nonprofit Organizations/ NGOs Questionnaire used was developed and validated by Santora and Sarros (2009) to assess the demographics of nonprofit executive succession and leadership development. Also, the instrument included questions about the demographics of the organization and its leadership in relation to succession planning, leadership, transition, and leadership development to answer the research questions in this study that were relevant to nonprofit organization preparation for executive succession.

Santora and Sarros's (2009) 64-item questionnaire has nine succession planning indicators, which Bozer and Kuna (2013) used to collect data from 100 Israeli nonprofit executive directors for their analysis of Israeli nonprofits' preparedness for succession. Bozer and Kuna modified Santora and Sarros's questionnaire to adapt to their study on Israeli nonprofits based on feedback from a pilot study that included five Israeli nonprofit executive directors. Bozer and Kuna had the questionnaire translated into Hebrew for the pilot study, then translated back into English to verify the accuracy. Bozer and Kuna validated the

modified instrument, an important aspect of reliability that implies that the generalizability of the measurement is possible (Frankfort-Nachmias et al., 2014). The results of Bozer and Kuna's study regarding the low participation of nonprofits in succession planning that includes leadership development (16%) and an even lower percentage (7%) for succession planning documentation were similar to results of U.S. studies by Froehlich et al. (2011) and Santora et al. (2011).

To supplement Santora and Sarros's (2009) questionnaire, leadership intention questions for the study to measure intention and behavior were developed. Ajzen (2006) suggested that the three elements that guide behavior intention - attitude towards the behavior, normative belief towards the social norms, and perceived behavioral control or ability to perform behavior – must be considered when constructing a theory of planned behavior questionnaire. Two questions relating to perceived behavioral control barriers were included as a qualitative element of perceived behavioral control intention factor of Ajzen's theory. The questionnaire included 12 questions on leadership intention. Instead of using a 7-point Likert-type scale as used by Ajzen, the TPB questions were developed using a 5-point Likert scale to be consistent with Santora and Sarros's questionnaire. Ajzen's TPB instrument has been used widely in studies in various disciplines where it was validated and found to be sufficient. For example, in Ajzen, Czasch, and Flood (2009) and Kautonen et al.'s (2015) intention-behavior studies using the TPB instrument, the alpha coefficients for internal consistency were determined to be high for the TPB variables.

Similar to Bozer and Kuna (2013), I received permission from Santora and Sarros to modify the questionnaire from an international focus to a U.S. focus for this study (Appendix

E). One of the ways this study is similar to Bozer and Kuna's that makes the use of this instrument applicable, with small modifications, was with respect to analyzing U.S. nonprofit leadership's preparedness for succession transition, that is, implementing succession planning documentation and leadership development programs.

The combination of these instruments into one questionnaire included 59 questions covering organization and executive leadership demographics, governance, succession planning, transition, leadership, and leadership development. In addition to a four 5-point Likert-type subscales, which are commonly used in surveys to collect data (Boone & Boone, 2012), the instrument included questions where one best answer was selected, yes-no questions, and an open-ended question.

The final survey included eight sections. The first three sections of the survey were designed to collect demographic information on the organization, CEO/Executive Director, and organization structure. The next two sections were designed to collect information on board governance and organization change/transition. The two sections that follow included theory of planned behavior related questions designed to elicit CEOs/Executive Directors' beliefs, attitudes, and intentions towards succession planning documentation and leadership development programs. The final section was an open response section designed to collect information on any topic the respondent felt important but not included in the questionnaire. These questions aligned with the research questions to measure the three sub-scales: attitude, subjective norms, and perceived behavioral control (see Table 3). A higher value on the ordinal scale represents greater leadership intention.

Table 3

Overview of Instrument Constructs

Construct	Research question	Related questions
Succession planning documentation	RQ1a: What is the relationship between the leadership intention factor of attitude and succession planning documentation?	Questions 29, 31, 47, 51, 53, 54, 55, 56, 57, 58
	RQ1b: What is the relationship between the leadership intention factor of subjective norms and succession planning documentation?	Questions 33, 41
	RQ1c: What is the relationship between the leadership intention factor of perceived behavioral control and succession planning documentation?	Questions 34, 41
Leadership development programs	RQ2a: What is the relationship between the leadership intention factor of attitude and leadership development programs?	Questions 31, 47, 48, 51, 53, 54, 55, 56, 57, 58
	RQ2b: What is the relationship between the leadership intention factor of subjective norms and leadership development programs?	Questions 28, 49, 59a, 59b
	RQ2c: What is the relationship between the leadership intention factor of perceived behavioral control and leadership development programs?	Questions 28, 50, 59a, 59b
Succession planning intention	RQ3: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation?	Questions 31, 33, 34, 41, 47, 51, 53, 54, 55, 56, 57, 58
Leadership development intention	RQ4: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs?	Questions 28, 31, 47, 49, 50, 51, 53, 54, 55, 56, 57, 58, 59a, 59b

The questions (#25, 27, 28, 33, 34, 47, 49, 50, 53, 54, 55, 56, 57, 58) were measured on a 5-point scale as follows: (1) *strongly disagree*, (2) *disagree*, (3) *neither disagree or agree*, (4) *agree*, and (5) *strongly agree*. Other questions were measured on other 5-point scales, as follows: (1) *not at all likely*, (2) *very likely*, (3) *somewhat likely*, (4) *very likely*, and (5) *extremely likely* (questions #32, 52); (1) *not at all*, (2) *infrequently*, (3) *at least once per*

month, (4) *every week*, and (5) *everyday* (questions #31, 51)*; and* (1) *not at all effective*, (2) *very ineffective*, (3) *somewhat effective*, (4) *very effective*, and (5) *extremely effective* (questions #59a, 59b). The ratings by the respondents described the respondents' views and intentions to perform a particular behavior. For this study and its findings to be beneficial to scholar-practitioners, leaders, and nonprofit organizations, as well as add to the literature on succession planning, verification of the requirements for reliability and validity were met was performed and verified periodically during the study.

  Operationalization. The predictive and criterion variables in this study were operationalized to allow for specific, clear definitions, and an explanation of how they were measured. Also, defining the variables allowed for measurability and subsequent accurate replication of the research study by other researchers (see Table 4). The following constructs were measured: succession planning documentation (influence of the intention factor(s) – attitude, subjective norms, perceived behavioral control – most predictive of succession planning through the existence of succession planning documentation), leadership development programs (influence of the intention factor(s) – attitude, subjective norms, perceived behavioral control – most predictive of leader development for organization continuity through the existence of a leadership development program), succession planning intention (leadership's attitude toward implementation intention of succession planning documentation), and leadership planning intention (leadership's attitude toward implementation intention of leadership development programs).

Table 4

Variable Table

Variable name	Operational definition	Type and level of measurement
Attitude (X$_1$)	A leader's perception (favorable or unfavorable) of a particular behavior based on existing beliefs toward that behavior. Questions # 31, 47, 51, 53, 54, 55, 56, 57, 58	Predictor Interval/Continuous
Subjective norms (X$_2$)	Behaviors a leader may engage in if she perceives the behaviors as acceptable by her social reference or peer groups. Questions # 33, 49	Predictor Interval/Continuous
Perceived behavioral control (X$_3$)	Perceived behavioral control is a leader's controlling beliefs that influence the perceived degree of ease or difficulty in performing a particular behavior. Questions # 34, 50	Predictor Interval/Continuous
Succession planning intention (Y$_1$)	A series of identifiable steps to support the orderly transition of the leadership of an organization that are memorialized. Question # 20a, 20b, 25, 41	Criterion Interval/Continuous
Succession planning documentation (Y$_2$)	A series of identifiable steps to support the orderly transition of the leadership of an organization that are memorialized. Question # 29	Criterion/Discrete
Leadership development intention (Y$_3$)	A series of identifiable steps to support the orderly transition of the leadership of an organization that are memorialized. Question # 28, 59a, 59b	Criterion Interval/ Continuous
Leadership development programs (Y$_4$)	Programs developed and implemented to identify and develop the organization's future leadership collective to effectively anticipate and handle organizational changes and disruptions. Question # 48	Criterion/Discrete

Data Analysis Plan

The data in this study consisted of useable survey responses from 229 nonprofit executive leaders (CEOs and Executive Directors) of U.S. registered nonprofit organizations within Groups V and VII NTEE code that filed IRS Form 990s. Data analysis served to facilitate the interpretation of the data collected to measure variables of the research

questions of the study. Data analysis in this study allowed for assessing predictive

relationships between the variables.

The IBM Statistical Program for the Social Sciences (SPSS) Version 25 was selected

to increase the accuracy of data input, efficiency of data management, and analysis processes

by reducing manual tasks. The use of SPSS served to reduce subjectivity by applying logic

consistently to the data. The data were downloaded directly from SurveyMonkey to SPSS to

reduce the chance of data entry mistakes. I performed random checks of the data to ensure

that the data were captured accurately before any data analysis. Performing the pre-analysis

check helped to reduce the chance of incomplete or missing data affecting the statistical

analysis (Tabachnick & Fidell, 1996). Also, the linearity between the outcome and predictor

variables was tested for using the extreme values or outliers in the predictors using

histograms and P-P plots, and multicollinearity among the predictor variables using the

variance inflation factor (Box & Tidwell, 1962; Fielding & Gilbert, 2006; Vogt, 2005).

Using SPSS facilitated identifying the response rate and bias, performing a

descriptive analysis of the data identifying general trends and patterns in the data as well as

evaluating relationships and degrees of association, and analyzing how the data may answer

each research question (Hughes Butts, 2008). Frequency counts and percentages were used

to describe the nominal and ordinal variables. Measures of central tendency and dispersion

were calculated for each of the variables. The median was used to describe the center of

distribution for the continuous variables. Also, for any missing values and outliers following

the data collection, the data analysis included a P-P plot to determine whether a linear or non-

linear relationship existed between variables and descriptive statistics (e.g., distribution, skewness, correlations) to determine whether further analysis was required.

To address the problem of the study, data were collected and analyzed to assess and evaluate the relationships of interest, as reflected in the overarching research question: what is the relationship between the predictor variables, leadership intention factors (comprising three factors-attitude, subjective norms, and perceived behavioral control) of U.S. non-profit organization leaders and succession planning documentation and leadership development programs (criterion variables)? Four research questions (two of which have three parts) were developed to guide this research study, along with a null and alternative hypothesis pair for each research question.

RQ1a: What is the relationship between the leadership intention factor of attitude and succession planning documentation?

$H_0$1a: There is no statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

H_a1a: There is a statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

RQ1b: What is the relationship between the leadership intention factor of subjective norms and succession planning documentation?

$H_0$1b: There is no statistically significant relationship between the leadership intention factor of subjective norms and succession planning documentation.

H_a1b: There is a statistically significant relationship between the leadership intention factor of subjective norms and succession planning documentation.

RQ1c: What is the relationship between the leadership intention factor of perceived

behavioral control and succession planning documentation?

$H_0$1c: There is no statistically significant relationship between the leadership

intention factor of perceived behavioral control and succession planning

documentation.

H_a1c: There is a statistically significant relationship between the leadership

intention factor of perceived behavioral control and succession planning

documentation.

RQ2a: What is the relationship between the leadership intention factor of attitude and

leadership development programs?

$H_0$2a: There is no statistically significant relationship between the leadership

intention factor of attitude and leadership development programs.

H_a2a: There is a statistically significant relationship between the leadership

intention factor of attitude and leadership development programs.

RQ2b: What is the relationship between the leadership intention factor of subjective

norms and leadership development programs?

$H_0$2b: There is no statistically significant relationship between the leadership

intention factor of subjective norms and leadership development programs.

H_a2b: There is a statistically significant relationship between the leadership

intention factor of subjective norms and leadership development programs.

RQ2c: What is the relationship between the leadership intention factor of perceived

behavioral control and leadership development programs?

$H_0$2c: There is no statistically significant relationship between the leadership

intention factor of perceived behavioral control and leadership development

programs.

H_a2c: There is a statistically significant relationship between the leadership

intention factor of perceived behavioral control and leadership development

programs.

The results of analyzing the relationship between the variables in this study may add

to the extant literature on the relationship between leadership intention and actual behavior,

that is, executing succession planning documentation and leadership development programs.

The intention factor or combination of intention factors that most predict leadership behavior

may be identified as well as leaders' proclivity to organization viability and continuity were

examined. The strata within which the relationships are identified may further identify

dynamics not previously noted in existing research.

RQ3: What combination of the three leadership intention factors of attitude,

subjective norms, and perceived behavioral control significantly predicts succession

planning documentation?

$H_0$3: No combination of the three leadership intention factors of attitude,

subjective norms, and perceived behavioral control significantly predicts

succession planning documentation.

H_a3: A combination of the three leadership intention factors of attitude,

subjective norms, and perceived behavioral control significantly predicts

succession planning documentation.

RQ4: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs?

H_04: No combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

H_a4: A combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

To assess the relationships between the predictor and criterion variables, the following statistical data analyses were used: (a) simple logistic regression analysis for RQ1a and RQ2a to examine the relationship between each continuous predictor variable (attitude) and the discrete criterion variable (succession planning documentation for RQ1a and leadership development programs for RQ2a); (b) simple linear regression analysis for RQ1b and RQ2b to examine the relationship between the continuous predictor variable (subjective norms) and the continuous criterion variable (succession planning intention for RQ1b and leadership development intention for RQ2b); (c) simple linear regression analysis for RQ1c and RQ2c to examine the relationship between the continuous predictor variable (perceived behavioral control) and the continuous criterion variable (succession planning intention for RQ1c and leadership development intention for RQ2c); and (d) multiple regression analysis to examine the relationship between the continuous predictor intention factors (attitude, subjective norms, and perceived behavioral control) and the continuous criterion variables

(succession planning documentation for RQ3 and leadership development programs for RQ4).

For this study the hypotheses $H_0$1a and $H_0$2a were tested using the following simple logistic regression model:

$$Logit(Y) = log = \left[\frac{Y}{1-Y}\right] = \frac{e^{\beta_0 + \beta 1X1 + \beta 2X2 + \beta 3X3}}{1 + e^{\beta_0 + \beta 1X1 + \beta 2X2 + \beta 3X3}}$$

where Y equals leadership intention to engage in behavior (succession planning documentation or leadership development plan), P(Y) equals probability that Y equals 1, β_0 equals constant coefficient, β_1, equals coefficient of X_1, β_2 equals coefficient of X_2, β_3 equals coefficient of X_3, where X_1 equals attitude, X_2 equals subjective norms, X_3 equals perceived behavioral control, and e equals Euler's number (constant).

Simple logistic regression is a statistical approach used to estimate the relationship between a predictor variable and the criterion variable. Simple logistic regression was appropriate for RQ1a and RQ2a because the outcome (criterion variables) were discrete variables (Ranganathan, Pramesh, & Aggarwal, 2017) as measured by questions #29 and #48. These questions have two possible outcomes, yes or no, depending on whether formal (written) succession planning documentation exists and whether the organization has implemented leadership development programs. Using SPSS to conduct a simple logistic regression analysis, the strength of the relationships or unique contribution of each predictor variable of leadership intention (attitude, subjective norms, and perceived behavioral control) on the criterion variables (succession planning documentation and leadership development programs) were assessed, including the overall statistical effect of some or all the variables

acting together (Burkholder, 2009). The simple logistic regression analyses provided nonparametric Wald and Nagelkerke R Square statistics that showed strong statistical relationships between the variables for $H_0$1a and $H_0$2a.

The level of measurement of the predictor variables was continuous. The level of measurement of the criterion variables was discrete, where there were only two categories or outcomes (Field, 2013). The data for the analysis were generated in blocks (built progressively including variables from the previous block). The analysis included all cases with the criterion variable coded 0 (no succession planning documentation or leadership development programs exist) and 1 (succession planning documentation or leadership development programs exist) (see Table 3).

The reasons for using simple logistic regression analysis were met where all the questions that comprised the variable were complete. The criterion variables were dichotomous; the predictive variables were continuous explanatory variables not be highly correlated, as high correlation would affect estimates; the sample was large; and there was a relationship between the criterion and the predictive variables (Field, 2013).

Simple linear regression allows the evaluation or estimation of the relationship between two quantitative variables – one predictor variable and one criterion variable. For this study, the hypotheses $H_0$1b, $H_0$2b, $H_0$1c, and $H_0$2c were tested using the following simple linear regression model:

$$y = \alpha + \beta x + \varepsilon,$$

where y is the dependent variable (succession planning documentation or leadership development programs), x is the independent variable (attitude), α and β are structural

parameters of the model, and ε is the random component. The simple linear regression model included *F-tests* to show significance (Ord, Ripley, Hook, & Erspamer, 2016) and the coefficient measured the influence of the input variable on the criterion variable. The key assumptions for using simple linear regression model (linearity, homoscedasticity, independence, and normality) were met.

Multiple regression analysis allows the evaluation or estimation of the relationship between several continuous variables – two or more predictor variables and one criterion variable. For this study, the hypotheses $H_0 3$, and $H_0 4$ were tested using the following multiple regression analysis model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_I$$

where Y is the leadership intention to engage in behavior (succession planning documentation or leadership development programs), $\beta 0$ is the constant, $\beta 1$ is the coefficient of X1, $\beta 2$ is the coefficient of X2, $\beta 3$ is the coefficient of X3, where X1 is attitude, X2 is subjective norms, and X3 is perceived behavioral control, and ε_I is the error term in the regression model.

Using SPSS to conduct a multiple regression analysis, the strength of the relationships or unique contribution of the combination of the predictor variables of leadership intention (attitude, subjective norms, and perceived behavioral control) on each of the criterion variables (succession planning documentation and leadership development programs) were assessed, i.e., the overall statistical effect of all the variables acting together (Burkholder, 2009). Where one predictor variable (attitude) was more significant than the other two predictor variables on the criterion variable, the ANOVA and coefficients were

rerun to confirm the statistical significance of the predictor variable on the criterion variable (Burkholder, 2009).

The key assumptions for the multiple regression analysis (linear relationship, multivariate normality, no or little multicollinearity, no auto-correlation, and homoscedasticity) were met. The histogram was used to determine normal distribution and the P-P plot was used to determine linearity. The decision rule was to reject the null hypothesis (H_o) where the p values was less than an alpha of .05 (Fisher, 1990). The p-values $< .05$ would suggest a significant relationship between the predictor and criterion variables.

Threats to Validity

Validity is the standard used to judge the research quality. Therefore, researchers are concerned with the truth or accuracy of the research data produced (Gravetter & Foerzano, 2012). Threats to validity place the study and the results at risk. The validity of a research study is the extent to which the results of the study provide answers to the research questions it was intended to answer (Gravetter & Foerzano, 2012).

In the context of scaling, validity means how much a measurement instrument can assess the related variables (is it measuring what it is intended to measure) and reliability is the extent to which the measuring instrument contains variable errors (errors that appear inconsistently between observations) (Frankfort-Nachmias et al., 2014).

External Validity

External validity allows for the generalizability of research results to a larger population or other settings and times (Drost, 2011; Trochim, 2006). Threats to external

validity are any factors that would reduce or prevent generalization of the results of this study. Six biases are considered as threats to external validity: selection, volunteer bias, single measure, single method, *real world* versus the *experimental world* and time. Through selecting and using a stratified random sampling probability sampling technique for this study, selection bias and the associated threat to external validity may be reduced (Campbell & Stanley, 1963; Trochim, 2006). The sample selection involved stratified random sampling. Also, the large sample size ($N = 229$) helped to reduce selection bias.

Another threat to external validity is volunteer bias, that is, those who volunteer to be participants in the study may differ from the general population or have specific personal or other reasons that could influence the results of the study (Oswald, Wand, Zhu, & Selby, 2013). Volunteer bias may be mitigated in this study since invitations to participate were extended to a homogeneous group, that is, nonprofit CEOs/Executive Directors (Demir, Haynes, Orthel-Clark, & Özen, 2017; Edlund, Craig, & Richardson, 1985). To minimize the threat of single measure (attitude, subjective norms, or perceived behavioral control) on generalization, for RQ3 and RQ4 the relationship of the three measures combined to the criterion variables (succession planning documentation and leadership development programs) were tested once rather than over more than one period (Sauro, 2018; Scarpello & Campbell, 1983). The threat of the single measure to external validity may also have been minimized by testing the relationships between all predictor and criterion variables, that is, individual (each predictor variable to criterion variable) and collective (all predictor variables to each criterion variable) relationships. Using a large stratified sample across the four U.S. regions of nonprofit leaders of varying lengths of incumbency across varying organizational

sizes served to mitigate the *real world* versus the *experimental world* threat to external

validity. Last, the time threats to external validity were avoided since this study was

performed at two points in time rather than over a lengthy duration.

Internal Validity

Campbell and Stanley (1963) stated that instrumentation design flaws threaten

internal validity that primarily pertains to causal inferences from experimental studies. Some

of those concerns stated by Campbell and Stanley are relevant to social science research

although not evaluated in the same way; that is, relationship inferences may indicate the

reliability of the measure in this study, but causality cannot be inferred. Four threats to

internal validity are unknown variables, history effect, maturation, and mortality effect.

In measuring the influence of the predictor variables on the criterion or dependent

variables, one of the threats to internal validity in this study was the extraneous variables

associated with the predictor variables that may be introduced. Confounding variables are

extraneous variables that change systematically with the variable being studied, were not

accounted for, and could have a hidden effect on the results of the study that could distort the

results or render the results useless by introducing bias (over- or under-estimates the effect of

the model) or implying the existence of correlations where none exist (Laerd Dissertation,

2012). After data gathering, the influence of the covariates/confounding variables, for

example, organization size and geographical location, on the relationships between the

predictor variables (attitude, subjective norms, perceived behavioral control) and the criterion

variables (succession planning documentation and leadership development programs) were

assessed. Once data were collected on the identifiable covariates/confounding variables,

stratified analysis and logistic regression (a multivariate method) were used as the means to eliminate the effects of covariates/ confounding variables (Pourhoseingholi, Baghestani, & Vahedi, 2012). Recognizing and providing analyses where the results may have resulted from unknown covariates increases the validity of the implications of the research findings generated.

The threat of history effect on internal validity occurs from environmental changes that may affect the relationship between variables. Since the nonprofit leaders' incumbency, organization size, and time to planned departure may have some influence on the scores, examining the responses from a cross-section of nonprofit leadership may have reduced the influence. The threats of maturation and experimental mortality did not affect this study since the non-experimental study was conducted at two distinct points in time rather than over several periods of time. Any bias introduced by the participants' mood while completing the survey would have been identified as an outlier score.

Construct Validity

Construct validity is used to assess the degree to which inferences could be made from the operationalization of the variables in the study to the theoretical constructs on which the operationalizations are based (Brown, 2000; Trochim, 2006). Some of the threats to construct validity for this study were that the variables and the relationship between the variables were: (a) not well-defined for the study, (b) not independent of each other (multi-collinearity exist), and (c) not linear between the predictor variable and log odds. Another threat to construct validity may exist if the instrument was not properly vetted to confirm that the research questions and survey questions were aligned with the TPB theoretical

framework. A further threat existed since the survey questions used were developed by other researchers who may have had a slight variation in their definition of the variables from the definitions used in this study (translation variability), therefore not capturing the relationship between the variables as anticipated (Drost, 2011). As a result of the above threats, the test results could be skewed, providing erroneous data and analyses (that is, a threat to statistical conclusion validity) preventing external validation and generalization (Bagozzi, Yi, & Phillips, 1991). To mitigate the risks to construct validity the instrument was vetted with subject matter experts, the questionnaire pilot tested, and the current study compared to other studies where similar predictor and criterion variables were measured to assess the degree of correlation of the measures between them.

Ethical Procedures

Resnik (2015) defined ethics as "norms for conduct that distinguish between acceptable and unacceptable behavior " (para. 1). As a result of the 1979 *Belmont Report*, ethical considerations are imperative for research and researchers are held to a high standard to protect and do no harm to participants in their studies, keep participants' identities and their information confidential, as well as safeguard participant data for 5 years after the conclusion of the research (Bordens & Abbott, 2008). For this study, I followed the ethical mandate to ensure compliance with the stipulated guidelines for ethical behavior in enlisting and interacting with participants. The participants did not feel pressured or coerced to participate and were assured that their participation was voluntary, and they could opt out at any time (Trochim, 2008).

To comply with the requirement of informed consent, participants were fully informed about any risks involved with their participation and provided their consent (Trochim, 2008). Prospective participants were instructed to read the informed consent document hosted on the SurveyMonkey page and click the imbedded link to acknowledge their agreement with the terms of consent before they were allowed to access the survey instrument (Appendix C). At any point during data collection, participants could have elected to discontinue participation by not submitting a completed survey. Once the survey was submitted, it could not be withdrawn due to the anonymous nature of the survey.

The participants were guaranteed confidentiality and anonymity of data collected to protect their privacy (Trochim, 2008). The assurance of confidentiality to prospective study participants via online services like SurveyMonkey has been shown to engender increased participation and collection of surveys and provide more candid responses that may facilitate result in the collection of more accurate and valid data (Frankfort-Nachmias et al., 2014). Also, voluntary and unsupervised participation provided additional control over anonymity and allowed survey recipients to exit the study at any point before starting or completing the survey.

Although permission was not required from GuideStar because its database of registered nonprofits' information is in the public domain, the same level of caution was adhered to concerning the maintenance of survey data collected. The sample of executive leaders was selected from GuideStar for nonprofit organizations that filed Form 990 tax returns. The IRS Form 990s are of public record.

The data collected for this dissertation will not be used for any other purpose and the Walden University Institutional Review Board (IRB) approval was received before any data were collected. The Walden IRB guidelines for student researchers were followed to ensure the protection of the participants' anonymity and confidentiality, including agreeing to safeguard the data used for 5 years after completing the study. As researcher, I successfully completed the training offered by the Collaborative Institutional Training Initiative (CITI Program) on guidelines and policies for the conduct of research that provided training on how to handle participants and research information. Scholarly research is subject to the guidance from the Ethical Principles of Psychologists and Code of Conduct" (referred as the APA Ethics Code), for publishing and reporting of scientific data (APA, 2011).

SurveyMonkey, the survey service provider, maintains the confidentiality of the participants' online responses as well as maintain the integrity of the study's data collection (SurveyMonkey, 2017a; 2017b; 2017c). The SurveyMonkey feature to prevent any tracking of IP or email addresses was activated. To safeguard the data downloaded from SurveyMonkey to the SPSS analytical tool on my computer and subsequently backed-up to an external drive, the electronic data were password protected and any printed material were retained in locked cabinets or shredded. The data maintained will be permanently erased or destroyed after the requisite period has elapsed.

Summary

The current descriptive correlation study focused on the relationship between leadership intention, succession planning documentation, and leadership development programs in nonprofit organizations. Chapter 3 included a description of the purpose,

research design and rationale, methodology, sampling, instrumentation and constructs, reliability and validity, data analysis, and ethical procedures. The methodology presented included a pilot study and validation of the combined survey instrument. Chapters 4 and 5 cover the results, detailed analysis, and implications of this research.

Chapter 4: Results

In this quantitative descriptive correlational study, the relationships between predictor variables of leadership intention factors (attitude, subjective norms, and perceived behavioral control) and criterion variables of succession planning documentation and leadership development programs were examined. Data collection took place at two points in the study – during the pilot and main study phases. Nonprofit executive leaders of registered U.S. nonprofit organizations completed surveys disseminated electronically during each phase. Chapter 4 includes (a) the analysis of the survey data collected from the study participants regarding their intention to engage in succession planning documentation and leadership development programs in the organizations they lead and (b) the findings from the study. The results of this study may reduce the gap between leadership intention and behaviors relating to leadership transition. The research questions and hypotheses tested were:

RQ1a: What is the relationship between the leadership intention factor of attitude and succession planning documentation?

$H_0$1a: There is no statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

H_a1a: There is a statistically significant relationship between the leadership intention factor of attitude and succession planning documentation.

RQ1b: What is the relationship between the leadership intention factor of subjective norms and succession planning documentation?

$H_0$1b: There is no statistically significant relationship between the leadership intention factor of subjective norms and succession planning documentation.

H_a1b: There is a statistically significant relationship between the leadership

intention factor of subjective norms and succession planning documentation.

RQ1c: What is the relationship between the leadership intention factor of perceived

behavioral control and succession planning documentation?

$H_0$1c: There is no statistically significant relationship between the leadership

intention factor of perceived behavioral control and succession planning

documentation.

H_a1c: There is a statistically significant relationship between the leadership

intention factor of perceived behavioral control and succession planning

documentation.

RQ2a: What is the relationship between the leadership intention factor of attitude and

leadership development programs?

$H_0$2a: There is no statistically significant relationship between the leadership

intention factor of attitude and leadership development programs.

H_a2a: There is a statistically significant relationship between the leadership

intention factor of attitude and leadership development programs.

RQ2b: What is the relationship between the leadership intention factor of subjective

norms and leadership development programs?

$H_0$2b: There is no statistically significant relationship between the leadership

intention factor of subjective norms and leadership development programs.

H_a2b: There is a statistically significant relationship between the leadership

intention factor of subjective norms and leadership development programs.

RQ2c: What is the relationship between the leadership intention factor of perceived behavioral control and leadership development programs?

$H_0$2c: There is no statistically significant relationship between the leadership intention factor of perceived behavioral control and leadership development programs.

H_a2c: There is a statistically significant relationship between the leadership intention factor of perceived behavioral control and leadership development programs.

The relationship between leadership intention and actual behavior was examined, that is, an evaluation in RQ3 and RQ4 of whether any intention factor or combination of intention factors were most predictive of leadership behavior executing succession planning documentation and leadership development programs.

RQ3: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation?

$H_0$3: No combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation.

H_a3: A combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation.

RQ4: What combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs?

$H_0 4$: No combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

$H_a 4$: A combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs.

The remainder of the chapter covers the data collection, analysis of the data, and study findings from the pilot and main studies.

Pilot Study

To assess the relationship between nonprofit leadership intention, leadership development programs, and succession planning documentation, the survey instrument developed for this study was used for data collection. The survey instrument was validated in the pilot study conducted after receiving IRB approval. The participant organizations were selected from GuideStar across all the U.S. regions using stratified random sampling.

Surveys were sent to 115 nonprofit organization executive leaders randomly selected from GuideStar from across the four main U.S. regions (Table 2). Data collection took place over a 7-week period. Of the 15 nonprofit executive leaders who consented to participate via SurveyMonkey in the pilot, 10 surveys were complete and useable. The useable responses met the level of participation or 10% of the calculated sample size of 100 needed to

generalize the study results. Incomplete surveys were not included in the analysis. Data were extracted from SurveyMonkey, loaded to SPSS, and analyzed for internal consistency or reliability of the survey questionnaire that included newly developed questions and questions developed by Santora and Sarros (2012) that were modified. The results of the pilot study are presented below.

The predictive and criterion variables for a total of six variables or measures are presented in Table 5. Cronbach's alpha was used to test the reliability of the key variables/measures used. For the pilot study, five of the six measures had reliability or internal consistency ranging from $\alpha = .72$ to $\alpha = .93$, greater than the acceptable alpha of .70 (Cronbach, 1951), suggesting that the measures had adequate levels of internal consistency (Table 5). There are no alphas for one measure, leadership development programs, because alphas can only be calculated on multiple items and this measure was a single-item measure.

Table 5

Pilot Study: Test for Cronbach's Alpha

Variable name	Operational definition	Cronbach's Alpha
Attitude (X_1)	A leader's perception (favorable or unfavorable) of a particular behavior based on existing beliefs toward that behavior. Questions # 31, 47, 51, 53, 54, 55, 56, 57, 58	0.93
Subjective norms (X_2)	Behaviors a leader may engage in if she perceives the behaviors as acceptable by her social reference or peer groups. Questions # 33, 49	0.91
Perceived behavioral control (X_3)	Perceived behavioral control is a leader's controlling beliefs that influence the perceived degree of ease or difficulty in performing a particular behavior. Questions # 34, 50	0.86
		(table continues)

Variable name	Operational definition	Cronbach's Alpha
Succession planning intention (Y_1)	A series of identifiable steps to support the orderly transition of the leadership of an organization that are memorialized. Question # 20a, 20b, 25, 41	0.85
Succession planning documentation (Y_2)	A series of identifiable steps to support the orderly transition of the leadership of an organization that are memorialized. Question # 18, 26, 29, 30, 35, 36, 37, 38, 44, 45	0.72
Leadership development programs (Y_4)	Programs developed and implemented to identify and develop the organization's future leadership collective to effectively anticipate and handle organizational changes and disruptions. Question # 48	Single item-no alpha

Descriptive and Demographic Statistics

The majority of the nonprofit leader respondents in this study headed organizations in two primary classifications representing 14 NTEE codes: community-based (41%) and human services/social service (47%). Table 6 contains the descriptive statistics or demographics of the participants. More than half of the nonprofit leader respondents were women, baby boomers (age 55 years or older), college educated, and identified as Black/African American.

Table 6

Pilot Study: Descriptive Statistics – Nonprofit Leaders (N = 10)

Variable	Category	N	%
Gender	Male	4	40.00
	Female	6	60.00
Age	35 – 44 years	2	20.00
	45 – 54 years	2	20.00
	55 – 64 years	5	50.00
	65 years or older	1	10.00
			(table continues)

Variable	Category	N	%
Race/Ethnicity (*n* = 10)	White/Caucasian	2	20.00
	Black/African American	7	70.00
	Other	1	10.00
Education	No formal education	0	0.00
	High School or GED	0	0.00
	Technical Qualifications	0	0.00
	Bachelor degree (undergraduate)	4	40.00
	Master's Degree (graduate)	2	20.00
	Post-graduate degree or post-graduate diploma	3	30.00
	Other	1	10.00

In Table 7, less than half of nonprofit executive leaders came to their positions as founders/co-founders of their organizations or have led their organizations less than 10 years. While many of the respondents were affiliated with nonprofits in some capacity before leading their organizations, only one respondent gained the executive leadership position through promotion. Less than half of the respondents were either employed in the public/nonprofit sector or the private sector before assuming the leadership role in their organization. Nearly two-thirds of the respondents intended to leave their organization in 5 years or less.

Table 7

Pilot Study: Descriptive Statistics – Nonprofit Leaders' Organizational Experience (N = 10)

Variable	Category	n	%
Founder/Co-Founder (*n* = 5)	Yes	2	40.00
	No	3	60.00
Years as Executive Leader	5 – 9 years	7	70.00
	10 – 14 years	0	0.00
	15 – 19 years	0	0.00
	20 – 24 years	1	10.00
	25 – 29 years	1	10.00
	30 years or more	1	10.00
			(table continues)

Variable	Category	n	%
How became executive in organization	Founder/Co-founder	4	40.00
	Promotion	1	10.00
	External Recruiting	3	30.00
	Election	1	10.00
	Was a council member	0	0.00
	Other	1	10.00
Prior employment sector			
	Public sector	1	10.00
	Nonprofit sector	3	30.00
	Private sector	4	40.00
Intend to continue in position	Other	2	20.00
	Less than 1 year	0	0.00
	1 – 3 years	3	30.00
	4 – 5 years	3	30.00
	More than 5 years	4	40.00

Table 8 contains the descriptive statistics or demographics of the organizations. Most of the responses represented organizations that were located primarily in northeast region, have existed over 21 years, with revenues under $1 million. The largest organization (by revenue) was $28 million and the oldest organization was over 100 years.

Table 8

Pilot Study: Descriptive Statistics – Nonprofit Organizations (N = 10)

Variable	Category	n	%
Region	Northeast	7	70.00
	Midwest	1	10.00
	South	1	10.00
	West	1	10.00
Organization existing	7 – 10 years	2	20.00
	11 – 20 years	1	10.00
	21 – 30 years	3	30.00
	31 – 50 years	3	30.00
	More than 50 years	1	10.00
Organization size	Less than $500,000	5	50.00
	$500,000 – $999,999	1	10.00
	$1 million – $4,999,999	1	10.00
	$5 million - $10 million	2	20.00
	Over $10 million	1	10.00

Table 9 reflects the percentage of organizations with leadership development programs and those that sourced their successor internally. Also, although more than half of the respondents stated that the organizations had succession planning documentation, a substantially smaller percentage of the organizations had formal succession planning documentation.

Table 9

Pilot Study: Descriptive Statistics – Nonprofit Organizations (N = 10)

Variable	Category	n	%
Succession	Yes	6	60.00
planning	Formal	2	20.00
documentation	Informal	4	40.00
	No	4	40.00
Leadership	Yes	5	50.00
development	No	5	50.00
programs			

Data Collection

To participate in the main research study the participants had to meet the same criteria used for the pilot study. During the data collection for the pilot study phase the response rate and time taken to garner participation from nonprofit executive leaders sourced from GuideStar solely were not as envisioned in terms of speed and number of responses. To facilitate a faster response rate, greater participation, and a shorter data collection period than experienced for the pilot study, a Request for Change in Procedures Form was submitted to the IRB to add additional data collection sources to the previously approved GuideStar database. The additional source for which IRB granted approval was referral requests from

participants and acquaintances similar to the snowballing technique commonly used in qualitative studies. The referral request was included in the revised participation invitation. The survey questionnaire used in the final study was the same as the validated questionnaire used in the pilot study as no revisions were made to the survey.

A total of 11,000 surveys were disseminated via SurveyMonkey for the main study. The number of 'snowball' referrals is unknown. Data were collected from participants across the U.S for two weeks each in July 2019 and February 2020 after which the survey link was deactivated to facilitate data analysis. The response rate was four (4%) percent.

As no changes to the survey resulted from the pilot study, the pilot study results were combined with those of the main study. A total of 397 nonprofit executive leaders accessed the pilot and main survey (15 for the pilot study and 382 for the main study). From these responses, 69 consented to participate but did not complete the survey and 48 nonprofit executive leaders did not meet the survey criteria and were eliminated. A challenge inherent to anonymous surveys is the inability to secure answers for missing data. Fifty-one (51) respondents who did not complete two or more questions needed for the estimation of several key variables were also eliminated.

The unusable attempts and incomplete surveys totaling 168 were eliminated prior to loading the data to SPSS for analysis. Incomplete responses were deleted before the final sample was determined and analyzed, and the missing data would be considered to be an arbitrary pattern of the random sample, having no direct impact or bias to the quality of the statistical inferences (Dong & Peng, 2013). A total of 229 (n=229) nonprofit executive

leader responses remained and were useable after data cleaning was completed. This sample

size was in excess of the 100 responses required for generalizing study results.

Study Results

This results section consists of two parts, descriptive statistics for the study and the

findings of the hypotheses tests.

Descriptive Statistics

The descriptive statistics for the final study are presented below. The demographics

of the participants are presented in Table 10. The majority of the respondents were women,

baby boomers, and college educated, many with advanced degrees. Almost all respondents

were Caucasian.

Table 10

Research Study: Descriptive Statistics – Nonprofit Leaders (N= 229)

Variable	Category	N	%
Gender	M	72	31.40
	F	156	68.20
	Unidentified	1	0.40
Age Category [a]	25 – 34 years	5	2.20
	35 – 44 years	36	15.70
	45 – 54 years	58	25.30
	55 – 64 years	88	38.40
	65 years or older	42	18.30
Race/Ethnicity	White/Caucasian	210	91.70
	Hispanic/Latino	9	3.90
	Black/African American	6	2.60
	Native Hawaiian/Other Pacific Islander	1	0.40
	Other	3	1.30

(table continues)

Variable	Category	N	%
Education	High School or GED	13	5.70
	Technical Qualifications	3	1.30
	Bachelor degree (undergraduate)	81	35.40
	Master's Degree (graduate)	97	42.40
	Post-graduate degree / diploma	27	11.80
	Other	8	3.40

Note. [a] Age: Median = 59.50 years.

Table 11 shows that less than a quarter of the respondents were the founder/co-founder of the organization. Incumbency extended to almost four decades and the median number of years as an executive leader of 10 years.

Table 11

Research Study: Descriptive Statistics – Nonprofit Leaders (N = 229)

Variable	Category	N	%
Founder/Co-founder	Yes	55	24.00
	No	174	76.00
Years as Executive leader [b]	5 – 9 years	109	47.60
	10 – 14 years	61	26.60
	15 – 19 years	26	11.40
	20 – 24 years	16	7.00
	25 – 29 years	12	5.10
	30 – 34 years	3	1.30
	35 – 39 years	2	1.00

Note. [b] Years as executive leader: *Median* = 10 years

Table 12 shows that more than half of nonprofit executive leaders came to their current organizations from external organizations; the most common prior employment sector was nonprofit. Also, more than half of the nonprofit executive leaders plan to leave their positions in 5 years or less.

Table 12

Research Study: Descriptive Statistics – Nonprofit Leaders (N = 229)

Variable	Category	N	%
How became executive in organization	Founder/Co-founder	45	19.70
	Promotion	49	21.40
	External Recruiting	97	42.40
	Election	4	1.70
	Was a council member	7	3.10
	Other	26	11.40
Prior employment sector	Public sector	28	12.20
	Nonprofit sector	128	55.90
	Private sector	58	25.30
	Other	15	6.60
Intend to continue in position	Less than 1 year	14	6.10
	1 – 3 years	65	28.40
	4 – 5 years	57	24.90
	More than 5 years	82	35.80
	Provided Explanation	11	4.80

In Table 13, the demographics of the organizations are presented. All regions were represented in the sample. The highest response rate was from organizations in the Southern region and the lowest response rate was attributed to organizations located in the Northeast. The organizations were longstanding, that is, more than two-thirds of the organizations have existed over two decades. Organizations in existence over 100 years, the oldest was 134 years, were represented in the study. More than half of the organizations had revenues under $1 million and a small percentage of the organizations had revenues greater than $10 million, the largest was $70 million.

Table 13

Research Study: Descriptive Statistics – Nonprofit Organizations (N = 229)

Variable	Category	n	%
Region	Northeast	39	17.00
	Midwest	56	24.50
	South	78	34.00
	West	56	24.50
Organization	7 – 10 years	19	8.30
Existing [a]	11 – 20 years	52	22.70
	21 – 30 years	55	24.00
	31 – 40 years	44	19.20
	41 – 50 years	21	9.20
	More than 50 years	38	16.60
Organization size [b]	Less than $500,000	79	34.50
	$500,000 – $999,999	44	19.20
	$1,000,000 – $4,999,999	77	33.60
	$5,000,000 - $10 million	17	7.40
	Over 10 million	12	5.30

Note. [a] Years in existence: *Median = 29* years
         [b] Organization size: *Median* = $850,000

Table 14 shows that although more than half of the nonprofit executive leaders indicated that their organizations participated in succession planning, fewer organization had formalized succession planning documentation. Table 15 shows that the majority of organizations did not have leadership development programs in place.

Table 14

Research Study: Descriptive Statistics – Succession Planning Documentation (N= 229)

Variable	Category	n	%
Succession	Yes	120	52.40
planning	Formal	88	38.40
documentation	Informal	32	14.00
	No	109	47.60

Table 15

Research Study: Descriptive Statistics – Leadership Development Programs (N= 229)

Variable	Category	n	%
Leadership development programs	Yes	101	44.10
	No	128	55.90

Table 16 present the responses to Question 42 of the survey instrument "Are there any barriers to preparing for succession planning in your organization?" and Table 17 contains the perceived behavioral control barriers to succession planning for the respondents who answered Yes to Question 42 and the resulting Question 43 "What are these barriers?" Explanations in the Other responses related mainly to challenges with the organization's board, lack of time to focus, and fear of alienating the founder or internal candidate identified.

Table 16

Descriptive Statistics for Perceived Behavioral Control Barriers (N = 229)

Variable	Category	n	%
Perceived barriers to preparing for succession planning	Yes	75	32.80
	No	154	67.20

Table 17

Descriptive Statistics for Perceived Behavioral Control Barriers (Q43)

Responses to Question 43 in order of frequency (most frequently identified to the least) where respondents could select more than one response.	*n*
• Not enough financial resources	47
• Not enough human resources	47
• Not enough knowledge/expertise	34
• Other	20
• Doubts about capability/ability necessary for developing a succession planning documentation and implementing a leadership development program	13
• Concerns about the effectiveness or efficacy of the processes	11
• Doubts about the importance of developing a succession planning documentation and implementing a leadership development program	8
• Concerns about how my family, friends, and others important to me perceive my intention to develop a succession planning documentation and implement a leadership development program	4

Table 18 contains the prominent themes identified from the 68 written responses to the last question (#60) of the survey instrument "Are there other issues you would like to comment on and that I haven't covered in this survey?"

Table 18

Prominent Themes – Open-Ended Question (Q60)

Prominent Theme	Sub-Theme Category	Response Example
Succession planning	Need	"Unfortunately, my board doesn't see the need in succession planning."
		"I believe the nonprofit sector as a whole suffers from inadequacy regarding succession planning."
	Capacity	"There is a need to look at small organizations…There needs to be a focus on transition for a small organization."
		"Capacity is our real issue. Either the current employees are not at all interested in becoming the director and/or don't have the financial means to employ someone who is qualified to be the director."
		"…we are a very small agency, and typically the second in command has filled the Executive Director's position when they leave."
		"We are attempting a new style of organization and leadership that is more open and fluid."
	Resource constraint	"I believe the nonprofit sector as a whole suffers from inadequacy regarding succession planning. Even those organizations that have formal, written plan aren't adequately prepared for succession of senior leadership roles."
		"We are so small (2FT, 2PT) that we really don't have time/resources to devote to succession planning and leadership development – they easily fall by the wayside."

(table continues)

Prominent Theme	Sub-Theme Category	Response Example
	Barriers	"Board tenure might be interesting factor to explore. Most of my board members have served for more than 15 years, so there is no turnover. This creates a sense of "ownership" of the organization that has pros and cons. There are many best practices (like succession planning) that are not addressed as a result."
	Transition	"The challenges with transitions when succeeding an Exec[utive] Dir[ector] who was also an organization's founder."
Leadership development	Organization size	"Given the size of the organization and opportunities, there is little need for formal leadership development." "As a small non-profit everyone wears many hats and the opportunities for internal career advancement are limited." "…as we are a very small organization and there are not many opportunities for advancement from within. So while I believe in leadership strategies and ongoing education, there is no room for growth currently within this organization…" "…If we were to have a leadership development program it would include a Certificate in NPO Management from a local community college. I believe we are just too small to have an adequate internal leadership development program." "We look for opportunities in our community for leadership training. Chamber of Commerce, local collaborative."

(table continues)

Prominent Theme	Sub-Theme Category	Response Example
	Opportunities	"leadership development programs are important and have been offered to senior leaders and we are trying to build some internal leadership opportunities for all supervisors. We've struggled to find the resources and time to make this a priority for all staff."
		"…Our organization provides leadership development opportunities to ALL staff as available, regardless of role, both internally and externally, but does not have a formal pipeline development program in place…"
	Qualification	"Even with leadership training, they [staff] aren't a viable option for succession in the next 5 years."

Hypotheses Testing

Prior to all analyses, all variables using SPSS 25 software were examined for accuracy of data entry and missing values. No obvious data entry errors were detected. All missing values were deleted where applicable so that only cases that had complete data for all variables were used in this analysis. Prescreening the data did not detect any multivariate outliers. Table 19 lists the independent and dependent variables and the related survey questions used for the hypotheses tests.

Research Question 1a. Two hundred and twenty-nine (229) cases (i.e., usable data sets of survey responses) were used to test this hypothesis. Simple logistic regression results for $H_0$1a (Table 20) indicated a statistically significant relationship between the leadership intention factor of attitude and succession planning documentation, as measured by whether there was a succession plan in place ($W = 29.133$, $p < .001$). Hence, the null hypothesis was

Table 19

Research Questions – Survey Questions for Independent and Dependent Variables

RQ	IV	Questions	DV	Questions
1a	LIA	Q31, Q47, Q51, Q53, Q54, Q55, Q56, Q57, Q58	SPD	Q29
1b	SN	Q33	SPI	Q41
1c	PBC	Q34	SPI	Q41
2a	LIA	Q31, Q47, Q51, Q53, Q54, Q55, Q56, Q57, Q58	LDP	Q48
2b	SN	Q49	LDI	Q28, Q59a, Q59b
2c	PBC	Q50	LDI	Q28, Q59a, Q59b
3	LIA	Q31, Q47, Q51, Q53, Q54, Q55, Q56, Q57, Q58	SPI	Q41
	SN	Q33		
	PBC	Q34		
4	LIA	Q31, Q47, Q51, Q53, Q54, Q55, Q56, Q57, Q58	LDI	Q28, Q59a, Q59b
	SN	Q49		
	PBC	Q50		

Note. *LIA* = leadership intention attitude, *SN* = subjective norms, *PBC* = perceived behavioral control, *SPD* = succession planning documentation, *SPI* = succession planning intention, *LDP* = leadership development programs, and *LDI* = leadership development intention

rejected in favor of the alternative. The model correctly classified 65.5% of the overall cases

(Table 21) and explained 18.7% (Nagelkerke R^2 = .187) of the variance in succession

planning documentation (Table 22). The Hosmer-Lemeshow test (Mertler & Reinhart, 2017)

also confirmed the goodness of fit ($\chi^2(8) = 4.783$, $p = .781$) of the model (Table 23). Overall,

the leadership intention factor of attitude was a strong predictor of whether an organization

had a succession plan.

Table 20

Logistic Regression Model of Attitude and Succession Planning

	B	*Wald*	*df*	*Sig.*
Attitude	1.110	29.133	1	<.001
Constant	-3.925	26.966	1	<.001

Table 21

Predictive Ability of Logistic Regression Model of Attitude and Succession Planning

		Predicted		
		Succession Plan		*Percentage*
Observed		*0*	*1*	*Correct*
Succession Plan	0	67	42	61.50
	1	37	83	69.20
Overall Percentage				65.50

Table 22

Measures of Logistic Regression Model of Attitude and Succession Planning

2-Log-likelihood	*Cox & Snell R Square*	*Nagelkerke R Square*
282.283	.140	.187

Table 23

Hosmer and Lemeshow Test for of Logistic Regression Model of Attitude and Succession Planning

Chi-Square	*df*	*Sig.*
4.783	8	.781

Research Question 1b. Seventy-five (75) of 117 cases where the answer was "No"

to survey question 29 (Does your organization have a succession plan?) provided the usable

data to test this hypothesis. Simple linear regression results for $H_0$1b (Table 24) indicated

that the relationship between the leadership intention factor of subjective norms and

succession planning documentation was not statistically significant ($F(1, 73) = 1.630$, $p >$

.05). Hence, the null hypothesis was not rejected. The coefficients of the model are shown

in Table 25.

Table 24

ANOVA^a for Simple Linear Regression Model of Subjective Norms and Succession Planning Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.776	1	2.776	1.630	.206^b
Residual	124.370	73	1.704		

a. Dependent Variable: SP Intention
a. Predictors: (Constant), Norms

Table 25

Simple Linear Regression Model of Subjective Norms and Succession Planning Intention

Model		B	Std. Error	t	Sig.
1	(Constant)	2.150	0.511	4.21	<.001
	Subjective Norms	0.163	0.128	1.277	.206

Research Question 1c. Seventy (70) of 117 cases where the answer was "No" to

survey question 29 (Does your organization have a succession plan?) provided the usable

data to test this hypothesis. Simple linear regression results for $H_0$1c (Table 26) indicated

that the relationship between the leadership intention factor of perceived behavioral control

and succession planning documentation was not statistically significant ($F(1, 68) =$ 3.762, $p > .05$). Hence, the null hypothesis was not rejected. The coefficients of the model are shown in Table 27.

Table 26

ANOVA[a] for Simple Linear Regression Model of Perceived Behavioral Control and Succession Planning Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.928	1	5.928	3.762	.057[b]
Residual	107.158	68	1.576		

a. Dependent Variable: SPI

Table 27

Simple Linear Regression Model of Perceived Behavioral Control and Succession Planning Intention

Model		B	Std. Error	t	Sig.
1	(Constant)	1.695	0.632	2.682	.009
	Perceived Behavioral Control	0.300	0.155	1.940	.057

Research Question 2a. Two hundred and twenty-nine (229) cases (i.e., usable data sets of survey responses) were used to test this hypothesis. Simple logistic regression results for $H_0$2a (Table 28) indicated a statistically significant relationship between the leadership intention factor of attitude and leadership development programs, as measured by whether there was a leadership development program in place (W = 58.705, $p < .001$). Hence, the null hypothesis was rejected in favor of the alternative. The model correctly classified 82.5% of the overall cases (Table 29) and explained 60.9% (Nagelkerke $R^2 = .609$) of the variance

in leadership development programs (Table 30). The Hosmer-Lemeshow test also confirmed

goodness of fit ($\chi^2(8) = 5.169$, $p = .739$) of the observed event rates (Table 31). Overall, the

leadership intention factor of attitude was a strong predictor of leadership development

programs.

Table 28

Logistic Regression Model of Attitude and Leadership Development

Model	B	Wald	df	Sig.
Attitude	3.251	58.705	1	<.001
Constant	-12.292	59.267	1	<.001

Table 29

Predictive Ability of Logistic Regression Model of Attitude and Leadership Development

		Predicted		
		Succession Plan		*Percentage*
Observed		*0*	*1*	*Correct*
Leadership Development	0	110	18	85.90
	1	22	79	78.20
Overall Percentage				82.50

Research Question 2b. One hundred and twenty-nine (129) of 132 cases where the answer

was "No" to survey question 48 (Does your organization have a leadership development

program?) provided the usable data to test this hypothesis. Simple linear regression results

for $H_0 2b$ (Table 32) indicated that relationship between leadership intention factor of

subjective norms and leadership development programs was not statistically significant ($F(1,$

$127) = .118$, $p > .05$). Hence, the null hypothesis was not rejected. The coefficients of the

model are shown in Table 33.

Table 30

Measures of Logistic Regression Model of Attitude and Leadership Development

2-Log-likelihood	Cox & Snell R Square	Nagelkerke R Square
175.550	.454	.609

Table 31

Hosmer and Lemeshow Test

Chi-Square	df	Sig.
5.169	8	.739

Table 32

ANOVA[a] for Simple Linear Regression Model of Subjective Norms and Leadership Development Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.064	1	.064	.118	.732[b]
Residual	69.059	127	.544		

. Dependent Variable: LD Intention
b. Predictors: (Constant), Norms

Table 33

Simple Linear Regression Model of Subjective Norms and Leadership Development Intention

Model		B	Std. Error	t	Sig.
1	(Constant)	3.180	0.367	8.669	<.001
	Subjective Norms	0.034	0.098	0.343	.732

Research Question 2c. One hundred and twenty-six (126) of 132 cases where the

answer was "No" to survey question 48 (Does your organization have a leadership

development program?) provided the usable data to test this hypothesis. Simple linear

regression results for $H_0 2c$ (Table 34) indicated that the relationship between leadership

intention factor of subjective norms and leadership development programs was not

statistically significant ($F(1,124) = 1.597$, $p > .05$). Hence, the null hypothesis was not

rejected. The coefficients of the model are shown in Table 35.

Table 34

ANOVA^a for Simple Linear Regression Model of Perceived Behavioral Control and Leadership Development Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.864	1	.864	1.597	.209^b
Residual	67.078	124	.541		

a. Dependent Variable: LD Intention
b. Predictors: (Constant), PBC

Table 35

Simple Linear Regression Model of Perceived Behavioral Control and Leadership Development Intention

Model		B	Std. Error	t	Sig.
1	(Constant)	2.967	0.280	10.581	<.001
	Subjective Norms	0.096	0.076	1.264	.209

Multiple regression analyses were conducted to determine how accurately the three

independent variables (attitude, subjective norms, and perceived behavioral control)

predicted succession planning intention ($H_0 3$) and leadership development intention ($H_0 4$) in

this sample of research participants. The results of these analyses follow.

Research Question 3. Ninety-nine (99) of 117 cases where the answer was "No" to

survey question 29 (Does your organization have a succession plan?) provided the usable

data to test this hypothesis. The multiple regression analysis was performed in two stages.

In the first analysis stage, the multiple regression analysis results for $H_0 3$ (Table 36) indicated

that the relationship between the leadership intention factors of attitude, subjective norms,

and perceived behavioral control and succession planning was statistically significant ($F(3,$

$95) = 4.952, p < .01$). Hence, the null hypothesis was rejected in favor of the alternative.

However, of the three variable coefficients, only attitude was significant which supports the

findings of RQ1a. The coefficients of the model are shown in Table 37.

Table 36

ANOVA[a] for Multiple Regression Model of Attitude, Subjective Norms, and Perceived Behavioral Control and Succession Planning Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.213	3	6.404	4.952	.003[b]
Residual	122.868	95	1.293		

a. Dependent Variable: SP Intention
b. Predictors: (Constant), PBC, Norms, Attitude

The first analysis included the attitude, subjective norms, and perceived behavioral

control predictor variables and succession planning intention criterion variable. The

examination of the frequencies/distribution of the continuous data set in the histogram

(Figure 4) and the normal P-P plot (Figure 5) diagrams showed a normal distribution and the

assumptions of homoscedasticity and linearity were sufficiently met.

Table 37

Coefficients for Multiple Regression Analysis for Succession Planning Intention

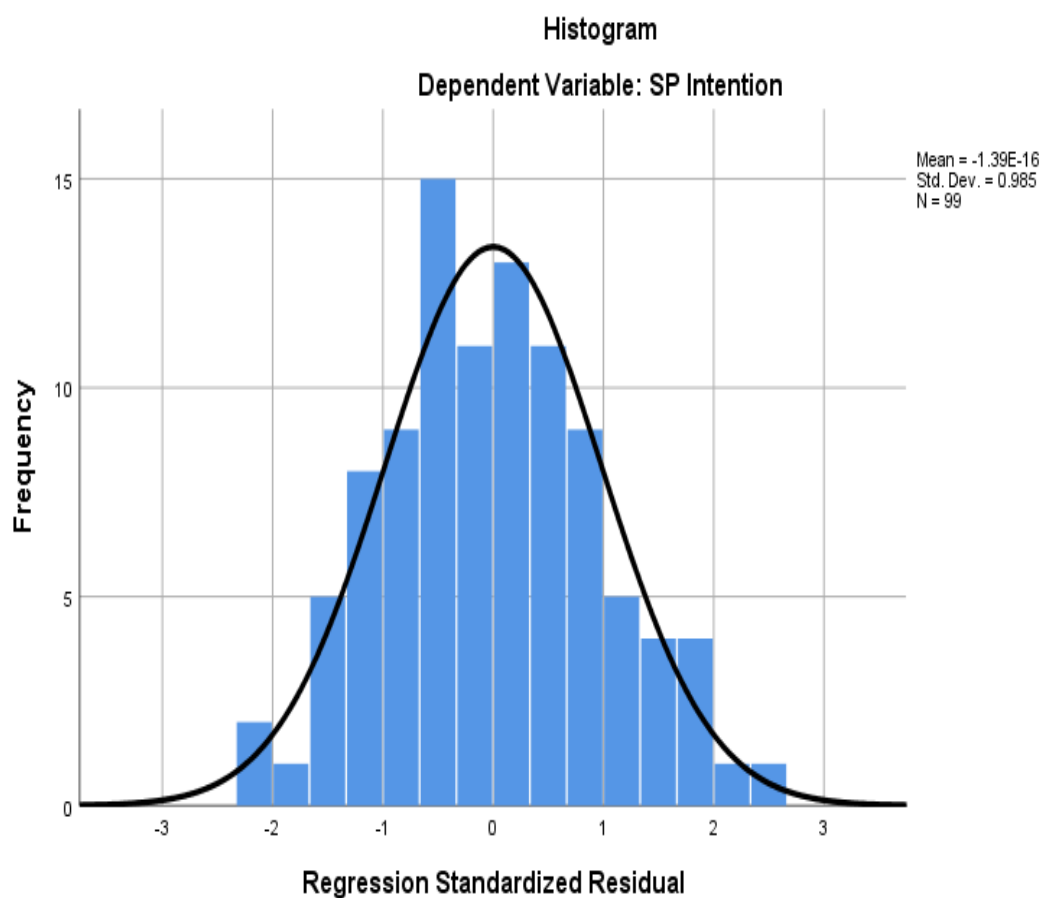| Variable	B	SE(B)	β	t	p
(Constant)	.393	.680		.578	.565
Attitude	.421	.172	.258	2.453	.016
Subjective Norm	.184	.105	.173	1.750	.083
Perceived Behavioral Control	.077	.140	.057	.548	.585

Figure 4. Histogram, which illustrates the range of data of the succession planning intention variable
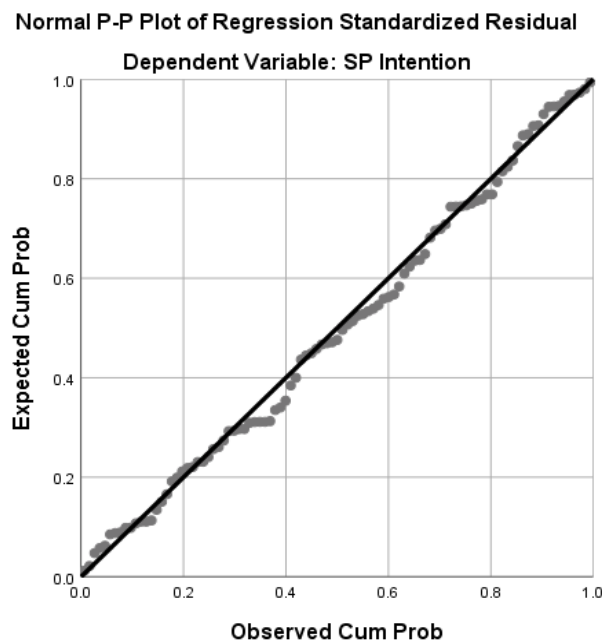
Figure 5. Normal P-P plot, which illustrates the skewness of succession planning intention variable

In the second stage of the analysis, the results of the multiple regression analysis for $H_0 3$ confirmed that the attitude variable was the statistically significant predictive component of succession planning intention $F(1, 97) = 11.086, p < .001$). The coefficients of the model are presented in Table 39. The above single predictor model supports rejecting the null hypothesis and accepting the alternative.

Table 38

ANOVA[a] for Multiple Regression Model of Attitude, Subjective Norms, and Perceived Behavioral Control and Succession Planning Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.573	1	14.573	11.086	<.001[b]
Residual	127.508	97	1.315		

a. Dependent Variable: SP Intention
b. Predictors: (Constant), Attitude

Table 39

Coefficients for Multiple Regression Analysis for Succession Planning Intention

Variable	B	SE(B)	β	t	p
(Constant)	1.063	.543		1.959	.053
Attitude	.523	.157	.320	3.330	.001

The second analysis only included the attitude predictor variable and succession planning intention criterion variable. The frequencies/distribution of the continuous data set in the histogram (Figure 6) and P-P plot (Figure 7) indicated an approximately normal distribution, which supported the above analyses.
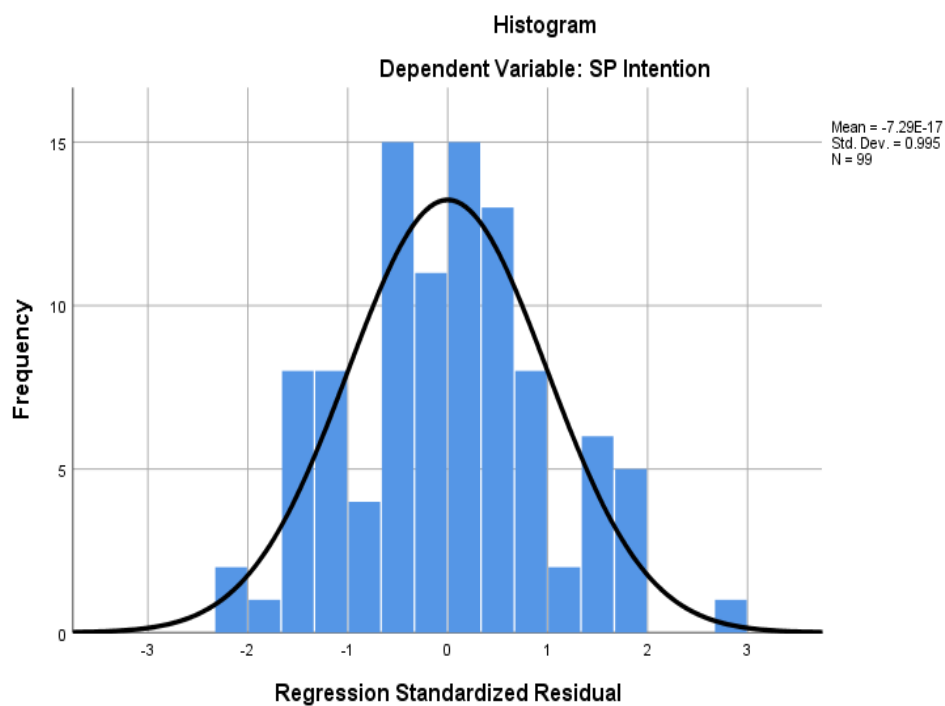
Figure 6. Histogram, which illustrates the range of data of the succession planning intention variable
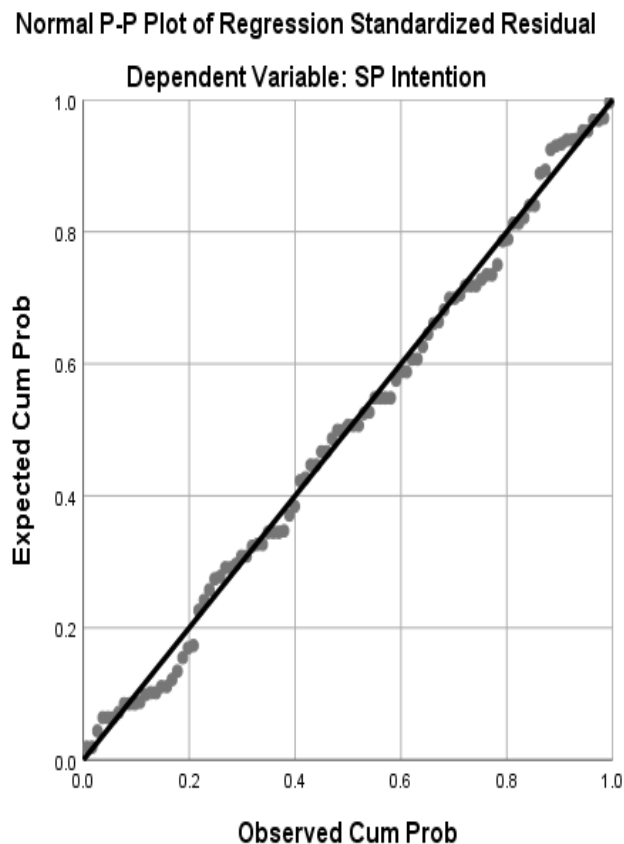
Figure 7. Normal P-P plot, which illustrates the skewness of succession planning intention variable

Research Question 4. One hundred and twenty-two (122) of 132 cases where the answer was "No" to survey question 48 (Does your organization have a leadership development program?) provided the usable data to test this hypothesis. Multiple regression analysis results for $H_0 4$ (Table 40) indicated that the relationship between the leadership intention factors of attitude, subjective norms, and perceived behavioral control and leadership development intention was not statistically significant ($F(3, 118) = .530, p > .05$). Hence, the null hypothesis was not rejected in favor of the alternative. All three variable coefficients were not significant. The coefficients of the model are shown in Table 41.

Table 40

ANOVA[a] for Multiple Regression Model of Attitude, Subjective Norms, and Perceived Behavioral Control and Leadership Development Intention

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.874	3	.291	.530	.663[b]
Residual	64.889	118	.550		

a. Dependent Variable: LD Intention
b. Predictors: (Constant), PBC, Norms, Attitude

Table 41

Coefficients for Multiple Regression Analysis for Leadership Development Intention

Variable	B	SE(B)	β	t	p
(Constant)	3.061	.533		5.746	<.001
Attitude	-.056	.122	-.046	-.462	.645
Subjective Norm	.022	.108	.020	.200	.842
Perceived Behavioral Control	.092	.080	.105	1.147	.254

Table 42 summarizes the above study results.

Table 42

Summary of Hypothesis Test Results

Hypothesis	Method	Statistical test	Value	Conclusion
H_a1a: Statistically significant relationship between attitude and succession planning documentation.	Simple Logistic Regression	Wald Chi-Square test	W = 29.133, p < .001	Reject null hypothesis in favor of the alternative hypothesis
		Cox & Snell R^2	R^2 = .140	
		Nagelkerke R^2	R^2 = .187	
		Hosmer & Lemeshow test	$\chi^2(8) = 4.783, p = .781$	
$H_0$1b: No statistically significant relationship between subjective norms and succession planning documentation.	Simple Linear Regression	ANOVA *F*-test	$F(1, 73) = 1.630, p > .05$	Do not reject null hypothesis

(table continues)

Hypothesis	Method	Statistical test	Value	Conclusion
$H_0$1c: No statistically significant relationship between perceived behavioral control and succession planning documentation.	Simple Linear Regression	ANOVA F-test	$F(1, 68) = 3.762, p > .05$	Do not reject null hypothesis
H_a2a: Statistically significant relationship between attitude and leadership development programs.	Simple Logistic Regression	Wald Chi-Square test	$W = 58.705, p < .001$	Reject null hypothesis in favor of the alternative hypothesis
		Cox & Snell R^2	$R^2 = .454$	
		Nagelkerke R^2	$R^2 = .609$	
		Hosmer & Lemeshow test	$\chi^2(8) = 5.169, p = .739$	
$H_0$2b: No statistically significant relationship between subjective norms and leadership development programs.	Simple Linear Regression	ANOVA F-test	$F(1, 127) = .118, p > .05$	Do not reject null hypothesis
$H_0$2c: No statistically significant relationship between perceived behavioral control and leadership development programs.	Simple Linear Regression	ANOVA F-test	$F(1,124) = 1.597, p > .05$	Do not reject null hypothesis
H_a3: Statistically significant relationship between intention predictor variables (attitude, subjective norms, perceived behavioral control) and succession planning documentation.	Multiple Regression Analysis	ANOVA F-test	$F(3, 95) = 4.952, p < .01$	Reject null hypothesis in favor of the alternative hypothesis/ supports Ha1a
$H_0$4: No statistically significant relationship between intention predictor variables (attitude, subjective norms, perceived behavioral control) and leadership development programs.	Multiple Regression Analysis	ANOVA F-test	$F(3, 118) = .530, p > .05$	Do not reject null hypothesis

Summary

The study results were reported in Chapter 4. Ajzen's theory of planned behavior

was the framework used for the study because it provided a means to evaluate intention

factors toward specific behaviors regarding leadership transition (Ajzen, 1991). The

incumbent nonprofit executive leader participants although of varying age, gender, ethnicity,

and levels of education were overwhelmingly Caucasian (91.7%), female (68.2%), and baby

boomers (56.7%).

The survey responses from the 229 nonprofit executive leaders were used to examine

the relationship between intention factors (attitude, subjective norms, and perceived

behavioral control) and their influences individually and collectively on succession planning

documentation and leadership development programs which included the relationship

between intention and behavior. The null hypotheses were rejected in three instances and the

alternative hypotheses were accepted (Ha1a, Ha2a, and Ha3); the relationships between the

attitude leadership intention factor and both succession planning documentation and

leadership development programs (Ha1a, Ha2a) and the combined leadership intention

factors that included attitude and succession planning documentation (Ha3) were statistically

significant. The null hypotheses were not rejected for all the other hypotheses tested.

Chapter 5 includes the interpretation and discussion of the results of the study and the

implications. Also included in the chapter are limitations to the study, applicability of the

insight to the nonprofit sector, scholar/practitioners, and nonprofit leaders specifically to

move from intention to behavior, and recommendations for future research.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of the quantitative descriptive correlational study was to examine the relationship between leadership intention factors, individually and collectively, and leadership development programs and succession planning documentation. Nonprofit leaders do not prioritize or implement succession planning documentation and a leadership development programs critical and strategic to business success and continuity (Britta, Botero, & Fediuk, 2014; Santora, Sarros, Bozer, Esposito, & Bassi, 2015). The stratified sample comprised 229 nonprofit executive leaders across the United States who were incumbents for five years or more at organizations established seven years or more. Data were collected via an online questionnaire combining selected questions from an existing questionnaire (Santora & Sarros, 2009) and questions developed using the approach formulated by Ajzen (2006) for constructing a theory of planned behavior questionnaire. The results may reduce the gap in knowledge in identifying the primary leadership intention factor (antecedent) that primarily influences behavior regarding the level of attention to leadership succession planning documentation and leadership development programs in the nonprofit sector. An imparity between knowing and doing that can affect nonprofit organizations negatively. The results revealed significant relationships between (a) the leadership intention factor of attitude and succession planning documentation, and (b) the leadership intention factor of attitude and leadership development program. The results also revealed that attitude was a significant predictor of succession planning.

In addition to interpretation of study results in this final chapter are the implications of the results in relation to the current and future state of succession planning and leadership

development in nonprofits (closing the gap between knowing and doing) as well as positive social change. Also included is a discussion of the limitations of the study, recommendations for future research, and an overall conclusion of the significance of this study are included.

Interpretation of Findings

This section begins with a discussion of the findings and how they converge with or diverge from the body of literature on the topic, organized by research questions. The discussion also addresses how the findings fit with the theoretical framework of the study. The discussion also covers other findings from the survey by research question.

Research Questions 1a, 1b, and 1c

The first set of research questions pertained to relationships between three leadership intention factors and succession planning documentation. The three leadership intention factors were attitude, subjective norms, and perceived behavioral control. The only significant relationship found was for RQ1a.

RQ1a pertained to the relationship between the leadership intention factor of attitude and succession planning documentation. The results revealed a strong statistically significant relationship between attitude and succession planning documentation. This finding is consistent with prior research indicating that the attitude intention factor is a significant predictor of transition behaviors (Fazio et al., 1983; Sheeran & Rivis, 2017). Also, the finding of the current study is similar to Fazio et al. and De Massis et al. (2016) research that revealed attitude was a significant predictor of behavior. In support of the De Massis et al. finding, Fazio et al. and Ajzen and Sheik's (2013) found that one of the antecedents to attitude, strong positive belief in the outcome, shaped the likelihood of the behavior

occurring. With the current study results indicating that attitude was a significant predictor of behavior, that is, succession planning documentation, the expectation was that the nonprofit executive leaders who responded would have had succession planning documentation in place for their organizations.

An analysis of the current study's responses regarding succession planning documentation revealed that although a strong relationship was identified between attitude and succession planning documentation, the intention-behavior reported by the participants did not support the relationship. Almost two thirds of the nonprofit executive leader respondents indicated that succession planning was performed but only one fifth of the organizations had the succession planning documentation memorialized. One of the respondents indicated that nonprofits on a whole suffer from inadequate succession planning and preparation for succession of senior leadership roles. The respondent's observation indicated an incongruency in the nonprofit executive leader attitude intention – behavior towards strategic and intentional preparedness. The lack of formalized documentation confirmed the general ill-preparedness of nonprofit organizations and lack of formal succession plans identified in research by Schloetzer and Ferris (2013) and McKee and Froelich (2016).

RQ1b pertained to the relationship between the leadership intention factor of subjective norms and succession planning documentation. The relationship between subjective norms and succession planning was not significant. This finding did not confirm research results where subjective norms were positively correlated with intention-behavior (Gall & Olsson, 2012). TPB posits that intentions, in this instance, subjective norms, are

precursors to behavior (Ajzen, Brown, & Carvajal, 2004). Also, Ajzen (1991) and Kautonen et al. (2015) found a significant relationship between participants' intention-behavior and what the participants perceived to be acceptable by their social reference or peer groups (subjective norms). The dissimilar findings between the prior studies and the current study could be attributed to the type and age of participants. Whereas the participants in Ajzen's study were varied and Kautonen et al. focused on entrepreneurs, the participants in the current study were nonprofit executive leaders. The age of the participants also differed, for example, in the Kautonen et al. study the ages ranged from 20 years to 44 years whereas a large percentage of the participants in the current study were baby boomers (56 years to 74 years) whose need for acceptance or conformance to the expectations of others including family, friends, and peers may have waned.

RQ1c pertained to the relationship between the leadership intention factor of perceived behavioral control and succession planning documentation. The relationship between perceived behavioral control and succession planning documentation was not significant. This finding is not consistent with those of Ajzen (1985), who found that perceived behavioral control could be used to predict behavioral attempt influenced by behavioral intent or with the results of Kautonen et al. (2015) who found that where people had a high degree of control over their behavior, intention was sufficient in predicting behavior. Further, the finding did not support Ajzen and Sheik's (2013) conclusion that behaviors (action or attempt) were influenced by intention.

Research Questions 2a, 2b, and 2c

The second set of research questions pertained to relationships between three leadership intention factors and leadership development programs. The three leadership intention factors were attitude, subjective norms, and perceived behavioral control. The only significant relationship found was for RQ2a.

RQ2a pertained to the relationship between the leadership intention factor of attitude and leadership development programs. The results revealed a strong statistically significant relationship between attitude and leadership development programs. This finding is consistent with prior research (Ajzen & Sheik, 2013; Fazio et al., 1983; Sheeran & Rivis, 2017) indicating that the attitude intention factor is a significant predictor of transition behaviors, and in this study, leadership transition behaviors.

Half of respondents in the current study indicated that their organizations had leadership development programs in place which was similar to the 46% responses of Froelich et al.'s (2011) where although the respondents in their study desired internal candidates to succeed the outgoing incumbents (result of intentional leadership development programs), only 8% of the respondent organizations had viable internal candidates (Froelich et al., 2011). Aithal and Aithal (2019) determined that the attitude of the leader was imperative to solving organizational issues, one of which is implementation of leadership development programs. One of the survey respondents countered this posit in the survey open ended question by noting that the right attitude to providing training opportunities did not always result in a formal pipeline development program.

RQ2b pertained to the relationship between the leadership intention factor of subjective norms and leadership development programs. The relationship between subjective norms and leadership development programs was not significant. Not much prior research was found that focused on or isolated the relationship between subjective norms and behavioral intention in general and the relationship between subjective norms and leadership development programs specifically. Armitage and Conner (2001) found that the subjective norm construct was a weak predictor of behavioral intention, which is supported by the current test results that showed that the nonprofit executive leaders participants' perception of behaviors acceptable by their social reference or peer groups did not result in behavior intention (Ajzen, 1991; Kautonen et al., 2015).

RQ2c pertained to the relationship between the leadership intention factor of perceived behavioral control and leadership development programs. The relationship between perceived behavioral control and leadership development programs was not significant. Not much prior research was found that isolated results of the relationship of perceived behavioral control and behavioral intention in general and leadership development programs specifically. Chiaburu and Tekleab (2005), McCarthy and Garavan (2006), and Lamm, Lamm, and Strickland (2013) found perceived behavioral control to be a significant predictor of behavioral intentions.

Research Question 3

RQ3 pertained to what combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts succession planning documentation. The results of this study showed that the three leadership intention

factors combined were a significant predictor of succession planning documentation. As noted in RQ1a, attitude was the primary leadership intention factor that was a significant predictor of transition behaviors and consistent with prior research (Fazio et al., 1983; Sheeran & Rivis, 2017).

Research Question 4

RQ4 pertained to what combination of the three leadership intention factors of attitude, subjective norms, and perceived behavioral control significantly predicts leadership development programs. No combination of these three leadership intention factors significantly predicted leadership development programs. Attitude, subjective norms, and perceived behavioral control are important factors underlying intentions; according to the theory of planned behavior, the relationship among these factors influence the resulting desired behavior (Ajzen, 1991).

Results in the Context of Theory

The current study findings did not support similar variance explanations as prior research by Armitage and Conner (2001), where the combine intention factors of the theory of planned behavior explained 39% of the variance in intention and 27% variance in behavior. Similarly, the findings were inconsistent with Kautonen et al. (2015), who found that the theory of planned behavior explained 59% variation in intention and perceived behavioral control accounted for 31% variation in behavior. In the current study, the model accounted for 10.8% of the variance in succession planning intention and a negative variance in leadership development intention. Counter to the current study's results, Westaby, Probst,

and Lee (2010) found in their limited study on leadership decision making that the leadership intentions were related to behavioral outcome.

The findings of the current study were consistent with prior studies where the researchers used the theory of planned behavior theoretical framework (Ajzen, 1991; Sheeran & Rivis, 2017). In particular, the statistically significant relationship between the attitude predictor variable and leadership development programs and succession planning documentation intentions criterion variables were similar to the findings of Ajzen and Fishbein (1980) where attitude and strength of belief were found to significantly predict or guide behavior. Ajzen and Fishbein's findings were further supported by Ajzen and Sheik (2013) and Fazio et al. (1983).

LaMorte (2019) found that intention is a strong predictor and influencer of behavior which is consistent with Sheeran and Rivis' (2017) results that showed intention to be a strong indicator and predictor of behavior. Sheeran and Rivis noted that a negative relationship with behavior control barriers and intention-behavior, i.e., where barriers were not perceived by the nonprofit executive leaders, the greater their intention likelihood and behavior. Contrary to arguments posited by Sniehotta et al. (2014) that the theory of planned behavior had limited predictive validity and that the majority of the variability in behavior was not effectively captured, the current study results showed the attitude was a predictor of intention and behavior and that the 18.7% of the variability in succession planning documentation and 60.9% of the variability in leadership development programs were captured.

Additional Findings on Succession Planning Documentation and Leadership Development Programs

The descriptive analysis of the responses to the survey in the current study suggested that there continues to be a disconnect between the more than two thirds of nonprofit executive leaders who responded that they do not have perceived barriers to preparing for succession planning but less than half responded that their organizations do not have succession planning documentation and more than half stated that their organizations do not have leadership development programs.   The lack of leadership (and diverse leadership) development programs in more than half of the organizations represented in the study tempers Tierney's (2006) concern that nonprofit leaders have not put mechanisms in place to avert the potential leadership deficit crisis and that talent replacement may still be problematic. Also, the results of this study evidence similar incongruence noted by Froelich et al (2011) regarding the desire internal candidate for executive succession versus number of viable candidates within the organization. The current study results showed that more than half of the incumbent nonprofit participants were sourced externally for their organizations' leadership positions and only one-fifth were promoted internally.

Similar to Johnson (2009), Tierney (2006), Ip and Jacobs (2006), and Stewart (2016) the results of the current study are cautionary regarding an impending leadership deficit from the exiting of incumbent leaders, shallow bench of internal talent, limited opportunities for grooming successors especially for small organizations with resource constraints, and anticipated difficulties finding experienced replacements). Also, the current study results showed that the older more established organizations, with larger revenue streams, tended to

have leadership development programs and succession planning documentation formalized. Not unlike Britta et al. (2014) and Santora et al. (2015) findings, the nonprofit leaders of smaller less funded organizations in this study did not have as a priority the implementation of succession planning documentation and leadership development programs. Responses ranged from the size of the organization (human and financial resources - capacity) precluding the succession planning and leadership development where intent was present to staff lacking leadership qualities and opportunities for advancement.

In contrast, the results of the studies by Shaw (2017) and Waldman and Balven (2014) showed that the reasons why incumbent leaders did not have formalized organization succession and transition plans to prevent organization disruption were unknown, respondents in this study indicated the lack of resources and technical expertise were the primary contributors. Despite resource constraints reported, the results of this study showed that more than half of nonprofits had a succession strategy in place, although only less than 40% were formalized, down from almost two-thirds reported in the Nonprofit HR Solutions (2017) survey and the 66% - 90% cited by McKee and Froelich (2016).

Also, in the advent of the COVID-19 era the millennial timeline for ascendancy may have been shortened in light of Cheng et al.'s (2020) suggestion for organizations to revisit their appropriate organization leader profile requirements going forward with changing organization needs requiring "CEO leapfrogging," that is, skipping a generation of leaders to get to the right executive – a possible millennial with deep operational intelligence and digital savvy. This study's results supported prior research that few nonprofit executives rose to their positions through development and promotion evidencing a lack of leadership

development and shallow bench strength (Landles-Cobb et al., 2015). Less than half (44.1%) of the nonprofit executive leaders came from sectors other than the nonprofit sector which indicated the nonprofit organizations are in effect 'poaching' other nonprofit organizations to fill their top leadership positions rather than developing leadership pipelines (Stewart, 2016).

Limitations of the Study

Price and Murnan (2004) suggested that disclosure of study limitations support the efficacy of research performed. There were limitations to this study. Randomly selecting potential participants from the Guidestar database was not as effective as anticipated and did not garner the level of participation anticipated. The composition of the study participants in the sample appears to be consistent with prior research which showed that U.S. nonprofits were primarily headed by educated Caucasian women who are baby boomers (Froelich, 2011; Santora & Sarros, 2012; Tierney, 2006; Waldman & Balven, 2014). The generalizability of the study results across all nonprofit sectors was limited as the study participants were primarily U.S. nonprofit executive leaders in the human/social and community-based services organizations. The results generated are valid yet the representativeness of the study sample (population and strata appropriateness and completeness) were subject to stratified random probability sampling (Laerd Dissertation, 2012).

In addition, limitations were identified as the study findings did not include nonprofits in every state, NTEE code, mission, wide range of organization sizes, or led by ethnically diverse nonprofit executive leaders. Further, data collected were on a volunteer, self-reporting, and anonymous basis. The responses of the nonprofit executive participants

could vary in unknown ways from potential responses of nonprofit executives who chose not to participate in the survey or answer all applicable questions in the survey. The anonymous nature of study participation precluded any clarification of the nonprofit executive participants' interpretation of or responses to the survey questions. Last, the structure of the first-time use of an instrument that included newly developed and modified questions from an existing instrument resulted in challenges in coding the questionnaire responses.

Recommendations

Based on the results of this research study and the continued importance of the third sector (nonprofits) to providing services and employment for a large segment of the U.S. population, researchers should continue to evaluate and 'drill down' on the relationship between the three intention factors and leadership transition, primarily between the nonprofit leadership intention factor of attitude and leadership transition as this intention factor has been shown in many of the studies reviewed to be the significant intention-behavior factor. Additional research, for example a longitudinal study, is necessary to further isolate antecedent determinants on intention and behavior. The research results may serve to better move leaders from intention to behavior/action as well as provide the tools to hire, identify, and develop internally, diverse candidates to facilitate the deepening and strengthening of nonprofit organizations' internal leadership benches.

Research is needed to explain the lack of significant findings in the current study about the relationship between the subjective norms and perceived behavioral control leadership intention factors and behavior. Also, perceived behavioral control barriers, a subset of the perceived behavioral control intention factor, should be used to assess the

degree to which real or perceived behavioral control barriers influence on succession

planning documentation and leadership development programs intention and behavior.

With the help of subject matter experts, future researchers may consider revising and

simplifying the questionnaire used in this study to facilitate easier coding and data analysis.

Also, the quantitative nature of this study may not have captured all the relevant relationships

and nuances of leadership intention factors and behavior specific to gender, age, ethnicity,

education, region, and organization size. Using a qualitative or a mixed-method design may

better capture and explain the implications of predictor and moderator variables' nuances.

Nonprofit leaders of smaller nonprofit organizations who participated in this research

study noted in the comments section of the survey challenges they perceived to engaging in

leadership development programs and succession planning documentation. Future research

should be conducted to identify idiosyncrasies specific to small(er) organizations with

resource constraints to identify the intention-behavior factors that seem to impede the

leadership from implementing formal and scalable transition processes. As an extension,

researchers could also evaluate the influence of leadership-organization demographics on

intention-behavior.

Researchers may consider using Behrendt et al.'s (2017) integrative model of

leadership behavior (IMoLB), considered as a more robust comprehensive theory by its

developers, as a theoretical framework to advance intention-behavior research. IMoLB,

which includes the tenets of theory of planned behavior among others, is considered broad

and comprehensive, and includes a broad range of existing psychological leadership

behaviors. IMoLB may be used to further isolate and identify the predictors to advance

leadership behavior research (Behrendt et al., 2017). Similarly, researchers may add variables to the theory of planned behavior to create an extended theory of planned behavior to identify the relationship or influence of the predictive nature of intention factors on desired behavior (e.g., perceived behavior control barriers). In addition, researchers may consider Aithal and Aithal's (2019) new attitude-behavior theory to examine leaders' behaviors that are dependent on leaders' attitudes toward problem solving or decision behavior on their organizations.

Implications

A common observation in and of the nonprofit sector is that although its leadership and practitioners are cognizant of the need for strategic and intentional procedures and actions to prepare nonprofit organizations for leadership development and transitions, continuity, and sustainability, the organizations are often plagued by the lack bandwidth - human and financial resources (GEO, 2014; Jepsen & Grob, 2015). Opportunities exist to reduce or eliminate gaps to implement scalable mid- to long-term solutions to deepen organization leadership benches and ongoing review and assessment of planning documentation to reflect business and social environment changes.

Significance to Practice

The results of the current study provide nonprofit executive leaders and scholar/practitioners information to assess the intention-behavior gap affecting organizations' preparedness for leadership transition to effect change. Organization incumbents need to determine the relationship of their attitude to their approach to what their organizations are lacking or need to enhance and employ a long-term approach with intentional strategies to

close the gaps identified. Regarding leadership development, the research results showed incongruency between the leaders' desire for their successors to be sourced internally and qualified/quality candidates within the organizations to develop. In fact, the results of the current study showed that many of the incumbent leaders were selected for their current positions from outside of the organization.   Gale (2013), Harrell (2016), and Mooney et al. (2014) in their studies noted that external hires often prove ineffective, leave, or have to be terminated, and are costly to organizations already short on resources. The lack of a formal leadership pipeline development program signifies the need for nonprofit organizations to have robust human resource hiring policies and practices and development programs to attract and retain diverse and untapped high-performance employees with the required core competencies for future leadership opportunities in nonprofit organizations (Higginbottom, 2016; Hopkins et al., 2014).

Nonprofit executive leaders should engage their human resource professionals to anticipate organization needs and hire high performance individuals with the requisite skills, talents, and abilities to mitigate projected leadership deficit and support the anticipated direction and needs of the organization (Brandon Hall Group, 2015; Reimer & Meighan, 2017). Swensen et al. (2016) found when that leadership development is intentional and inherent in organizational structure, developing leaders internally retains organizational intelligence and enhances competitive advantage. The strategic paradigm for nonprofit organization continuity and sustainability requires intentional selection of diverse candidates, including millennials, with technical competencies and disruptive ideas for their organizations and sector (Adams, 2010; Higginbottom, 2016; Hopkins et al., 2014). Robust

programs and processes for leadership development and succession planning may better enable nonprofit organizations to attract, motivate and retain high-potential individuals for future executive leadership roles.

From the current study participant responses, some nonprofit executive leaders noted their organizations were small with limited resources and their belief that those constraints limit the need and relevance of leadership development programs and succession planning documentation or their ability to identify, retain, and develop high performance internal candidates. Formal succession planning documentation should be a 'dynamic and fluid' document that is continually revised for currency in an everchanging environment rather than prepared or discussed once and shelved. The COVID-19 pandemic in 2020 has made succession planning and the potential devastating effects to organizations and their leadership, approximately more than half of the organizations represented in the current study are headed by baby boomers, a serious and present concern if adequate planning is not performed and documented, revisited, and adjusted for potential national, sector, and organization disruptions. To compensate for the real and perceived constraints these incumbents should consider engaging with voluntary and other collaborative resources to develop and implement scalable processes and infrastructures in anticipation of organization continuity and growth.

Significance to Theory

The focus of research in extant literature used for this study was to identify what tools are needed to address intention-behavior barriers to a multi-decade challenge that precludes nonprofit leaders adequately preparing their organizations for successful leadership

transitions. Although the theory of planned behavior is a time-tested predictive theory, this theory can be combined with other theories to further expand its significance and application (e.g., extended theory of planned behavior, integrative model of leadership behavior, or newly proposed attitude-behavior theory discussed in the Recommendations section). The current study results indicated that subjective norms and perceived behavioral control intention factors were not predictive of leadership transition behaviors even when combined with the attitude intention factor. Also, the theory of planned behavior was used to guide the current research study and the resulting findings will add to extant literature - theory and behavioral literature – as a means to create and fine-tune tools to examine and isolate the nuances and determinants of successful intention-behavior relationships, for leadership development programs and succession planning documentation behaviors, in particular the antecedents of the attitude intention factor.

Significance to Social Change

As nonprofit organizations become more integral to and intertwined with the social fabric of communities and the nation on the whole, understanding and ensuring a positive disposition of nonprofit leadership intention and behavior toward organization transition is of greater import to continuity and sustainability. The strong relationship found in this study between attitude leadership intention factor and intention-behavior in relation to succession planning documentation and leadership development programs could result in nonprofit organizational leadership addressing long-standing issues regarding leadership development and transition. Also, one third of the nonprofit executive leaders in the current study identified perceived behavioral control barriers as impediments to establishing leadership

development programs and succession planning documentation. Identifying solutions or workarounds for leadership transition processes can mitigate the impact of perceived barriers on the continuity and sustainability of an integral sector of the economy. If the nonprofit leaders believed they were equipped (skills, resources, support, etc.), this belief tended to influence their intention-behavior regarding the leadership transition processes.

Leadership deficit remains an impending and tenuous issue in extant literature and if not adequately addressed would affect nonprofit organizations negatively over time as incumbent baby boomers retire, many of who will do so in 5 years or less. Incumbent leaders in the current study recognized the deficiencies in their organizations of ready and prospective candidates who could transition into organizational leadership positions in emergency and planned instances or participate in leadership development programs. Nonprofit incumbents active and intentional investment long-term (5 to 10 years) in human capital acquisition, retention, and development will serve to create and deepen their organizations' leadership bench (Kim, 2017; Woolcock, 2015). An adequate leadership bench from which to select and effect leadership transition will allow for stability and sustainability when planned or unplanned leadership transition events occur (Bozer & Santora, 2015; Tichy, 2015).

Conclusions

The impending threat of nonprofit executive leadership deficit in the United States continues as the incumbent baby boomers retire or leave for other opportunities. A plethora of extant research indicated that a large number of nonprofit organizations were ill-prepared for leadership succession (Bozer et al., 2015; Bozer & Kuna, 2013; Froelich et al., 2011;

McKee & Froelich, 2016; Santora & Sarros, 2012; Schoetzer & Ferris, 2013; Sherlock & Nathan, 2007). The current study focused on examining the relationship between nonprofit leadership intention, leadership development programs and succession planning documentation, based on the theory of planned behavior.

The results of the study supported prior research based on the theory of planned behavior, where the attitude intention factor showed a statistically significant relationship with the leadership behaviors of succession planning documentation and leadership development programs. Subjective norms and perceived behavioral control leadership intention factors did not evidence any statistically significant relationships with succession planning documentation and leadership development programs. Also, despite the limitations of the current study, the results were similar to several prior research studies beginning with Ajzen (1991) that identified the attitude leadership intention factor of the theory of planned behavior as the significant predictor of behavior.

Succession planning and leadership development are intertwined and are necessary parts of organization culture and requisite for organization continuity and sustainability therefore must be proactive, intentional, flexible, and current. Nonprofit organizations are still overshadowed by a potential leadership deficit as many organizations are led by baby boomers whose attitude regarding leadership succession warrant action toward developing leadership pipelines of diverse high-performance candidates including millennials. With the disruption of COVID-19 to the U.S. economy and citizenry, the attitude of the nonprofit sector's leadership may have also been disrupted and the "new normal" trajectory from intention to behavior will require study.

Nonprofit executive leader participants in the current study identified perceived behavioral control barriers that influenced or precluded their involvement in succession planning and leadership development, that is, limited financial and human resources, limited knowledge/ expertise/capability, organization size, absence of qualified internal candidates, and importance/effectiveness/efficacy of the processes to their organizations. Nonprofit executive leaders of varying organization sizes, resources, and expertise should consider forging relationships and alliances with other organizations to share succession planning documentation and leadership development program intelligence, experiences, and skills to develop best practices and effective and scalable processes. The results and implications of this study are relevant to continued exploration of the factors that impede nonprofit executive leaders from engaging in the behaviors that are required for continuity and sustainability of their organizations.

References

Adams, T. (2010). *The nonprofit leadership transition and development guide: Proven paths for leaders and organizations*. San Francisco, CA: John Wiley & Sons.

Adkins, A. (2016). Millennials: The job-hopping generation. Retrieved from https://www.gallup.com/workplace/236474/millennials-job-hopping-generation.aspx

Agard, K. A. (2011). *Leadership in nonprofit organizations: A reference handbook* (Vol. 1). Thousand Oaks, CA: Sage.

Aithal, P. S., & Aithal, S. (2019, June). A New Attitude-Behaviour (AB) Theory for Acceptable Leaders in Winning Organizations. In *Proceedings of National Conference* on Advances in Management, IT, Education, Social Sciences-Manegma (pp. 67-78). doi:10.5281/zenodo.3249944

Ajzen, I. (2006). Constructing a theory of planned behavior questionnaire. Retrieved from https://people.umass.edu/aizen/pdf/tpb.measurement.pdf

Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In *Action* c*ontrol* (pp. 11-39). Berlin, DE: Heidelberg Springer.

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179-211. doi:10.1016/0749-5978(91)90020-T

Ajzen, I. (2015). The theory of planned behaviour is alive and well, and not ready to retire: a commentary on Sniehotta, Presseau, and Araújo-Soares. *Health Psychology Review, 9*(2),131-137. doi:10.1080/17437199.2014.883474

Ajzen, I. (2011). The theory of planned behaviour: Reactions and reflections. *Psychology & Health*, *26*(9), 1113-1127. doi:10.1080/08870446.2011.613995

Ajzen, I., Brown, T. C., & Carvajal, F. (2004). Explaining the discrepancy between intentions and actions: The case of hypothetical bias in contingent valuation. *Personality and social psychology bulletin*, *30*(9), 1108-1121. doi:10.1177/0146167204264079

Ajzen, I., Czasch, C., & Flood, M. G. (2009). From Intentions to Behavior: Implementation Intention, Commitment, and Conscientiousness 1. *Journal of Applied Social Psychology*, *39*(6), 1356-1372. doi:10.1111/j.1559-1816.2009.00485.x

Ajzen, I., & Fishbein, M. (2004). Questions raised by a reasoned action approach: Comment on Ogden (2003). doi:10.1037/0278-6133.23.4.431

Ajzen, I., & Fishbein, M. (1980). Understanding attitudes and predicting social behavior. Englewood Cliffs, NJ: Prentice-Hall.

Ajzen, I., & Sheikh, S. (2013). Action versus inaction: Anticipated affect in the theory of planned behavior. *Journal of Applied Social Psychology*, *43*(1), 155-162. doi:10.1111/j.1559-1816.2012.00989.x

Alban-Metcalfe, J., & Alimo-Metcalfe, B. (2007). Development of a private sector version of the (engaging) transformational leadership questionnaire. *Leadership and Organisation Development Journal, 28*(1), 104 –121. doi:10.1108/01437730710726813

Algera, P. M., & Lips-Wiersma, M. (2012). Radical authentic leadership: Co-creating the

conditions under which all members of the organization can be authentic. *The*

Leadership Quarterly, *23*(1), 118-131. doi:10.1016/j.leaqua.2011.11.010

Aliaga, M., & Gunderson, B. (2000). Introduction to quantitative research. In D. Muijs (Ed.),

Doing quantitative research in education with SPSS (2nd ed.). Thousand Oaks, CA:

Sage.

American Psychological Association. (2011). *Publication manual of the American*

Psychological Association. Washington, DC: Author.

Andrew, D. (1989). *Philanthropy and police: London charity in the eighteenth century*.

Princeton, NJ: Princeton University Press.

Appelbaum, S. H., Gunkel, H., Benyo, C., Ramadan, S., Sakkal, F., & Wolff, D. (2012).

Transferring corporate knowledge via succession planning: Analysis and solutions –

Part 1. *Industrial and Commercial Training, 44*(5), 281-289.

doi:10.1108/00197851211245031

Argyris, C. (1973). Some limits of rational man organizational theory. *Public Administration*

Review, *33*(3), 253–267. doi:10.2307/974803

Armitage, C. J., & Conner, M. (2001). Efficacy of the theory of planned behavior: A meta-

analytical review. *British Journal of Social Psychology, 40*(4), 471-499.

doi:10.1348/014466601164939

Avolio, B. J., & Bass, B. M. (1988). Transformational leadership, charisma, and beyond. In J.

G. Hunt, B. R. Baliga, H. P. Dachler, & C. A. Schriesheim (Eds.), *International*

leadership symposia series. Emerging leadership vistas (pp. 29-49). Lexington, MA:

Lexington Books.

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, *16*(3), 315-338. doi:10.1016/j.leaqua.2005.03.001

Baden, D., & Parkes, C. (2013). Experiential learning: Inspiring the business leaders of tomorrow. *The Journal of Management Development, 32*(3), 295-308. doi:10.1108/02621711311318283

Bagozzi, R. P., Yi, Y., & Phillips, L.W. (1991). Assessing construct validity in organizational research. *Administrative Science Quarterly, 36*(3), 421-458. Retrieved from https://www.jstor.org/stable/2393203

Ballaro, J. M., & Polk, L. (2017). Developing an organization for future growth using succession planning. *Organization Development Journal*, *35*(4), 41-59. Retrieved from https://www.researchgate.net/profile/Laura_Polk2/publication/322399720

Bandura, A., Adams, N. E., Hardy, A. B., & Howells, G. N. (1980). Tests of the generality of self-efficacy theory. *Cognitive Therapy and Research*, *4*(1), 39-66. doi:10.1007/BF01173354#page-1

Barten, L. (2015). Succession planning for organizations. Retrieved from http://smallbusiness.chron.com/succession-planning-organizations-4590.html

Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications* (4th ed.). New York, NY: Free Press.

Beer, M., Finnström, M., & Schrader, D. (2016). Why leadership training fails—and what to do about it. *Harvard Business Review*, *94*(10), 50-57. Retrieved from https://dialnet.unirioja.es/servlet/articulo?codigo=5696059

Behrendt, P., Matz, S., & Göritz, A. S. (2017). An integrative model of leadership behavior. *The Leadership Quarterly*, *28*(1), 229-244. doi:10.1016/j.leaqua.2016.08.002

Benjamini, Y., & Hochberg, Y. (1995). Controlling the false discovery rate: A practical and powerful approach to multiple testing. *Journal of the Royal Statistical Society, Series B (Methodological), 57*, 289-300. doi:10.1111/j.2517-6161.1995.tb02031.x

Bermiss, Y. S., & Murmann, J. P. (2015). Who matters more? The impact of functional background and top executive mobility on firm survival. *Strategic Management Journal*, *36*(11), 1697-1716. doi:10.1002/smj.2320

Berns, K. V., & Klarner, P. (2015). A dynamic model of CEO succession. In *Academy of Management proceedings* (Vol. 2015, No. 1, p. 12237). Briarcliff Manor, NY: Academy of Management.

Berns, K. V., & Klarner, P. (2017). A review of the CEO succession literature and a future research program. *Academy of Management Perspectives*, *31*(2), 83-108. doi:10.5465/amp.2015.0183

Bershire, J. C. (2013). Half of fundraisers in the top job would like to quit. *The Chronicle of Philanthropy*. Retrieved from https://philanthropy.com/article/

Bevan, R. (2011). *Changemaking: Tactics and resources for managing organizational change*. Seattle, WA: ChangeStart Press.

Black, T. R. (1999). *Doing quantitative research in the social sciences: An integrated approach to research design, measurement and statistics*. London, England: Sage Publications.

Blackwood, A., Roeger, K., & Pettijohn, S. (2012). *The nonprofit almanac 2012.* Washington, DC: Urban Institute.

Bloomquist, K. (n.d.). Nonprofit social responsibility. Retrieved from http://csic.georgetown.edu/magazine/nonprofit-social-responsibility/

BoardSource. (2010). *The handbook of non-profit governance.* San Francisco, CA: Author.

Bolden, R. (2005). *What is leadership development: purpose and practice?* Retrieved from http://hdl.handle.net/10036/77193

Boone, H. N., & Boone, D. A. (2012). Analyzing Likert data. *Journal of Extension*, *50*(2), 1-5. Retrieved from http://www.joe.org/joe/2012april/tt2p.shtml

Bordens, K. S., & Abbott, B. B. (2008). *Research design and methods: A process approach*. Boston, MA: McGraw-Hill.

Box, G. E., & Tidwell, P. W. (1962). Transformation of the independent variables. *Technometrics*, *4*(4), 531-550. doi:10.1080/00401706.1962.10490038

Bozer, G., & Kuna, S. (2013). Israeli perspective on nonprofit executive succession planning. *International Leadership Journal*, *5*(3), 10-27. Retrieved from http://tesc.innersync.com/documents/ILJ_Fall_2013.pdf#page=11

Bozer, G., Kuna, S., & Santora, J. C. (2015). The role of leadership development in enhancing succession planning in the Israeli nonprofit sector. *Human Service*

Organizations: Management, Leadership & Governance, *39*(5), 492-508.

doi:10.1080/23303131.2015.1077180

Brandon Hall Group. (2015). State of leadership development 2015: Time to act is now.

Retrieved from http://www.brandonhall.com/

Bremner, R. H. (1988). *American philanthropy* (2nd ed.). Chicago, IL: University of

Chicago Press.

Britta, B., Botero, I. C., & Fediuk, T. A. (2014). Incumbent decisions about succession

transitions in family firms: A conceptual model. *International Journal of Financial*

Studies, 2(1), 335–358. doi:10.3390/ijfs2040335

Brown, J. D. (2000). What is construct validity. *Shiken: JALT Testing & Evaluation SIG*

Newsletter, 4(2), 8 – 12. Retrieved from http://hosted.jalt.org/test/bro_8.htm

Brown, E., Einolf, C. J., & Ottoni-Wilhelm, M. (2015). Giving in the United States:

Generous philanthropy in a classic liberal regime. In P. Wiepking & F. Handy (Eds.),

The Palgrave global handbook of philanthropy (pp. 44-63). London, England:

Palgrave Macmillan.

Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to*

strengthening and sustaining organizational achievement (5th ed.). Hoboken, NJ:

Wiley.

Burkholder, G. (2009). Sample size analysis for quantitative studies. *Adapted from a*

presentation by Dr. Gary Burkholder, Vice President of Academic Affairs. Walden

University.

Burnes, B. (2004). *Managing change: A strategic approach to organisational dynamics*.

Harlow, UK: Pearson Education.

Burns, J. M. (1978). *Leadership*. New York, NY: Harper & Row.

Buse, K., Bernstein, R. S., & and Bilimoria, D. (2016). The influence of board diversity, board diversity policies and practices, and board inclusion behaviors on nonprofit governance practices. *Journal of Business Ethics, 133*(1), 179-191. doi:10.1007/s10551-014-2352-z

By, R. T. (2005). Organisational change management: A critical review. *Journal of Change Management*, *5*(4), 369-380. doi:10.1080/14697010500359250

Cahn, D. (2016, June 16). Wounded Warrior Project announces new CEO following tumult. *Stars and Stripes*. Retrieved from http://www.stripes.com/news/

Calkins, K. G. (2005a). Applied statistics: More correlation coefficients. Retrieved from http://www.andrews.edu/~calkins/math/edrm611/edrm13.htm

Calkins, K. G. (2005b). Power and sample. Retrieved from https://www.andrews.edu/~calkins/math/edrm611/edrm11.htm

Campbell, D., & Stanley, J. (1963). *Experimental and quasi-experimental designs for research*. Chicago, IL: Rand-McNally.

Carlson, M., & Donohoe, M. (2010). The executive director's guide to thriving as a nonprofit leader. Retrieved from https://ebookcentral.proquest.com

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, *34*(4), 39-48. Retrieved from

http://cf.linnbenton.edu/bcs/bm/gusdorm/upload/Pyramid%20of%20Social%20Respo

nsibility.pdf

Carroll, B., & Nicholson, H. (2014). Resistance and struggle in leadership development.

Human Relations, 67(11), 1413-1426. doi:10.1177/0018726714521644

Center for Innovation in Research and Teaching. (n.d.). Sampling methods. Retrieved from

https://cirt.gcu.edu/research/developmentresources/research_ready/quantresearch/sam

ple_meth

Chandler, J. (2015). Why is succession planning taboo? *Succession Planning.* Retrieved from

https://www.councilofnonprofits.org/thought-leadership/why-succession-planning-

taboo

Cheng, J. Y. J., Groysberg, B., & Healy, P. M. (2020). Your CEO succession plan can't wait.

Harvard Business Review Digital Articles (May 4, 2020). Retrieved from

https://www.hbs.edu/faculty/Pages/item.aspx?num=58395

Chiaburu, D. S., & Tekleab, A. G. (2005). Individual and contextual influences on multiple

dimensions of training effectiveness. *Journal of European Industrial Training.*

doi:10.1108/03090590510627085

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika,

16*(3), 297-334. doi:0.1007/BF02310555

Coe, R. (2002). It's the effect size, stupid: What effect size is, and why it is important.

Retrieved from http://www.leeds.ac.uk/educol/documents/00002182.htm

Collingridge, D. (n.d.). Validating a questionnaire. Retrieved from

https://www.methodspace.com/validating-a-questionnaire/

Comini, G., Paolino, M., & Feitosa, M. (2013). Mapping of the succession process in

nonprofit organizations in Brazil. *International Leadership Journal*, *5*(3), 28-50.

Retrieved from https://www.tesu.edu/documents/ILJ_Fall_2013.pdf#page=29

Committee on Communication for Behavior Change in the 21st century. (2002). *Speaking of*

health: Assessing health communication strategies for diverse populations.

Washington, DC: The National Academies Press.

Concord Leadership Group. (2016). Nonprofit sector leadership report 2016. Retrieved from

http://concordleadershipgroup.com/

Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing, 17*(6), 411-2. Retrieved from

https://search.proquest.com/openview/553d762f3224a627486acfbf1a7320e0/1?pq-

origsite=gscholar&cbl=30764

Conner, M., & Armitage, C. J. (1998). Extending the theory of planned behavior: A review

and avenues for further research. *Journal of Applied Social Psychology, 28*(15), 1429-

1464. doi:10.1111/j.1559-1816.1998.tb01685.x1urev-orgpsych-032414-111328

Cooper, C. D., Scandura, T. A., & Schriesheim, C. A. (2005). Looking forward but learning

from our past: Potential challenges to developing authentic leadership theory and

authentic leaders. *The Leadership Quarterly*, *16*(3), 475-493.

doi:10.1016/j.leaqua.2005.03.008

Cornelius, M., Corvington, P., & Ruesga, A. (2008). Ready to lead? Next generation leaders

speak out. *Annie E. Casey Foundation: Baltimore*. Retrieved from

https://www.compasspoint.org/sites/default/files/documents/521_readytolead2008.pdf

Cornelius, M., Moyers, R., & Bell, J. (2011). Daring to lead 2011: A national study of

executive director leadership. *CompassPoint Nonprofit Services and the Meyer Foundation*. Retrieved from http://daringtolead.org/

Crano, W. D., & Prislin, R. (2008). *Attitudes and Attitude Change*. New York, NY: Psychology Press.

Curphy, G., Hogan, R., & Kaiser, R. (2014, May 22). *The problem with leadership development.* Retrieved from http://www.clomedia.com/articles/5650-the- problem-with-leadership-development

Darvish, H., & Rezaei, F. (2011). The impact of authentic leadership on job satisfaction and team commitment. *Management & Marketing*, *6*(3). Retrieved from http://www.managementmarketing.ro/pdf/articole/234.pdf

Davis, J. H., Schoorman, F. D., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, *22*(1), 20-47. doi:10.5465/amr.1997.9707180258

Day, D.V. (2000). Leadership development: A review in context. *The Leadership Quarterly, 11*(4), 581-613. doi:10.1016/S1048-9843(00)00061-8.

Day, D. V. (2010). The difficulties of learning from experience and the need for deliberate practice. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 3*(1), 41-44. doi:10.1111/j.1754-9434.2009.01195.x

Day, D. V., & Dragoni, L. (2015). Leadership development: An outcome-oriented review based on time and levels of analyses. *Annual Review of Organizational Psychology and Organizational Behavior, 2*(1), 133-156. doi:10.1146/annurev-orgpsych-032414-111328

Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances

    in leader and leadership development: A review of 25 years of research and theory.

    The Leadership Quarterly, *25*(1), 63-82. doi:10.1016/j.leaqua.2013.11.004

Day, G. E., & Shannon, E. (2015). Leading and managing change. In *Leading and managing*

    health services: An Australasian perspective. Melbourne, AU: Cambridge University

    Press.

Deaton, A. V., Wilkes, S. B., & Douglas, R. S. (2013). Strengthening the next generation: A

    multi-faceted program to develop leadership capacity in emerging nonprofit

    leaders. *Journal of Nonprofit Education and Leadership*, *3*(1), 34-46. Retrieved from

    http://wp.vcu.edu/

De Leeuw, A., Valois, P., Ajzen & Schmidt, P. (2015). Using the theory of planned behavior

    to identify key beliefs underlying pro-environmental behavior in high-school

    students: Implications for educational interventions. *Journal of Environmental*

    Psychology, 42, 128-138. doi:10.1016/j.jenvp.2015.03.005

Deloitte. (2016). The Deloitte millennial survey. Retrieved from

    https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-

    Deloitte/gxmillenial-survey-2016-exec-summary.pdf

De Massis, A., Sieger, P., Chua, J. H., & Vismara, S. (2016). Incumbents' attitude toward

    intrafamily succession: An investigation of its antecedents. *Family Business Review*,

    29(3), 278-300. doi:10.1177/0894486516656276

Demir, M., Haynes, A., Orthel-Clark, H., & Özen, A. (2017). Volunteer bias in research on

    friendship among emerging adults. *Emerging Adulthood*, *5*(1), 53-68.

    doi:10.1177/2167696816641542

Dexheimer, E., & Miller, S. (2015, May 29). Ed Gilligan, AmEx president, dies at 55 on trip

    from Tokyo. *Bloomberg*. Retrieved from

    http://www.bloomberg.com/news/articles/2015-05-29/amex-president-gilligan-dies-

    at-55-after-becoming-ill-on-flight

Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014).

    Leadership theory and research in the new millennium: Current theoretical trends and

    changing perspectives. *The Leadership Quarterly*, *25*(1), 36-62.

    doi:10.1016/j.leaqua.2013.11.005

Diversity Best Practices Report. (2019). 2019 Nonprofit diversity practices survey results.

    Retrieved from https://www.nonprofithr.com/wp-content/uploads/2019/11/New-

    Report-Published-Nonprofit-Diversity-Practices-Report-Published2019.pdf

Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance

    and shareholder returns. *Australian Journal of Management*, *16*(1), 49-64.

    doi:10.1177/031289629101600103

Downton, J. V. (1973). *Rebel leadership: Commitment and charisma in the revolutionary*

    process. New York, NY: Free Press.

Drost, E. A. (2011). Validity and reliability in social science research. *International*

    Perspectives on Higher Education Research, 38(1), 105-124. Retrieved from

    https://www.researchgate.net/publication/261473819

Drucker, P. F. (1984). Our entrepreneurial economy. *Harvard Business Review*, *62*(1), 58-64. Retrieved from https://hbr.org/1984/01/our-entrepreneurial-economy

Drury, I., Miller, A., & Ronquillo, J. C. (2017). Trends in nonprofit employment. In J. K. A. Word & J. E. Sowa (Eds.), *The nonprofit human resource management handbook* (pp. 29-43). New York, NY: Routledge.

Durst, S., & Katzenschlager, S. (2014). Strategic aspects of non-family SMEs succession. In K. Todorov, & D. Smallbone (Eds.), *Handbook of research on strategic management in small and medium enterprises* (pp. 282-304). Hershey, PA: IGI Global.

Economy, P. (2019). The (millennial) workplace of the future is almost here – These 3 things are about to change big time. Retrieved from https://www.inc.com/peter-economy/the-millennial-workplace-of-future-is-almost-here-these-3-things-are-about-to-change-big-time.html

Edlund, M. J., Craig, T. J., & Richardson, M. A. (1985). Informed consent as a form of volunteer bias. *The American Journal of Psychiatry, 142*(5), 624-627. doi:10.1176/ajp.142.5.624

Eggers, S. M., Taylor, M., Sathiparsad, R., Bos, A. E., & de Vries, H. (2013). Predicting safe sex: Assessment of autoregressive and cross-lagged effects within the Theory of Planned Behavior. *Journal of Health Psychology*, *20*(11), 1397-1404. doi:10.1177/1359105313512354

Executive Benefit Solutions (2016). Six steps to best-practice succession planning. Retrieved from https://executivebenefitsolutions.com/six-steps-to-best-practice-succession-planning/

Fazio, R. H., Powell, M. C., & Herr, P. M. (1983). Toward a process model of the attitude–behavior relation: Accessing one's attitude upon mere observation of the attitude object. *Journal of Personality and Social Psychology, 44*(4), 723–735. doi:10.1037/0022-3514.44.4.723

Field, A. (2013). *Discovering statistics using IBM SPSS statistics* (4th ed.). London, England: Sage.

Fielding, J., & Gilbert, N. (2006). Graphics for analysis. *Understanding social statistics* (2nd ed., pp. 124 – 144). London, United Kingdom: SAGE Publications, Ltd.

Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research.* Reading, MA: Addison-Wesley.

Fishbein, M., & Fisher, R. A. (1990). Statistical methods, experimental design, and scientific inference: A re-issue of *Statistical methods for research workers, The design of experiments,* and *Statistical methods and scientific inference.* J. H. Bennett (Ed.). Oxford, England: Oxford University Press.

Flaig, J., Alam, A., Huynh, J., Reid-Hector, J., & Heuer, A. (2020). Examining how formal leadership development programs positively influence hospital leaders' individual competencies and organizational outcomes–An evidence-based literature review. *Journal of Healthcare Leadership*, *12*, 69. doi: 10.2147/JHL.S239676

FoundationSearch. (2018). National taxonomy of exempt entities - Core codes (NTEE-CC)

    classification system. Retrieved from

    http://www.foundationsearch.com/Assistance/help-ntee.aspx

Frankfort-Nachmias, C., Nachmias, D., & DeWaard, J. (2014). *Research methods in the*

    social sciences (8th ed.). New York, NY: Worth Publishers.

Freeborough, R., & Patterson, K. (2015). Exploring the effect of transformational leadership

    on nonprofit leader engagement. *Servant Leadership: Theory & Practice*, *2*(1), 4.

    Retrieved from

    https://csuepress.columbusstate.edu/cgi/viewcontent.cgi?referer=https://scholar.googl

    e.com/scholar?hl=en&as_sdt=0%2C33&q=Freeborough+and+Patterson+%282015%

    29&btnG=&httpsredir=1&article=1004&context=sltp

French, J. R., Raven, B., & Cartwright, D. (1959). The bases of social power. In J. M.

    Shafritz, J. S. Ott, & Y. S. Jang (Eds.), *Classics of organization theory* (Vol. 7, p.

    251). Boston, MA: Cengage Learning.

Froelich, K., McKee, G., & Rathge, R. (2011). Succession planning in nonprofit

    organizations. *Nonprofit Management and Leadership, 22*(1), 3-20.

    doi:10.1002/nml.20037

Gagnon, S. (2008). Compelling identity: Selves and insecurity in global, corporate

    management development. *Management Learning*, *39*(4), 375-391.

    doi:10.1177/1350507608093710

Galaskiewicz, J. (1985). Professional networks and the institutionalization of a single mind

    set. *American Sociological Review*, 639-658. doi:10.2307/2095379.

Gale, S. F. (2013). Succession planning roadmap: How to build a robust succession planning program that aligns current talent development with future leadership needs. Retrieved from https://www.workforce.com/2013/03/11/succession-planning-roadmap/

Gall, G., & Olsson, F. (2012). How do the predictors of switching intention influence switching behavior? Retreived from: https://www.diva-portal.org/smash/get/diva2:541354/FULLTEXT02

Galli, E. B., & Müller-Stewens, G. (2012). How to build social capital with leadership development: Lessons from an explorative case study of a multibusiness firm. *The Leadership Quarterly, 23*(1). doi:10.1016/j.leaqua.2011.11.014

Gallup, Inc . (2016). How millennials want to work and live. Washington, DC: Gallup Press. Retrieved from https://www.gallup.com/workplace/238073/millennials-work-live.aspx

Gelan, C. (2011). Managing changes for competitive organization. *Managerial Challenges of the Contemporary Society Proceedings*, 105. Retrieved from https://www.ceeol.com/search/article-detail?id=115749

Gilmore, T. N. (1990). Effective leadership during organizational transitions. *Nursing Economics*, *8*(3), 135-141. Retrieved from https://www.researchgate.net/profile/Thomas_Gilmore4/publication/20800060_Effective_leadership_during_organizational_transitions/

Gothard, S., & Austin, M. J. (2013). Leadership succession planning: Implications for nonprofit human service organizations. *Administration in Social Work*, *37*(3), 272-

285. doi:10.1080/03643107.2012.684741

Grantmakers for Effective Organizations (GEO). (2014). What do nonprofits need to make leadership development a priority? Retrieved from https://www.geofunders.org/resources/what-do-nonprofits-need-to-make-leadership-development-a-priority-664

Gravetter, F. J., & Forzano, L. B. (2012). *Research methods for the behavioral sciences* (4th ed.). Belmont, CA: Wadsworth, Cengage Learning.

Green, J. (2020). A death at Jeffries highlights urgency of C-suite backup plans. Retrieved from https://www.boyden.com/media/a-death-at-jefferies-highlights-urgency-of-c-suite-backup-plans-15634445/index.html

Greenleaf, R. K. (1970, 1991). *The servant as leader*. Indianapolis, IN: The Robert K. Greenleaf Center.

Greenleaf, R. K., Greer, C. R., & Virick, M. (2008). Diverse succession planning: Lessons from the industry leaders. *Human Resource Management, 47*(2), 351-367. doi:10.1002/hrm.20216

Hajro, A., & Pudelko, M. (2010). An analysis of core-competences of successful multinational team leaders. *International Journal of Cross Cultural Management*, *10*(2), 175-194. doi:10.1177/1470595810370910

Hall, P. D. (2006). A historical overview of philanthropy, voluntary associations, and nonprofit organizations in the United States, 1600–2000. In W.W. Powell & R. Steinberg (Eds.), *The nonprofit sector: A research handbook* (2nd ed.) (pp. 32–65). New Haven, CT: Yale University Press.

Harper, J. (August 1, 2019). Developing a succession plan that supports diversity. HRCI.

    Retrieved from https://www.hrci.org/community/blogs-and-announcements/hr-leads-

    business-blog/hr-leads-business/2019/08/01/developing-a-succession-plan-that-

    supports-diversity

Harrell, E. (2016). Succession planning: What the research says. *Harvard Business Review*.

    Retrieved from https://hbr.org/2016/12/succession-planning-what-the-research-says

Harwell, M. R., & Gatti, G. G. (2001). Rescaling ordinal data to interval data in educational

    research. *Review of Educational Research*, *71*(1), 105-131.

    doi:10.3102/00346543071001105

Hatch, M. J. (2013). *Organization theory: Modern, symbolic, and postmodern perspectives*

    (3rd ed.)*. Oxford, UK: Oxford University Press.

Higginbottom, K. (2016, March 14). Leadership development for millennials not seen as a

    priority. Retrieved from

    https://www.forbes.com/sites/karenhigginbottom/2016/03/14/leadership-

    development-for-millennials-not-seen-as-a-priority/

Hildebran, D. K., Laing, J. D., & Rosenthal, H. (1977). *Quantitative applications in the*

    social sciences: Analysis of ordinal data. Thousand Oaks, CA: Sage.

    doi:10.4135/9781412983310

Hill, R. (1998). What sample size is "enough" in Internet survey research? *Interpersonal*

    Computing and Technology, *6*(3-4), 1-10. Retrieved from

    http://www.emoderators.com/ipct-j/1998/n3-4/hill.html

Hofer, C. W., & Bygrave, W. D. (1992). Researching entrepreneurship. *Entrepreneurship Theory and Practice*, *16*(3), 91-100. doi:10.1177/104225879201600306

Hopkins, K., Meyer, M., Shera, W., Peters, S.C. (2014). Leadership challenges facing nonprofit human service organizations in a post-recession era. *Human Service Organizations Management*, *38*(5):419-422. doi: 10.1080/23303131.2014.977208

House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis?. *Journal of Management*, *23*(3), 409-473. doi:10.1177/014920639702300306

Huber, G. P., Sutcliffe, K. M., Miller, C. C., & Glick, W. H. (1993). Understanding and predicting organizational change. In G. P. Huber & W. H. Glick (Eds.), *Organizational change and redesign: Ideas and insights for improving performance* (pp. 215-265). New York, NY: Oxford University Press.

Hughes Butts, M. (2008). A descriptive quantitative study of credit union succession planning. University of Phoenix. (*DM dissertation). Available from ProQuest Dissertations and Theses database. (UMI No. 3377935)*.

Hussain, N., Rigoni, U., & Orij, R. P. (2018). Corporate governance and sustainability performance: Analysis of triple bottom line performance. *Journal of Business Ethics*, *149*(2), 411-432. doi:10.1007/s10551-016-3099-5

Ip, B. and Jacobs, G. (2006). Business succession planning: a review of the evidence. *Journal of Small Business and Enterprise Development, 13*(3), 326-350. doi:10.1108/14626000610680235

IRS.gov. (2018). Exemption requirements - 501(c)(3) organizations. Retrieved from

https://www.irs.gov/charities-non-profits/charitable-organizations/exemption-

requirements-section-501c3-organizations

Jepsen, D. M., & Grob, S. (2015). Sustainability in recruitment and selection: Building a

framework of practices. *Sage Publications, 9*(2), 160-178.

doi:10.1177/0973408215588250

Johnson, J. L. (2009). The nonprofit leadership deficit: A case for more optimism. *Nonprofit

Management and Leadership*, *19*(3), 285-304. doi:10.1002/nml.220

Kalton, G. (1983). Models in the practice of survey sampling. *International Statistical

Review/Revue Internationale de Statistique*, 175-188. doi:10.2307/1402747

Karakas, F. (2007). The twenty-first century leader: Social artist, spiritual visionary, and

cultural innovator. *Global Business and Organizational Excellence*.

doi:10.1002/joe.20143

Kautonen, T., van Gelderen, M. W., & Fink, M. (2013). Predicting entrepreneurial

behaviour: A test of the theory of planned behaviour. *Applied Economics, 45*(6), 697-

707. doi:10.1080/00036846.2011.610750

Kautonen, T., van Gelderen, M., & Fink M. (2015). Robustness of the theory of planned

behavior in predicting entrepreneurial intentions and actions. *Entrepreneurship

Theory and Practice*, 39(3), 655-674. doi:10.1111/etap.12056

Kerlinger, F. N. (1973). *Foundation of behavioural research*. New York, NY: Holt, Rinehart

and Winston.

Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological

Inquiry, 14, 1-26. doi:10.1207/S15327965PLI1401_01

Khurana, R., & Nohria, N. (2010). Advancing leadership theory and practice. In N. Nohria & R. Khurana (Eds.), *Handbook of leadership theory and practice* (pp.3 – 25). Boston, MA: Harvard Business Press.

Kim, S, S. (2019). The role of knowledge and organizational support in explaining managers' active risk management behavior. *Journal of Enterprise Information Management*. doi:10.1108/JEIM-07-2018-0159

Kim, Y. (2017). Succession planning and management in nonprofit organizations. In J. K. A. Word & J. E. Sowa (Eds.), *The nonprofit human resource management handbook: From theory to practice* (pp. 101 – 121). New York, NY: Routledge.

Kirchherr J., & Charles, K. (2018). Enhancing the sample diversity of snowball samples: Recommendations from a research project on anti- dam movements in Southeast Asia. *PLoS ONE 13*(8): e0201710. doi:10.1371/journal. pone.0201710

Kish, L. (1965). *Survey Sampling*. New York, NY: Wiley.

Krueger, N. F., & Carsrud, A. L. (1993). Entrepreneurial intentions: Applying the theory of planned behaviour. *Entrepreneurship & Regional Development*, *5*(4), 315-330. doi:10.1080/08985629300000020

Kruglanski, A. W., Chernikova, M., Milyavsky, M., Babush, M., Jagiellonian, K. J., Baldner, C., & Pierro, A. (2015). The rocky road from attitudes to behaviors: Charting the goal systemic course of actions. *Psychological Review*, *122*(4), 598–620. doi:10.1037/a0039541

Kuhnert, K. W., & Lewis, P. (1987). Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management Review*, *12*(4), 648-657. doi:10.5465/amr.1987.4306717

Kumar, K. P., Chebolu, R. M., & Babu, S. S. (2016). Know your talent at risk - A tripolaire envisaging archetype. *IPE Journal of Management, 6*(1), 151-180. Retrieved from https://search.proquest.com/openview/63d44a2a83dea6baa0265616c96438cc/

Kunreuther, F., Segal, P., & Clohesy, S. (2013). The leadership in leaving. Retrieved from http://www.buildingmovement.org/blog/entry/leadership_by_the_numbers

Laerd Dissertation. (2012). Stratified random sampling. Retrieved from http://dissertation.laerd.com/

Lamm, A. J., Lamm, K. W., & Strickland, L. (2013). Focusing on the future: Understanding faculty intent to lead the land grant system. *Journal of Agricultural Education*, *54*(4), 92-103. doi:10.5032/jae.2013.04092

LaMorte, W., 2019. The theory of planned behavior. Retrieved from: http://sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/Behavioral ChangeTheories3.html

Landles-Cobb, L., Kramer, K., & Milway, K. S. (2015). The non-profit leadership development deficit. *Stanford Social Innovation Review.* Retrieved from http://ssir.org/

Lansberg, I. S. (1988). The succession conspiracy. *Family Business Review, 1988, 1*(2), 119-143. doi:10.1111/j.1741-6248.1988.00119.x

Lappe, J. M. (2000). Taking the mystery out of research: Descriptive correlational design. *Orthopaedic Nursing*, *19*(2), 81. Retrieved from http://www.orthonurse.org/page/orthopaedic-nursing-journal

Larcker, D. F., Miles, S. A., & Tayan, B. (2014, November 18). *The handpicked CEO successor* (Rock Center for Corporate Governance at Stanford University Closer Look Series: Topics, issues and controversies in corporate governance No. CGRP-45., Stanford University Graduate School of Business Research Paper No. 15-3). Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2526463

Larcker, D. F., & Saslow, S. (2014). 2014 Report on senior executive succession planning and talent development survey. *Institute of Executive Development and Stanford University*. Retrieved from https://scholar.google.com/

Leon, A. C., Davis, L. L., & Kraemer, H. C. (2010). The role and interpretation of pilot studies in clinical research. *Journal of Psychiatric Research*, *45*(5), 626-9. doi:10.1016/j.jpsychires.2010.10.008

Leroy, H., Manigart, S., Meuleman, M., & Collewaert, V. (2015). Understanding the continuation of firm activities when entrepreneurs exit their firms: Using theory of planned behavior. *Journal of Small Business Management*, *53*(2), 400-415. doi:10.1111/jsbm.12077

Lewin, K. (1951). *Field theory in social science*. New York, NY: Harper and Row.

Lortie, J., & Castogiovanni, G. (2015). The theory of planned behavior in entrepreneurship research: what we know and future directions. *International Entrepreneurship and Management Journal*, *11*(4), 935-957. doi:10.1007/s1136

Madden, T. J., Ellen, P. S., & Ajzen, I. (1992). A comparison of the theory of planned behavior and the theory of reasoned action. *Personality and Social Psychology Bulletin*, *18*(1), 3-9. doi:10.1177/0146167292181001

Maitlis, S., & Christianson, M. (2014). Sensemaking in organizations: Taking stock and moving forward. *Academy of Management Annals*, *8*(1), 57-125. doi:10.1080/19416520.2014.873177

Management Innovations. (2008). Henri Fayol's 14 principles of management. Retrieved from https://managementinnovations.wordpress.com/2008/12/04/henri-fayols-14-principles-of-management/

McCarthy, A., & Garavan, T. N. (2006). Postfeedback development perceptions: Applying the theory of planned behavior. *Human Resource Development Quarterly, 17*(3):245 – 267. doi: 10.1002/hrdq.1173

McClelland, D. C. (1967). *Achieving society* (Vol. 92051). New York, NY: Simon and Schuster.

McCormick, M. J., & Martinko, M. J. (2004). Identifying leader social cognitions: Integrating the causal reasoning perspective into social cognitive theory. *Journal of Leadership & Organizational Studies*, *10*(4), 2-11. doi:10.1177/107179190401000401

McKee, G., & Froelich, K. (2016). Executive succession planning: Barriers and substitutes in nonprofit organizations. *Annals of Public and Cooperative Economics, 87*(4), 587-601. doi:10.1111/apce.12129

McKeever, B. (2019). The nonprofit sector in brief. Retrieved from https://beta-

    nccs.urban.org/

McKeever, B. S., & Pettijohn, S. L. (2014). The nonprofit sector in brief: Public charities,

    giving, and volunteering. Retrieved from http://www.urban.org/

McMurray, A., Pirola-Merlo, A., Sarros, J., & Islam, M. (2010). Leaders, climate,

    psychological capital, commitment, and wellbeing in a non-profit organization.

    Leadership & Organization Development Journal, *31*(5), 436-457.

    doi:10.1108/01437731011056452

Mertler, C. A., & Reinhart, R. V. (2017). *Advanced and multivariate statistical methods:*

    Practical application and interpretation. (6th ed.). NY, NY: Routledge.

    doi.org/10.4324/9781315266978

Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A

    network analysis of leadership theory: The infancy of integration. *Journal of*

    Management, 42 (5), 1374-1403. doi:10.1177/0149206316647099

Meyer Foundation. (2008). Ready to lead? Next generation leaders speak out. Retrieved from

    https://www.meyerfoundation.org/news-room/publications/ready-lead-next-

    generation-leaders-speak-out

Mitchell, M. L., & Jolley, J. M. (2004). *Research design explained* (5th ed.). Toronto,

    Canada: Nelson.

Mollica, P. K. (2012). Organizational change: What effective leaders do, small business, big

    ideas. Retrieved from http://www.thecentregroup.com/organization-change-what-

    effective-leaders-do/

Mooney, C. H., Semadeni, M., & Kesner, I. F. (2014). The selection of an interim CEO: Boundary conditions and the pursuit of temporary leadership. *Journal of Management, 43*(2), 455-475. doi:10.1177/0149206314535433

Mora, M. (2010). Qualitative and quantitative research: Which to use? Retrieved from https://www.surveygizmo.com/resources/blog/quantitative-qualitative-research/

Morris, M. H., Webb, J. W., & Franklin, R. J. (2011). Understanding the manifestation of entrepreneurial orientation in the nonprofit context. *Entrepreneurship Theory and Practice*, *35*(5), 947-971. doi:10.1111/j.1540-6520.2011.00453.x

National Center for Charitable Statistics (n.d.). Nonprofit data at your fingertips. Retrieved from https://nccs.urban.org

National Foundation of Infectious Diseases (2020). Common questions and answers about COVID-19 for older adults and people with chronic health conditions. Retrieved from https://www.nfid.org/infectious-diseases/common-questions-and-answers-about-covid-19-for-older-adults-and-people-with-chronic-health-conditions/

NonProfit HR Solutions. (2013). *2013 Nonprofit employment trends survey*. Retrieved from http://www.nonprofithr.com/

Nonprofit HR (2016). *The 2016 Nonprofit employment practices survey*. Retrieved from http://www.nonprofithr.com/

NonProfit HR Solutions. (2017). *2017 Nonprofit employment practices survey.* Retrieved from https://www.nonprofithr.com/2017-nep-survey-new/

Northouse, P. G. (2015). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: SAGE Publications.

Noruzy, A., Dalfard, V. M., Azhdari, B., Nazari-Shirkouhi, S., & Rezazadeh, A. (2013). Relations between transformational leadership, organizational learning, knowledge management, organizational innovation, and organizational performance: an empirical investigation of manufacturing firms. *The International Journal of Advanced Manufacturing Technology*, *64*(5-8), 1073-1085. doi:10.1007/s00170-012-4038-y

Ogden, J. (2003). Some problems with social cognition models: A pragmatic and conceptual analysis. *Health Psychology*, *22*(4), 424. doi:10.1037/0278-6133.22.4.424

Ord, A. S., Ripley, J. S., Hook, J., & Erspamer, T. (2016). Teaching statistics in APA-accredited doctoral programs in clinical and counseling psychology: A syllabi review. *Teaching of Psychology*, *43*(3), 221-226. doi.org/10.1177/0098628316649478

Oswald, L. M., Wand, G. S., Zhu, S., & Selby, V. (2013). Volunteerism and self-selection bias in human positron emission tomography neuroimaging research. *Brain Imaging and Behavior*, *7*(2), 163-76. doi:10.1007/s11682-012-9210-3

Parris, D. L., & Welty-Peachey, J. (2013). A systematic literature review of servant leadership theory in organizational contexts. *Journal of Business Ethics, 113*(3), 377-393. doi:10.1007/s10551-012-1322-6

Peng, W., & Rode, J. C. (2010). *Transformational leadership and follower creativity: The moderating effects of identification with leader and organizational climate*. Thousand Oaks, CA: Sage Publishing.

Pfeffer, J., & Sutton, R. I. (2000). *The knowing-doing gap: How smart companies turn knowledge into action*. Boston. MA: Harvard Business Press.

Pourhoseingholi, M. A., Baghestani, A. R., & Vahedi, M. (2012). How to control

 confounding effects by statistical analysis. *Gastroenterology and Hepatology From*

 Bed to Bench, 5(2), 79-83. Retrieved from

 https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4017459/

Price, J. H., & Murnan, J. (2004). Research limitations and the necessity of reporting

 them. *American Journal of Health Education*, *35*(2), 66.

 doi.org/10.1080/19325037.2004.10603611

Raelin, J. A. (2016). It's not about the leaders: It's about the practice of leadership.

 Organizational Dynamics, 45(2). doi:10.1016/j.orgdyn.2016.02.006

Ranganathan, P., Pramesh, C. S., & Aggarwal, R. (2017). Common pitfalls in statistical

 analysis: Logistic regression. *Perspectives in Clinical Research*, *8*(3), 148-151.

 doi:10.4103/picr.PICR_87_17

Reimer, D., & Meighan, S. (2017). Navigating the risks of leadership transitions. *People and*

 Strategy, *40*(1), 40–45. Retrieved from http://www.merryck.com/wp-

 content/uploads/2017/01/HRPS_hrps_40_1_2017.pdf

Resnik, D. B. (2015). Food and beverage policies and public health ethics. *Health Care*

 Analysis, *23*(2), 122-133. 133. doi:10.1007/s10728-013-0266-z

Ronquillo, J. C., Hein, W. E., & Carpenter, H. L. (2012). Reviewing the literature on

 leadership in nonprofit organizations. In R. J. Burke & C. L. Cooper (Eds.). *Human*

 resource management in the nonprofit sector: Passion, purpose, and professionalism

 (pp. 97-116). Northampton, MA: Edward Elgar Publishing.

Salamon, L. M. (2015). *The resilient sector revisited: The new challenge to nonprofit America*. Harrisonburg, VA: Brookings Institution Press.

Santora, J. C., & Bozer, G. (2015). How nonprofit organizations can ensure stability and sustainability through succession planning: Make HR a strategic partner in the process. *Strategic HR Review, 14*(6), 245–246. doi:10.1108/SHR-09-2015-0069

Santora, J. C., Caro, M. E., & Sarros, J. C. (2007). Succession in nonprofit organizations: An insider/outsider perspective. *SAM Advanced Management Journal*, *72*(4), 26. Retrieved from http://samnational.org/

Santora, J. C., & Sarros, J. C. (2012). Do non-profit organizations ever really learn from their mistakes – or are they doomed to repeat them? *Development and Learning In Organizations: An International Journal*, *3*(8). doi:10.1108/14777281211225749

Santora, J. C., & Sarros, J. C. (1995). Mortality and leadership succession: a case study. *Leadership & Organization Development Journal*, *16*(7), 29-32. doi:10.1108/01437739510100928

Santora, J. C., & Sarros, J. C. (2009). *The international study of executive succession in nonprofit organization/NGOs questionnaire.* Unpublished survey questionnaire.

Santora, J. C., Sarros, J. C., Bozer, G., Esposito, M., & Bassi, A. (2015). Nonprofit executive succession planning and organizational sustainability: A preliminary comparative study in Australia, Brazil, Israel, Italy, Russia, and the United States. *Journal of Applied Management and Entrepreneurship, 20*(4), 66-83. doi:10.9774/GLEAF.3709.2015.oc.00006

Santora J. C., Sarros, J. C., & Esposito, M. (2014). Nonprofit founders and succession: How to ensure an effective leadership handover. *Development and Learning in Organizations, 28*(1), 6-19. doi:10.1108/DLO-09-2013-0072

Santos, J. R. A. (1999). Cronbach's alpha: A tool for assessing the reliability of scales. *Journal of extension*, *37*(2), 1-5. Retrieved from https://www.joe.org/joe/1999april/tt3.php/journal-current-issue.php

Sauro, J. (2018, March 13). Is a single item enough to measure a construct? [Blog post]. Retrieved from https://measuringu.com/single-multi-items/

Sawicki, V., Wegener, D. T., Clark, J. K., Fabrigar, L. R., Smith, S. M., & Bengal, S. T. (2011). Seeking confirmation in times of doubt: Selective exposure and the motivational strength of weak attitudes. *Social Psychological and Personality Science*, *2*(5), 540-546. doi:10.1177/1948550611400212

Scarpello, V., & Campbell, J. P. (1983). Job satisfaction: Are all the parts there? *Personnel Psychology, 36*(3), 577-600. doi:10.1111/j.1744-6570.1983.tb02236.x

Schepker, D. J., Nyberg, A. J., Ulrich, M. D., & Wright, P. M. (2018). Planning for Future Leadership: Procedural Rationality, Formalized Succession Processes, and CEO Influence in CEO Succession Planning. *Academy of Management Journal*, *61*(2), 523-552. doi:10.5465/amj.2016.0071

Schillemans, T., & Bjurstrøm, K. H. (2019). Trust and verification: balancing agency and stewardship theory in the governance of agencies. *International Public Management Journal*, 1-35. doi:10.1080/10967494.2018.1553807

Schloetzer, J. D., & Ferris, E. (2013, February 13). *Preparing for a succession emergency: Learning from unexpected CEO departures* (The Conference Board Director Notes No. DN-V5N3). Retrieved from http://bgcaboards.org/wp-content/uploads/Preparing-for-a-Succession-Emergency_Learning-from-Unexpected-CEO-Departures.pdf

Schmidt, E. (2013). Rediagnosing "founder's syndrome": Moving beyond stereotypes to improve nonprofit performance. *Nonprofit Quarterly*. Retrieved from https://nonprofitquarterly.org/

Schumpeter, J. A. (1934/2008). *The theory of economic development: An inquiry into profits, capital, credit, interest and the business cycle* (R. Opie, trans.). New Brunswick, NJ: Transaction Publishers.

Seetharaman, D. (2015, May 4). David Golberg, CEO of SurveyMonkey and husband of Facebook's Sheryl Sandberg, dies. *Wall Street Journal*. Retrieved from http://www.wsj.com/

Shapiro, D. L., Hom, P., Shen, W., & Agarwal, R. (2016). How do leader departures affect subordinates' organizational attachment? A 360-degree relational perspective. *Academy of Management Review*, *41*(3), 479-502. doi:10.5465/amr.2014.0233

Sharma, M. Y. (2013). Role of corporate social responsibility in organization. *IOSR Journal of Business and Management, 13*(4), 1-8. Retrieved from http://iosrjournals.org/iosr-jbm/papers/Vol13-issue4/A01340108.pdf

Sharma, P., Chrisman, J. J., & Chua, J. H. (2003). Succession planning as planned behavior: Some empirical results. *Family Business Review, 16*(1), 1-15. doi:10.1111/j.1741-6248.2003.00001.x

Shaw, M. (2017). Unplanned change and crisis management. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance* (pp. 1-5). New York, NY: Springer.

Sheeran, P., & Rivis, A. (2017). Descriptive norms as an additional predictor in the theory of planned behavior: A meta-analysis. In *Planned Behavior* (pp. 49-68). doi:10.1007/s12144-003-1018-2

Sherlock, J. J., & Nathan, M. L. (2007). Nonprofit association CEOs how their context shapes what, how, and why they learn. *Nonprofit Management and Leadership, 18*(1), 19-39. doi:10.1002/nml.169

Sniehotta, F. F., Presseau, J., & Araújo-Soares, V. (2014). Time to retire the theory of planned behaviour. *Health Psychology Review, 8*(1), 1-7. doi:10.1080/17437199.2013.869710

Spears, L. (1996). Reflections on Robert K. Greenleaf and servant-leadership. *Leadership & Organization Development Journal, 17*(7), 33-35. doi:10.1108/01437739610148367

Spears, L. C. (2004). Practicing servant-leadership. *Leader to Leader, 2004*(34), 7 – 11. doi:10.1002/ltl.94

Spears, L. C., & Lawrence, M. (Eds.). (2016). *Practicing servant-leadership: Succeeding through trust, bravery, and forgiveness*. San Francisco, CA: John Wiley & Sons.

Stangor, C. (2011). *Research methods for the behavioral sciences* (4th ed.). Mountain View, CA: Cengage**.**

Stewart, A. J. (2016). Exploring nonprofit executive turnover. *Nonprofit Management & Leadership, 27*(1), 43 – 58. doi:10.1002/nml.21225

Stewart, A. J., & Kuenzi, K. (2018). The nonprofit career ladder: Exploring career paths as leadership development for future nonprofit executives. *Public Personnel Management*, *47*(4), 359–381. doi:10.1177/0091026018783022

Su, L. D. (2017). *The leadership vacuum: What we lose with the next generation.* Retrieved from http://www.talentsmart.com/articles/

SurveyMonkey. (2017a). *Are my survey responses anonymous and secure?* Retrieved from https://help.surveymonkey.com/articles/en_US/kb/Are-my-survey-responses-anonymous-and-secure).

SurveyMonkey. (2017b). *Collecting secure data and privacy best practices.* Retrieved from https://help.surveymonkey.com/articles/en_US/kb/Collecting-secure-data-and-privacy-best-practices

SurveyMonkey. (2017c). *Data ownership*. Retrieved from https://help.surveymonkey.com/articles/en_US/kb/Data-Ownership

Swensen, S., Gorringe, G., Caviness, J., & Peters, D. (2016). Leadership by design: intentional organization development of physician leaders. *Journal of Management Development*. doi:10.1108/JMD-08-2014-0080

Tabacknick, B. G., & Fidell, L. S. (1996). *Using multivariate statistics* (3rd ed.). New York: HarperCollins.

Tichy, N. (2015). Succession: The need for radical transformation. *People & Strategy*, *38*(2), 8-10. Retrieved from http://www.nxtbook.com/ygsreprints/HRPS/d49675_hrps_spring2015/#/10

Tierney, T. J. (2006). *The nonprofit sector's leadership deficit.* Retrieved from http://www.

bridgespan.org

Toupin, L., & Plewes, B. (2007). Exploring the looming leadership deficit in the voluntary

and nonprofit sector. *The Philanthropist, 21*(2), 128-136. Retrieved from

http://orgwise.ca/

Trochim, W. M. K. (2006). *Probability sampling.* Retrieved from

http://www.socialresearchmethods.net/kb/sampprob.php

Trochim, W. M. K. (2008). Introduction to evaluation. Retrieved from

http://www.socialresearchmethods.net/kb/intreval.htm

Tucker, B. A., & Russell, R. F. (2004). The influence of the transformational leader. *Journal

of Leadership & Organizational Studies*, *10*(4), 103-111.

doi:10.1177/107179190401000408

U.S. Bureau of Economic Analysis. (2014). *Gross domestic product*. Retrieved from

https://bea.govxzv

U.S. Census Bureau Geography Division. (2010). United States regions. Retrieved from

https://www.census.gov/geography.html

USC Libraries. (2016). Organizing your social sciences research paper: Types of research

designs. Retrieved from http://libguides.usc.edu/c.php?g=235034&p=155983

Van Gelderen, M., Brand, M., van Praag, M., Bodewes, W., Poutsma, E., & van Gils, A.

(2008). Explaining entrepreneurial intentions by means of the theory of planned

behaviour. *Career Development International*, *13*(6), 538-559.

doi:10.1108/13620430810901688

Van Puyvelde, S., & Brown, W. A. (2016). Determinants of nonprofit sector density: A

stakeholder approach. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *27*(3), 1045-1063. doi:10.1007/s11266-015-9656-1

Van Puyvelde, S., Caers, R., Du Bois, C., & Jegers, M. (2012). The governance of nonprofit organizations: Integrating agency theory with stakeholder and stewardship theories. *Nonprofit and Voluntary Sector Quarterly*, *41*(3), 431-451. doi: 10.1177/0899764011409757

Vidal, P., Torres, D., Guix, B., & Rodriquez, M. P. (2005). The social responsibility of non-profit organizations: A conceptual approach and development of SRO model. Retrieved from

http://www.observatoritercersector.org/pdf/publicacions/03_rso_en.pdf

Vogt, W. P. (2005). *Dictionary of statistics & methodology.* Thousand Oaks, CA: Sage. doi:10.4135/9781412983907

Vogt, W. P. (2006). *Quantitative research methods for professionals in education and other fields*. Columbus, OH: Allyn & Bacon.

Vogt, W. P., & Johnson, B. (2011). *Dictionary of statistics & methodology: A nontechnical guide for the social sciences*. Thousand Oaks, CA: Sage.

Waldman, D. A., & Balven, R. M. (2014). Responsible leadership: Theoretical issues and research directions. *The Academy of Management Perspectives*, *28*(3), 224-234. doi:10.5465/amp.2014.0016

Walumbwa, F. O., Avolio, B. J., & Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs. *Personnel Psychology*, *61*(4), 793-825. doi:10.1111/j.1744-

6570.2008.00131.x

Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviours in three emerging economies. *International Journal of Human Resource Management*, *14*(7), 1083-1101. doi:10.1080/0958519032000114219

Wang, H., Tong, L., Takeuchi, R., & George, G. (2016). Corporate social responsibility: An overview and new research directions. *Academy of Management Journal, 59*(2), 534-544. doi:10.5465/amj.2016.5001

Weber, M. (1922/1978). *Economy and Society: An Outline of Interpretive Sociology*. Berkley, CA: University of California Press.

Westaby, J. D., Probst, T. M., & Lee, B. C. (2010). Leadership decision-making: A behavioral reasoning theory analysis. *The Leadership Quarterly*, *21*(3), 481-495. doi:10.1016/j.leaqua.2010.03.011

Woolcock, P. (2015). Not just names on a list. *People & Strategy*, *38*(2), 10 - 11. *Academic OneFile.* Retrieved from https://www.gale.com/c/academic-onefile

Wu, J. H., Cheng, C. M., & Cheng, P. J. (2015). Behavioral intention toward urban eco-land performance assessment models using TPB tests. *Journal of Business Research*, *68*(4), 771-776. doi:10.1016/j.jbusres.2014.11.026

Zemore, S. E., & Ajzen, I. (2014). Predicting substance abuse treatment completion using a new scale based on the theory of planned behavior. *Journal of Substance Abuse Treatment*, *46*(2), 174-182. doi:10.1016/j.jsat.2013.06.011

Zhang, Y., & Rajagopalan, N. (2015). CEO succession planning: Finally at the center stage

of the boardroom. *Business Horizons, 53*(5),455-462.

doi:10.1016/j.bushor.2010.05.003

Appendix A: Permission to Reproduce Toward Succession Management Figure

Taylor & Francis
Taylor & Francis Group

Our Ref: P071818-05/WASW

18/07/2018

Dear Denise March on Behalf of Walden University,

Material requested: FIGURE 1 Toward Succession Management in
Suzanne Gothard & Michael J. Austin (2013)
Leadership Succession Planning: Implications for Nonprofit Human Service Organizations,
***Administration in Social Work*, 37 (3): 272-285.**
DOI: 10.1080/03643107.2012.684741

Thank you for your correspondence requesting permission to reproduce the above mentioned material in your forthcoming dissertaion.

We will be pleased to grant you permission free of charge on the condition that:

This permission is limited to non exclusive **English** language rights one time **print & eBook** usage only and permission must be sought for any further use.

E-book rights does not allow our article to be sold as an individual chapter, from your forthcoming publication.

This permission does not cover any third party copyrighted work which may appear in the material requested.

No alterations may be made to our work without written consent.

This license does not cover Taylor & Francis content being republished in a custom publishing program or database.

All reasonable efforts must be made to contact the author(s) to notify them of your intentions and confirm they are happy with the permission being granted.

Full acknowledgement must be included showing author(s), year pubished, article title, full journal title, reprinted by permission of Taylor & Francis Ltd, http://www.tandfonline.com

Thank you very much for your interest in Taylor & Francis publications. Should you have any questions or require further assistance, please feel free to contact me directly.

Sincerely,
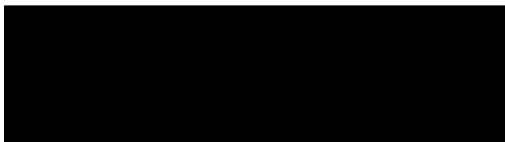
Appendix B: Introductory Letter for the Research Study

Participant Invitation

My name is Denise March. I am a doctoral candidate at Walden University conducting a research study on the relationship of leadership intention, leadership development, and succession planning in nonprofit organizations in the United States. I am seeking incumbent executive leaders (e.g., CEOs, executive directors, presidents) at nonprofit organizations in the United States who are willing to complete a one-time online survey questionnaire. Your responses are anonymous. The estimated completion time is about 20 minutes.

To be eligible to participate you should meet the following criteria:

1. Currently the executive leader of your nonprofit organization for at least five years, and
2. Your nonprofit organization has been established for seven years or more.

If you would like to participate in the study, please select the following link https://www.surveymonkey.com/r/L2LQSVY where you will find additional information about the study, the online consent form, and the survey questionnaire. Please consider forwarding this invitation to other nonprofit executive leaders who may meet the above criteria and who might be interested in participating in the study. If you have any questions, please contact me at ███████████████ Thank you for your consideration.

Appendix C: Survey Questionnaire

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

Welcome Page

Thank you for your interest in participating in this study. Your participation is completely anonymous.

My name is Denise March. I am a doctoral candidate at Walden University conducting a research study on the relationship of leadership intention, leadership development, and succession planning in nonprofit organizations in the United States. I am seeking incumbent executive leaders (e.g., CEOs, executive directors, presidents) at nonprofit organizations in the United States who are willing to complete a one-time online survey questionnaire. Your responses are anonymous. The estimated completion time is about 20 minutes.

To be eligible to participate you should meet the following criteria:

1. Currently the executive leader of your nonprofit organization for at least five years, and

2. Your nonprofit organization has been established for seven years or more.

If you would like to participate in the study, please select the link below where you will find additional information about the study, the online consent form, and the survey questionnaire. Please consider forwarding this invitation and link https://www.surveymonkey.com/r/L2LQSVY to other nonprofit executive leaders who may meet the above criteria and who might be interested in participating in the study. If you have any questions, please contact me at ██████████████████████ Thank you for your consideration.

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

Informed Consent

You are invited to take part in a research study about leadership intention, leadership development, and succession planning. I obtained your name and contact information via the GuideStar nonprofit database. The study is open to nonprofit CEOs and Executive Directors who have been incumbents for five (5) years or more at their organization established in before 2012 to be in the study. This form is part of a process called "informed consent" to allow you to understand the nature of this study and your potential involvement in it before deciding whether to take part. This study is being conducted by me, Denise March, a doctoral candidate at Walden University.

Background Information: The purpose of this study is to examine the relationship between leadership intention and leadership development programs and succession planning documentation.

Procedures: If you agree to be in this study, you will be asked to complete an online survey (one time) with an estimated 20-minute completion time.
Here are some sample questions:

• _How long do you intend to continue in your current position as Executive Director/CEO in this organization?

• _Under what circumstances does the organization begin to develop a succession process?

• _Are there any barriers to preparing for succession planning in your organization?

Voluntary Nature of the Study: This study is voluntary. You are free to accept or turn down the invitation. I will respect your decision if you decide not to be in the study. If you decide to be in the study now, you can still change your mind by not submitting the completed survey. You may stop at any time. The information gathered will be anonymous.

Risks and Benefits of Being in the Study:

• Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life. Being in this study would not pose risk to your safety or wellbeing.

• The study's potential benefit is to gain a better understanding of the leadership intention-behavior gap as it relates to leadership development and succession planning. Ultimately, the outcome is positive nonprofit social responsibility through organization continuity and sustainability.

Payment: There is no payment or compensation of any kind for your participation in this study.

Privacy: All responses to the survey will be reported in the aggregate. No personal identifiers will be collected. Details that might identify participants, such as the

specific location of the organizations, will not be shared. I will not have your personal information or use your responses for any purpose outside of this research project. Data will be kept secure by password protecting of the electronic files. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions: You may ask any questions you have now or later by contacting me via email at ███████████████████ You may also contact my dissertation chair, Dr. Keri Heitner, at ██████████████████████ If you want to talk privately about your rights as a participant, you can call the Research Participant Advocate at my university at 612-312-1210. Walden University's approval number for this study is 04-19-19-0491206 and it expires on April 18th, 2020. If you desire a summary of the results of the study, please email your request to ███████████████████ On the subject line please indicate "Leadership Intention Study Results Summary."

Obtaining Your Consent If you feel you understand the study well enough to make a decision about it, please indicate your agreement with the terms of consent by clicking the the link below. To protect your privacy, no consent signature is required. Please print/save this form for your records.

1. Click 'I Consent' to enter the survey.

◯ I Consent

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

A. Organization

2. In which region is your organization based?
Please choose only one of the following:

○ Region 1: Northeast
Division 1: New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont)

○ Region 1: Northeast
Division 2: Mid-Atlantic (New Jersey, New York, and Pennsylvania)

○ Region 2: Midwest
Division 3: East North Central (Illinois, Indiana, Michigan, Ohio, and Wisconsin)

○ Region 2: Midwest
Division 4: West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota)

○ Region 3: South
Division 5: South Atlantic (Delaware, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, District of Columbia, and West Virginia)

○ Region 3: South
Division 6: East South Central (Alabama, Kentucky, Mississippi, and Tennessee)

○ Region 3: South
Division 7: West South Central (Arkansas, Louisiana, Oklahoma, and Texas)

○ Region 4: West
Division 8: Mountain (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming)

○ Region 4: West
Division 9: Pacific (Alaska, California, Hawaii, Oregon, and Washington)

3. Year founded? Please write your answer here:

4. What is the primary classification of this organization? Please choose only one of the following:

○ Community-based (refers to organizations whose focus is based on a defined geographic community or
neighborhood area).

○ Human service / Social service

○ Foundation

○ Association

○ Other (please specify)

5. Number of people (including volunteers) currently employed in this organization.
Please write your answer here:

6. Annual budget (Income -2016)
Please write your answer here:

7. Total capital expenditure (2016).
Please write your answer here:

8. Please indicate the main source of revenue the organization received over the last 12 months?
Please choose only one of the following:

○ Government (recurrent)

○ Private contributions, including donations

○ Philanthropic

○ Fundraising

○ Other (please specify)

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

B. CEO/Executive Director

9. What is your age?

○ Less than 25 years   ○ 45-54 years

○ 25-34 years   ○ 55-64 years

○ 35-44 years   ○ 65 years or older

10. What is your ethnicity?

○ White or Caucasian   ○ Asian or Asian American

○ Black or African American   ○ American Indian or Alaska Native

○ Hispanic or Latino   ○ Native Hawaiian or other Pacific Islander

○ Other (please specify)

11. What is your gender?

○ Female

○ Male

12. What is your highest level of formal education?

○ No formal education

○ High school or GED

○ Technical qualifications

○ Bachelor degree (undergraduate)

○ Masters degree (graduate)

○ Post-graduate degree or post-graduate diploma

○ Other (please specify)

13. Are you the founder or co-founder of this organization?

○ Yes

○ No

14. How long have you been the Executive Director/CEO in this organization?

15. Which of the following best describes, how you became an executive in this organization?
Please choose one of the following:

○ Was the founder/co-founder

○ Promotion

○ External recruiting

○ Other (please specify)

○ Election

○ Was a council member

16. In what sector were you employed prior to your current position?
Please choose only one of the following:

○ Public sector

○ Nonprofit sector

○ Private sector

○ Other (please specify)

17. How long do you intend to continue in your current position as Executive Director/CEO in this organization?
Please choose only one of the following and provide a comment if desired:

○ Less than 1 year

○ 1 – 3 years

○ 4 – 5 years

○ More than 5 years

○ Explain any contingencies for your remaining in office

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

C. Organization Structure

18. Does your organization have a deputy director or a second-in-command?
Please choose only one of the following:

○ Yes

○ No

19. [Only answer this question if you answered 'Yes' to question 'Q18']
How long has the deputy been in that position?

20. [Only answer this question if you answered 'Yes' to question 'Q18']
Please choose the appropriate response for each item.
Will the deputy director:

	Not at all likely	Very unlikely	Somewhat likely	Very likely	Extremely likely
a. Replace you when you leave the organization?	○	○	○	○	○
b. Remain with the organization if he/she is not selected as your successor?	○	○	○	○	○

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

D. Governance - Board of Directors

21. How many board members are currently on your board?

◯ Less than 5

◯ 5 - 9

◯ 10 or more

22. Is the executive director/CEO also the Chair/President of the Board?
Please choose only one of the following:

◯ Yes

◯ No

23. Is the Board:
Please choose only one of the following:

◯ A board of governance

◯ A committee of management

◯ Both

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

E. Making Change/Transition

24. How long did it take for you to take charge (stamp your leadership style) of your organization when you became executive director?

◯ Less than 1 year

◯ 1 – 2 years

◯ More than 2 years

25. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Your transition into the executive directorship was orderly and did not disrupt the work flow of the organization.	◯	◯	◯	◯	◯

26. Your succession into the executive directorship was:
Please choose only one of the following:

◯ Planned

◯ Emergency

27. [Only answer this question if you answered 'Planned' to question 'Q26']
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
My predecessor spent enough time with me to transfer tacit knowledge and any other nonpublished/ nonpublic or technical information?	◯	◯	◯	◯	◯

28. If you were to have a planned departure from the organization:
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I will spend sufficient time with my successor to transfer tacit knowledge and any other nonpublished/ nonpublic or technical information?	◯	◯	◯	◯	◯

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation
F. Succession Planning

29. Does your organization have a succession plan?
Please choose only one of the following:

○ Yes

○ No

30. Only answer this question if you answered 'Yes' to question 'Q29 ']
Please choose only one of the following
The succession plan is:

○ Formal (written)

○ Informal (not written)

31. [Only answer this question if you answered 'No' to question 'Q29']
Please choose the appropriate response

	Not at all	Infrequently	At least once per month	Every week	Every day
In the past 6 months, how often did you think of developing and implementing succession planning documentation?	○	○	○	○	○

32. [Only answer this question if you answered 'No' to question 'Q29 ']
Succession planning documentation intention. Please choose only one of the following:
I intend to participate in developing succession planning documentation within the next:

	Not at all likely	Very unlikely	Somewhat likely	Very likely	Extremely likely
Less than 3 months	○	○	○	○	○
3 – 6 months	○	○	○	○	○
7 – 12 months	○	○	○	○	○
1 - 2 years	○	○	○	○	○
3 - 5 years	○	○	○	○	○
More than 5 years	○	○	○	○	○

33. [Only answer this question if you answered 'No' to question 'Q29']
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Most people who are important to me approve of my developing succession planning documentation.	○	○	○	○	○

34. [Only answer this question if you answered 'No' to question 'Q29']
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
I am confident that I can develop succession planning documentation.	○	○	○	○	○

35. Is there a policy regarding internal applicants for senior positions in the organization?
Please choose only one of the following:

○ Yes

○ No

36. Under what circumstances does the organization begin to develop a succession process?
Please choose only one of the following:

○ Pre-exit   ○ Term defined by by-laws

○ Exit-expected departure of chief executive   ○ Pressure from internal or external agents

○ Exit-unexpected departure of chief executive

○ Other (please specify)

37. With whom do you believe the board will replace you?
Please choose only one of the following:

○ Internal candidate

○ External candidate

38. If an internal candidate will replace you, has that person been identified?
Please choose only one of the following:

○ Yes

○ No

39. How many previous executive directors has your organization had prior to your appointment (write 0, if none)?
Please write your answer here:

40. [Only answer this question if you have NOT answered None question 'Q39']
Have the previous three executive directors (those before you) been insiders (employed by the organization) or outsiders (recruited and hired externally)?
Please choose the appropriate response for each item:

	Insider	Outsider
Previous executive director/CEO #1	○	○
Previous executive director/CEO #2	○	○
Previous executive director/CEO #3	○	○

41. Does your role as executive director/CEO include informing the board about succession planning?
Please choose only one of the following:

○ Never　　　　　　　○ Frequently

○ Rarely　　　　　　　○ All the time

○ Sometimes

42. Are there any barriers to preparing for succession planning in your organization?
Please choose only one of the following:

○ Yes

○ No

43. Only answer this question if you answered 'Yes' to question 'Q42'. Select as many as apply.
What are these barriers?

- [ ] Not enough financial resources

- [ ] Not enough knowledge/expertise

- [ ] Not enough human resources

- [ ] Concerns about the effectiveness or efficacy of the processes

- [ ] Doubts about the importance of developing a succession planning documentation and implementing a leadership development program

- [ ] Concerns about how my family, friends, and others important to me perceive my intention to develop a succession planning documentation and implement a leadership development program

- [ ] Doubts about capability/ability necessary for developing a succession planning documentation and implementing a leadership development program

- [ ] Other (please specify)

44. Who will select your successor?
Please choose only one of the following:

- ( ) Board Chairperson
- ( ) Board Chair and an executive committee
- ( ) Full Board
- ( ) Other (please specify)

- ( ) Current executive director/CEO and the board
- ( ) Not sure

45. Who <u>should</u> select your successor?
Please choose only one of the following:

◯ Board Chairperson

◯ Board Chair and an executive committee

◯ Full Board

◯ Other (please specify)

◯ Current executive director/CEO and the board

◯ Not sure

46. Who do you believe has more power in your organization?
Please choose only one of the following:

◯ Executive director/CEO

◯ Chair of the Board/Board

◯ Other (please specify)

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

G. Leadership Development

47. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither Agree nor disagree	Agree	Strongly agree
Leadership development programs are important for employees.	○	○	○	○	○

48. Does your organization have a leadership development program?
Please choose only one of the following:

○ Yes

○ No

49. [Only answer this question if you answered 'No' to question 'Q48']
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Most people who are important to me approve of my developing a leadership development program.	○	○	○	○	○

50. [Only answer this question if you answered 'No' to question 'Q48']
Please choose the appropriate response:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I am confident that I can develop a leadership development program.	○	○	○	○	○

51. [Only answer this question if you answered 'No' to question 'Q48']
Please choose the appropriate response:

	Not at all	Infrequently	At least once per month	Every week	Every day
In the past 6 months, how often did you think of developing and implementing a leadership development program?	○	○	○	○	○

52. [Only answer this question if you answered 'No' to question 'Q48']
I intend to develop and implement a leadership development program within the next:

	Not likely at all	Very unlikely	Somewhat likely	Very likely	Extremely likely
Less than 3 months	○	○	○	○	○
3 – 6 months	○	○	○	○	○
7 – 12 months	○	○	○	○	○
1 - 2 years	○	○	○	○	○
3 - 5 years	○	○	○	○	○
More than 5 years	○	○	○	○	○

53. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Formal leadership development programs/activities are available for your employees.	○	○	○	○	○

54. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Leadership development programs are offered to all employees.	○	○	○	○	○

55. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Leadership development programs are important as a way for employees to advance in the organization.	○	○	○	○	○

56. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Leadership development programs are supported by senior administration.	○	○	○	○	○

57. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Leadership development programs are linked to the strategic plans of the organization.	○	○	○	○	○

58. Please choose the appropriate response:

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Leadership development programs are linked to organizational performance.	○	○	○	○	○

59. Overall, how effective do you believe your organization's practices are for identifying and preparing successors for the CEO position?
Please choose the appropriate response for each item:

	Not at all effective	Very ineffective	Somewhat effective	Very effective	Extremely effective
a. Identifying appropriate successors	○	○	○	○	○
b. Developing successors for the role	○	○	○	○	○

Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation

H. Open Response Section

60. Are there other issues you would like to comment on and that we haven't covered in this survey?
Please write your answer here:

Appendix D: Theory of Planned Behavior - Intention Instrument

From: Icek Aizen ▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓
Sent: Wednesday, June 27, 2018 10:07:25 AM
To:
 Denise March
Subject: Re: Theory of Planned Behavior - Intention Instrument

Dear Ms. March,

The theory of planned behavior is in the public domain. No permission is needed to use the theory in research, to construct a TPB questionnaire, or to include an ORIGINAL drawing of the model in a thesis, dissertation, presentation, poster, article, or book. Note, however, that there is no such thing as a "validated" TPB questionnaire that you can use in your own research. The logic underlying the TPB requires formative research to construct an original instrument suitable for the behavior under investigation, the population studied, and the current circumstances. (See https://people.umass.edu/aizen/pdf/tpb.measurement.pdf)

Best regards,

Icek Ajzen
Professor Emeritus
University of Massachusetts - Amherst
https://people.umass.edu/aizen

On Jun 27, 2018, at 07:11, Denise March <denise.march@waldenu.edu wrote:

Good morning Dr. Ajzen:

I would like to request permission to access and use one of your intention questionnaires (in whole or in part). I am currently working on my proposal (dissertation title - Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation) and seeking a validated instrument. I am using your theory of planned behavior for my theoretical framework.

Thank you in advance for your time and consideration.

Regards
Denise March

PhD Candidate in Management
Concentration: Leadership and Organizational Change
Email: denise.march@waldenu.edu Cell: 1.516.435.8708
Committee Chair: Dr. Keri Heitner
Email: keri.heitner@mail.waldenu.edu
Committee Member: Dr. Robert Levasseur
Email: robert.levasseur@mail.waldenu.edu
Committee URR: Dr. Lisa M. Barrow
Email: lisa.barrow@mail.waldenu.edu

Appendix E: Permission to Access and Use Succession Planning Questionnaire

From: James Sarros ████████████████████
 Sent: Friday, January 25, 2019 11:58:52 PM
T o: Denise March
Cc: ████████████████; 'JC Santora'
Subject: RE: Permission to Access and Use Succession Planning Questionnaire

Hello Denise, good luck with your research. Please send us a copy of the revised instrument.

Regards,

James

_

From: Denise March ████████████████████
Sent: Saturday, 26 January 2019 1:45 AM
S To: James Sarros <james.sarros@bigpond.com>
Cc: csantora1@gmail.com; JC Santora <santora@pontsbschool.com>
Subject: Re: Permission to Access and Use Succession Planning Questionnaire

Drs. Sarros and Santora:

Hope all is well.

In February 2018 you gave me permission to use your instrument. I am modifying the instrument for a US focus rather than the international focus of the instrument
that includes the deletion of questions. As such, I was directed to request permission that allows for modifications.

Please let me know if there is anything you need from me. Again, thank you in advance for your time and consideration.

Regards
Denise March
PhD Candidate in Management
Concentration: Leadership and Organizational Change
Email: ████████████████████
Committee Chair: Dr. Keri Heitner
Email: ████████████████

Committee Member: Dr. Robert Levasseur
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
Committee URR: Dr. Lisa M. Barrow
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

—

From: James Sarros < ▮▮▮▮▮▮▮▮▮▮▮▮▮
Sent: Monday, February 12, 2018 4:34:25 AM
To: Denise March
Cc: ▮▮▮▮▮▮▮▮▮ ; JC Santora
Subject: Re: Permission to Access and Use Succession Planning Questionnaire

Cheers,

James

Sent from my iPhone

—

On 12 Feb 2018, at 12:46 pm, Denise March < ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ wrote:

Drs. Sarros and Santora:
Thank you so much. I will abide by the permission requirements you stipulated.

Regards
Denise March
PhD Student in Management
Concentration: Leadership and Organizational Change
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
Committee Chair: Dr. Keri Heitner
Email: ▮▮▮▮▮▮▮▮▮▮▮▮
Committee Member: Dr. Robert Levasseur
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮

—

From: James Sarros < ▮▮▮▮▮▮▮▮▮▮▮▮▮
Sent: Sunday, February 11, 2018 6:54 PM
To: Denise March; ▮▮▮▮▮▮▮▮▮
Cc: 'JC Santora'
Subject: RE: Permission to Access and Use Succession Planning Questionnaire

Hello Denise, I have spoken with Dr Santora about your request. We give you permission to use the International Study of Executive Succession instrument for your research.   Please abide by the following permission requirements:

Permission is hereby granted to Denise March to reproduce the "International Study of Executive Succession in Nonprofit Organizations" research instrument for research purposes only. All appropriate acknowledgments of the instrument and its source are to be provided, and any subsequent publications arising from the study must also acknowledge the approval granted to use the instrument for research. The research instrument cannot be used for any other purpose apart from the approval stipulated in this agreement.

Attached is a copy of the instrument. Good luck with your research.

Regards,

James C. Sarros and Joseph C. Santora

From: Denise March [█████████████████████████]
Sent: Monday, 29 January 2018 3:27 PM
To: James Sarros <████████████████████████████████████>
Cc: 'JC Santora' <███████████████████████>
Subject: Re: Permission to Access and Use Succession Planning Questionnaire

Dr. Sarros:
Thank you for your response. I will await Dr. Santora's response.

Regards
Denise March
PhD Student in Management
Concentration: Leadership and Organizational Change
Email: ████████████████████████████████████
Committee Chair: Dr. Keri Heitner
Email: ████████████████████████
Committee Member: Dr. Robert Levasseur
Email: ██████████████████████████████

From: James Sarros <█████████████████████████>
Sent: Sunday, January 28, 2018 9:06:46 PM
To: Denise March; █████████████████████

Cc: 'JC Santora'
Subject: RE: Permission to Access and Use Succession Planning Questionnaire

Thank you for your query Denise. I don't have a copy of the instrument. Maybe Dr Santora can assist you. I know he is quite busy with his European programs, so it may take a few days before he returns your email.

Regards,

James

_

From: Denise March [▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮]
Sent: Monday, 29 January 2018 12:18 PM
To: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
Subject: Permission to Access and Use Succession Planning Questionnaire

Gentlemen:

  I would like to request permission to access and use the 64-item questionnaire (in whole or in part) mentioned in Bozer and Kuna's 2013 article, Israeli Perspective on Nonprofit Executive Succession Planning, sourced from the 2009 unpublished survey, The Global Survey of Executive Succession (GSES) in NPOs/NGOs. I am currently working on my proposal (dissertation topic - Relationship Between Nonprofit Leadership Intention, Leadership Development Programs, and Succession Planning Documentation) and seeking a validated instrument. Thank you in advance for your time and attention.

Regards

Denise March
PhD Student in Management
Concentration: Leadership and Organizational Change
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
Committee Chair: Dr. Keri Heitner
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
Committee Member: Dr. Robert Levasseur
Email: ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮