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Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Simon Mukhama

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.

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Walden University
2023

Abstract

Succession Planning Strategies to Ensure Leadership Continuity in Nonprofit Organizations

by

Simon Mukhama

MS, Eastern & Southern Africa Management Institute, 2011

BS, Makerere University Kampala, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2023

Abstract

Leaders who lack succession planning strategies have the potential for adverse business outcomes. CEOs, senior leaders, and key decision makers in nonprofit organizations are concerned with business continuity because critical leadership strategies are essential for the strategic replacement of key personnel. Grounded in the resource-based view theory, the purpose of this qualitative multiple case study was to explore succession planning strategies used in nonprofit organizations to ensure business continuity whenever leaders change. The participants were five leaders from five nonprofit organizations who used succession planning strategies for business continuity whenever leaders changed. Data were collected using semistructured interviews and a review of the organization documents. Through thematic analysis, four themes were identified: (a) developing leaders, (b) board strategy, (c) financial stability, and (d) beyond the organization. A key recommendation is for nonprofit leaders is to adapt and implement a succession planning policy document that entails strategies, exit packages, financial sustainability, and a leadership mindset change. The implications for positive social change include the potential to increase employment opportunities to build and give back to the community.

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Dedication

I dedicate this doctoral study to my mother, Mrs. Joy Lunyolo Mukhama, who together with my late dad, Mr. John Edward Mukhama, prioritized to educate us their children even with very limited means of financial income. I am told they did very despisable jobs in the community of *Nabumali* to earn the needed income to educate us, their children. It is worth noting that with this kind of sacrifice and hard work, it is hereby rewarded, and it is on record that this will be the first-ever doctoral degree in our clan of *Banywaka* who descended from the caves and slopes of Mt. Elgon in the early 1900s. Kudos mama Joy Lunyolo Mukhama.

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My children—Moses, Joshua, Joy, and David—played an exceptional role by understanding that I needed to be away from most of our family gatherings to find the extra time for academics. They missed me as Dad and instead chose to cheer me on. Mrs. Ruth Mukhama, my wife, endured it all, the worst of it being when I had to attend my second residency online. Due to the time difference, it was so weird that I could wake up at 2 AM my local time till 5 AM, rest for one hour, and then prepare for the office. This doctoral degree is the fruit of our combined sacrifice as a family.

I acknowledge the support from the Bible Society of Uganda as my employer, the Board, and staff. The Board encouraged me to study, while the staff stepped in to cover my duties while I was away. Esther Baguma, my PA in particular, played a key role. The Korean Bible Society (KBS) extended me exceptional moral support. Kudos KBS.

Table of Contents

List of Tables v

Section 1: Foundation of the Study 1

Background of the Problem 1

Problem and Purpose 2

Population and Sampling 2

Nature of the Study 3

Research Question 4

Interview Questions 4

Conceptual Framework 5

Operational Definitions 6

Assumptions, Limitations, and Delimitations 6

Assumptions 6

Limitations 7

Delimitations 8

Significance of the Study 8

Implications for Social Change 9

A Review of the Professional and Academic Literature 9

The Resource-Based View Conceptual Framework 10

Competitive Advantage for Institutional Posterity 13

Succession Planning 14

Business Viability 15

Business Continuity 16
Business Strategy 17
Alternative Frameworks 18
Stakeholder Theory 19
Dynamic Capabilities View Theory 20
Agency Theory 22
Market-Based View Theory 24
Succession Planning Key Considerations and Strategies 25
Succession Planning Strategies 28
Summary of Literature Review 45
Transition 46
Section 2: The Project 48
Purpose Statement 48
Role of the Researcher 48
Participants 50
Research Method and Design 52
Research Method 53
Research Design 54
Population and Sampling 56
Ethical Research 57
Data Collection Instruments 60
Data Collection Technique 62

Data Organization Technique 63
Data Analysis 64
Reliability and Validity 66
Reliability 66
Validity 67
Transition and Summary 70
Section 3: Application to Professional Practice and Implications for Change 72
Introduction 72
Presentation of the Findings 72
Theme 1: Developing Leaders 73
Theme 2: Board Strategy 78
Theme 3: Financial Stability 84
Theme 4: Beyond the Organization 91
Applications to Professional Practice 96
Implications for Social Change 99
Recommendations for Action 100
Recommendation 1 101
Recommendation 2 101
Recommendation 3 102
Recommendation 4 102
Recommendation 5 103
Summary 103

Recommendations for Further Research....103
Reflections....104
Conclusion....106
References....107
Appendix: Interview Protocol....150

List of Tables

Table 1. Emerged Themes and Frequencies 73

Table 2. Developing Leaders Subthemes and Frequencies 74

Table 3. Board Strategy Subthemes and Frequencies..... 79

Table 4. Financial Stability Subthemes and Frequencies 85

Table 5. Beyond the Organization Subthemes and Frequencies..... 92

Section 1: Foundation of the Study

Succession planning strategies refer to the critical leadership tools for organizational growth and sustainability aimed at alleviating substantial gaps in organizational knowledge and leadership through the strategic replacement of key personnel (Bakare, 2021). Previous research has shown that risk management business leaders face the eminent loss of knowledge from retiring senior leaders once there are no well-documented and referred-to succession planning strategies within an organization (Tauro, 2021). Therefore, nonprofit organizations need to provide for well-written strategies that include succession planning for long-term and enduring continuity success (Hanzes, 2020). Without these strategies, leadership continuity in nonprofit organizations in Uganda will remain undefined.

Background of the Problem

The purpose of this study was to explore succession planning strategies that CEOs in nonprofit organizations in Uganda use to ensure that there is business continuity whenever leadership changes. Several nonprofit organizations in Uganda never succeed past 10 years, and the causes for this trend are unknown. Many nonprofit organizations are not intentionally setting up clear succession planning policies to help facilitate leadership transfer at the CEO level. New research is needed in the area of business because nonprofit organizations in Uganda have not addressed the aspect of leadership transitions and continuity for decades. Whenever a current effective and successful leader of a nonprofit organization exits, a decline or a total shut down of business occurs due to the missing link in handling mentorship and delegation of duties to those in subordinate

positions (Grillo & Barreau, 2020). In the worst-case situation, when a nonprofit organization in Uganda closes down, the services that were originally provided by that particular nonprofit organization are lost. It is important to note that the people who were working with that particular nonprofit organization will lose their jobs and incomes as well. The closure of business of a nonprofit organization comes with multiple negative effects.

Problem and Purpose

The specific business problem was that some nonprofit organization CEOs in Uganda lack succession planning strategies to ensure business continuity whenever leadership changes. Therefore, the purpose of this qualitative multiple case study was to explore succession planning strategies that CEOs in nonprofit organizations in Uganda use to ensure that there is leadership continuity whenever leadership changes.

Population and Sampling

Data were collected from five purposefully sampled CEOs, senior managers, and key decision makers of nonprofit organizations in Uganda who were interviewed, face-to-face, using a semistructured interview process designed to explore their strategies for succession planning. To secure the needed results in population and sampling, the choice should be a purposed and desired population for the results to reflect the needed outcome (Amir et al., 2020). Knowing the various backgrounds of the participants helps in the selection process of participants (Arif & Huda, 2019). The selected CEOs, senior managers, and key decision makers served in the particular nonprofit organizations for at least 10 consistent years. Given the similarity in the nature of nonprofit organizations in

Uganda, a selected sample of five respondents was sufficient and provided the needed information. I also reviewed organizational documents for relevant information.

Nature of the Study

Among the three research methods available—qualitative, quantitative, and mixed methods—qualitative study methodology was used. A qualitative study methodology helps in achieving what the researcher exactly seeks to know through explorative questions so as to get the needed information that eventually leads to discovering or building on an existing theory (Janis et al., 2020). Qualitative research methodology helps immerse the researcher into the respondents' world through questionnaires that are designed with text boxes for any additional comments that may have not been given (Bleiker et al., 2019). A quantitative research method has a limitation brought about by possible human errors or misinterpretation of gathered data mainly caused by statistical analytical approaches used in data interpretation (Rubin, 2020). A mixed methods approach is mainly suitable for complex and yet challenging phenomena so as to be able to meaningfully interpret the results that may again be limited through relational perspectives analysis (Alavi et al., 2018). I neither examined the statistical relationship between the variables nor did an analysis of the relational perspectives, and that rendered both the quantitative and mixed methodology unsuitable for my study.

As a design, I used a multiple case study approach as compared with ethnography, phenomenology, and narrative inquiry. Multiple case study designs are suitable when the phenomenon being studied is intrinsically bounded and extended to a couple of cases (Janis et al., 2020). A multiple case study allows a deeper exploration of the research

questions and theoretical evolution (see Yin, 2017). The explorative nature of a multiple case design allows the use of multiple types of sources of data and information and in-depth engagement with interviewees while engaging a number of organizations and not just one organization. Ethnography design focuses on patterns of everyday life of the participants while empathizing with their situations as new concepts are developed (Amon Rapp, 2021), but this was not appropriate for my study as I did not explore the everyday lifestyles of CEOs, senior managers or key decision makers in nonprofit organizations. Phenomenology research design is used to make sense of peoples' shared experiences and thereafter determines the common themes behind those experiences (Bayram, 2021), but my study neither focused on demographics nor on shared experiences. The narrative inquiry research design takes into account the outcome of debates listed along subject issues of related matters (Chinyamurindi & Rashe, 2021), which was not helpful with my study on succession planning strategies within nonprofit organizations used for continuity purposes.

Research Question

What succession planning strategies do nonprofit organization CEOs in Uganda use to ensure business continuity whenever leadership changes?

Interview Questions

1. What succession planning strategies are you using to ensure business continuity when leadership changes?

2. What method did you find worked best in ensuring business continuity when leadership changes?

3. How did business continuity respond to your succession planning strategies?

4. What were the key barriers to implementing your succession planning strategies to ensure smooth continued business operations when leadership changes?

5. How did you overcome the key barriers to implementing your succession planning strategies for smooth continued business operations when leadership changes?

6. What additional information can you share to help me understand your organization's succession planning strategies to ensure smooth continued business operations when leadership changes?

Conceptual Framework

The theory that grounds this study was based on Penrose's resource-based view (RBV) theory about a firm's competitive advantage that leads to growth under the leadership of an enterprising manager as a pre-requisite for continuity (Penrose, 1959). Wernerfelt (1984) extended the RBV theory with particular reference to the challenge of replacing pioneers with leaders at a later time who may lack what it takes to keep up with the initial growth momentum. Relational abilities of leaders with their subordinates helps in building a next generation of leaders who have the ability to care for institutional customers (Popp & Hadwich, 2018). When the owner or founder of a business becomes ineffective or is not as pro-active as before, the need to look for another competent leader for continuity purposes ensues (Kowo et al., 2021). A workplace culture of sharing, experimenting, learning, and knowledge training tools greatly increase competencies that can support situational challenges (Chang Chang & Besel, 2021). Most scholars use RBV theory because it is strategic in nature and helps institutions outperform their competitors

and this can be used to develop strategies for nonprofit organizations' continuity whenever leadership changes.

Operational Definitions

Business continuity: Business continuity means remaining commercially operational even in the most exceptional circumstances while noting that all organizations are susceptible to disruptions, both man-made and natural (Gracey & Yearwood, 2022).

Business sustainability: Business sustainability is meant to and has to do with the integration of environmental, social, and economic outcomes for long-term growth results (Benkert, 2021).

Business viability: Business viability is the development of a business through the activation of structural adjustment of the economy so as to provide freedom of market choice, and as such eliminate monopoly play while gaining a reasonable share of the market (Seisenbayeva et al., 2020).

Succession planning: Succession planning is associated with age and retirement timeframe of incumbent CEO and calls for goal setting, motivation, and goal pursuit (Lu et al., 2022).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are the basic assertions that form the beginning mindset of the researcher's work, while the end results justify their validity and accuracy or otherwise (Lloyd, 2022). Avoiding research that is conceptually and philosophically flawed is

helpful in any research work (Mazandarani, 2022). Ensuring good research that brings out effectiveness, feasibility, and acceptability gives good results (Pauline-Graf et al., 2021). Four assumptions were likely to affect my research. My first assumption was that the respondents would give truthful answers in utmost faith. Second, I assumed that the respondents would be gracious with their time so that they would not be in a hurry to do other things while I conducted the interviews. Third, my assumption was that the respondents would have the knowledge about the questions I would ask. Finally, my assumption was that the respondents would be willing to share key strategies they employed to ensure succession continuity.

Limitations

Quantitative research studies lack some certainties because it is mainly through discussions that are not backed up with statistical test results (Baig et al., 2020). I identified three limitations for my study. The first limitation was that the organizations could retract the permission granted earlier on, making it hard for me to continue with the interview process at that point. The second limitation was organizational confidentiality policy that would limit the kind of information that can be given by the respondents even when they were willing to do so. The third limitation about face-to-face interfacing due to COVID-19 policies. Traditional research methodologies requiring face-to-face interactions are not possible in a situation of a pandemic such as the COVID-19 experience (Racionero-Plaza et al., 2021).

Delimitations

Delimitations are in essence the limitations consciously set by the authors themselves so as to achieve study objectives by demystifying any possible barriers (Theofanidis & Fountouki, 2018). The selected geographical location was Uganda, so all other participants outside that area would not be considered. The respondents were CEOs, senior managers, and key decision makers in nonprofit organizations who had practical experience with succession planning. There could have been respondents willing to participate in the interview process but limited in terms of the needed answers. I collected the data through face-to-face interviews on Zoom and a telephone call, which gave me the opportunity to probe for clarity in the responses in a multiple case study.

Significance of the Study

Contribution to Business Practice

This study's findings might be significant to business practice because effective succession planning strategies that bring about business continuity could ensure that CEOs keep focused on growth and productivity even when transitions occur. The value relevance of a business's performance options is maximized with good leadership and managerial foresight (Murad et al., 2021). CEO industry experience positively affects a firm's business performance (Chahyadi et al., 2021). Furthermore, the results could help nonprofit organizations to set up and implement succession planning strategies that ensure business growth and sustainability.

Implications for Social Change

Given that nonprofit organizations have witnessed exponential growth over time and that their presence promotes community engagement in social activities like community giving (Abas et al., 2021), donating to the community for social development is likely to be sustained. Community building can be achieved through possible opportunities of networking and creating own innovative ways of existence other than remaining dependent on other funders (Jaskyte Bahr, 2019). By adopting strategies related to succession planning such as the RBV, nonprofits could provide alternatives for institutional continuity and growth as a great encouragement, motivation, and inspiration to team members in lower ranks within the same organization.

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore succession planning strategies that CEOs in nonprofit organizations use to ensure leadership continuity. My literature search indicated limited literature relating to strategies for ensuring leadership continuity in nonprofit organizations in Uganda. As such, the findings of the doctoral study could be a relevant and a new addition to the existing literature in the field of CEO leadership continuity in Uganda.

Guided with research questions, commonly used words in the subject area are used to identify the related and needed literature (Madzík & Falát, 2022). To achieve a logical flow with a strong emphasis on the conceptual framework, I first reviewed the RBV theory as a lens for identifying other literature related to CEO role in succession planning for institutional posterity. Then I discussed leadership training, coaching,

mentorship and duty delegation, and I concluded with a summary and transition section. I searched for scholarly articles on succession planning strategies in databases such as ABI/INFORM Collection, Emerald Insight, and the Thoreau multi-database search from Walden University Library. I used keywords so as to keep a focus on the research topic. The keywords searched are *succession planning, business continuity, business viability, competitive advantage*, and *strategy*. As a requirement with Walden University, I used sources from peer-reviewed scholarly journals in Walden University Library database for this purpose. Out of the sources, a number were peer-reviewed and others were published within 5 years of the anticipated completion and graduation year of 2023. A limited number of other articles used were of a period earlier than 5 years and of other related theories.

The Resource-Based View Conceptual Framework

Competitiveness in the marketplace as a key subject focus area of the resource-based view concept, is a good starting point for a firm's continuity into the future through leadership mentoring, coaching, training, and delegation at CEO level. Penrose (1959) introduced the RBV theory, which is about a firm's competitive advantage that leads to growth under the leadership of an enterprising manager as a pre-requisite for continuity. Good leaders who are enterprising in nature and mindful of institutional posterity take good advantage of the competitive nature of the firm by strengthening their leadership teams. The end result is a firm that exists as a viable business with a capable leadership team.

Wernerfelt (1984) extended the RBV theory with particular reference to the challenge of replacing pioneers with leaders at a later time who may not have what it takes to keep up with the initial growth momentum. The relational abilities of leaders with their subordinates helps in building a next generation of leaders that has the ability to care for institutional customers (Popp & Hadwich, 2018). When the owner or founder of a business grows old or is not as pro-active as before, the need to look for another competent leader for continuity purposes ensues (Kowo et al., 2021). Workplace culture of sharing, experimenting, learning, and knowledge training tools do greatly increase competencies that can support situational challenges (Chang Chang & Besel, 2021). Most scholars use RBV theory because it is strategic and helps institutions outperform their competitors and this can be used as a lens through which to develop strategies for nonprofit organization's continuity whenever leadership changes.

Providing a clear direction for a firm's strategy while showing the primary sources of return on whatever investments are made is a benefit of the RBV theory. Sustained competitive advantage of a firm is best realized through a strategic long-term positioning that ensures success and continued annual profitability. Keeping an institution focused on its mission and vision calls for a clear and intentional strategy. Through valuable, rare, inimitable, and nonsubstitutable resources that a firm uses for superior performance over time, a firm is enabled to maintain market leadership (Gibson et al., 2021). The four focus conditions that help a firm to maintain a sustainable competitive advantage include value, being rare, immobility, and sustainability (Barney, 1991). The

resources at the disposal of a firm should bring out the performance and provide a unique and distinct competitive advantage.

Maximumly utilizing the internal resources helps in a capacity building that brings about growth that outcompetes others in the marketplace. Strengthening the internal institutional resources such as marketing and other capabilities help in identifying the determinants of a firm's international marketing performance. Proactive, innovative, and sustainability strategies help firms to realize their full potential for productivity that eventually leads to gaining increased market share (Kuo et al., 2022). Prudent firms employ a value creating strategy by either outperforming their competitors or reducing their own weaknesses (Saenz, 2019). Two companies in the same industry could face the same external market forces yet perform differently due to existing resources within them. Management skills, information availability and administrative processes are scarce factors that enable firms to follow and implement the needed strategies (Sheehan & Powers, 2018). The inability to recognize the inside potential of a firm can be a leading reason for missing out on a better share in the marketplace (Oliver & Parrett, 2018).

Further, a firm's greatest wealth is derived from its assets, which could be tangible or intangible but need to be well managed and utilized. Tangible assets as in the physical resources of the firm can be quantified and aligned for efficient utilization through the knowledge-based view approach (Cuthbertson & Furseth, 2022). Physical resources can be strengthened with the available digital tools to harness the innovative and creative potentials of a firm (Zheng et al., 2020). Dormant asset utilization

automatically leads to reduced presence in the market share and thus rendering the firm's potential useless.

Comparative advantage as derived from the RBV theory helps a firm to project its strength in the marketplace basing on product and service superiority or on the other hand, minimizing production costs. A firm's capability of exploiting its existing competencies while simultaneously exploring new opportunities helps in building a robust growth approach (Huang et al., 2021). Thinking beyond the normal approach helps to maintain the current clientele and also capture new ones (Heide Petersen & Bojer Kooistra, 2020). The end result is that the firm will be a market leader as profitability is increased through the RBV theory approach.

Competitive Advantage for Institutional Posterity

An institution that owns the biggest share of the market space, and as such benefits from the profits gained, must always aim at maintaining or better still growing this position into a foreseeable future. A firm's competitive advantage depends on the applicable industrial structures and more on the specific internal factors rather than external factors (Nagano, 2020). One of the internal factors to manage is the CEO succession plan to maintain a continued competitive advantage into a long future. Maintaining a sustainable competitive performance of an institution, given the scarcity of strategic resources that aid in achieving a competitive advantage, is a critical business survival aspect (Marcos et al., 2022). Organizations can increase their competitiveness by making maximum use of their intangible resources, which are difficult to observe and imitate by competitors (Anlesinya & Abugre, 2022). Human, structural, and relational

capital of an organization forms the intellectual property, which is the intangible asset that can be used to attain a wider market competitive advantage (Hafiz et al., 2020). Productivity, profitability, and competitiveness of companies contribute to the overall transformation of the economy (Klaric & Mandic, 2022), which requires individual firms to be sensitive to the market forces. When an organization has good knowledge of the market forces, survival in that market and increase in profitability can be achieved through appropriate ways of responding to the environmental changes (Hunjet et al., 2022). In a competitive landscape, adaptability to providing superior quality services helps in achieving customer loyalty (Sahoo, 2022). Customer satisfaction comes about as a result of customers picking on goods or services from the market that give them the required brand value (Manyanga et al., 2022). Once customers are satisfied, there is the assurance that they will come again because they expect even better value.

Succession Planning

Knowledge and skills possessed by an incumbent leader should be handed over to the next generation for smooth institutional continuity. Succession planning is described as the acquisition of the knowledge and skills of a predecessor leader in order to improve the company's performance going forward (do Paço et al., 2021). In terms of initiation, planning, and execution during the lifetime of an entrepreneur, succession planning is considered to be a complex process (do Paço et al., 2021). There can be managerial and leadership constraints on a firm's continual growth from one period to another due to diminishing managerial capacity to increasing complexity associated with the firm's growth and expansion (Wein-Hong et al., 2019). Many times organizations will talk

about succession planning and even have documented policies but putting the same in practice and reality can be the missing part. The role of middle managers, who are next in line to the CEOs, is crucial in terms of sustaining and improving the organizational capacity (Badri et al., 2022). This is particularly significant when they take over leadership as the next CEOs in charge. Personality trait of an individual in leadership has a positive impact on the knowledge sharing behavior (Obrenovic et al., 2022), which is needed for sustainability and also for passing over the needed skills and knowledge to the next leader as successor. Diversity of the top leadership team experience, tenure, and the proportion of functional executives in helping to alleviate managerial constraints on the growth of the firm is of critical importance (Wein-Hong et al., 2019). Leadership induced actions are needed to ensure organizational resilience particularly in the leadership talent repository (Eltigani et al., 2022). Having a wide leadership talent pool helps an organization to quickly identify the appropriate individual to take the organization forward when the current leader has to relinquish the role.

Business Viability

The viability of a business determines how long a firm will grow and survive. Business viability is the development of a business through the activation of structural adjustment of the firm to provide freedom of market choice and as such eliminate monopoly play while gaining a reasonable share of the market (Seisenbayeva et al., 2020). Business viability helps in aiding interrelationships of the business units to align with the institution’s overall development strategy (Verma et al., 2022). Leaders in African economies need to focus more on the entrepreneurial part of the organization to

leverage available opportunities instead of focusing on their own individual entrepreneurial activities (Urban & Maphumulo, 2022), which helps in maximizing the firm's business viability potential. Business viability should first be identified from within the organization's human resource capital as the beginning point. Human capital with long term experience and valuable knowledge possession translates into financial value for organizations (Ramadan & Safavi, 2022); therefore, this should be the first point to be explored when searching for business viability opportunities for an organization. The value relevance of a business's viability options can be optimized through good leadership and managerial foresight as supported by the CEO's industry experience (Chahyadi et al., 2021). Nonprofit organizations do experience growth, and their presence promotes community engagement in prosocial activities like charitable giving (Abas et al., 2021), a clear indicator and affirmation of business viability for nonprofit organizations. The potential of growth opportunities within nonprofit organizations calls for clear strategies that propel such institutions into a foreseeable future.

Business Continuity

Business entities are established with the understanding that they will thrive for a period that brings back the value of the total establishment investment cost. Business continuity is the endeavor to remain commercially operational even in the most exceptional circumstances while noting that all organizations are susceptible to disasters, that are man-made or natural (Gracey & Yearwood, 2022). Organizations are constantly examining their enterprise risk management to avoid any anticipated future foreseen or

unseen failure or decline in productivity (Mishra et al., 2019). Unforeseen business disruptions can be mitigated with fast and well-informed decision-making frameworks that avoid unnecessary delays (Taherdoost, 2021). Preparedness generates good results that come along with the needed lessons for future actions that help avoid panic and stress (Eifling, 2021). Whenever a company is well prepared from the beginning of its establishment for potential threats, then there are high chances of business continuity into the future (Konno, 2021). An organization that is led by a manager who has good knowledge of the current business environment has more chances of performing well into a foreseeable future. A comprehensive and an integrated solution aimed at minimizing the impact of adverse events that could cause harm to the organization can help reverse the effects and instead help in realizing maximum profits (Nemtseva et al., 2020). Top level leaders are charged with the responsibility of providing continuous business assessment to help avert failure.

Business Strategy

Strategic minded leaders help institutions that they lead to inculcate cultures and behaviors that bring about growth. Brand equity, customer equity, and channel equity, when used as guiding business strategy pointers do eventually lead to a greater share of the competitive market space (Varadarajan, 2020). Business strategy plays a significant growth role in a firm's long-term life. A good and clear business strategy enables a firm to storm through the competitiveness across other market product strategies that may exist (Crick & Crick, 2021). A positive and simultaneously cooperating and competitive strategy that is well designed has a positive growth association with the firm's

performance. The firm's business strategy that is poised toward marketing, clear operational standards, and human resources enhancement helps in averting challenges of being out competed from the market (O'Connor et al., 2018). Specific and intentional business strategies should be designed towards achieving the best out of the firm's intangible assets as an intangible-based strategy (Jardón et al., 2018). Business strategy of a firm calls for continuous monitoring and evaluation so as not to neglect any of the set principles and guidelines. Business strategy formulation should be supported with a strategy implementation plan, and the strategies need to be highly competitive in nature to create a significant and positive effect on the firm's performance in the wider marketplace (Battisti et al., 2022). Organizational business strategy and information diffusion, once well managed, have a significant and positive growth outcome that can be realized and sustained for the future lifetime of the firm (Anthony Jr, 2019). Firm performance is directly related to the firm's internal business strategy capabilities and implementation (Rodrigues et al., 2021). The role of the leader remains pivotal in business strategy and implementation for continuity purposes.

Alternative Frameworks

In addition to the RBV theory, I reviewed other theories to determine their suitability to address the phenomenon of succession planning as a key process for institutional business continuity. These theories are stakeholder theory (Freeman, 1984), dynamic capabilities view theory (Teece et al., 1997), agency theory (Mitnick, 1973; Ross, 1973) and the market-based view theory (Schwindt, 2016). The stakeholder theory, the dynamic capabilities view theory, and the agency theory, support and agree with the

RBV theory in principles while the market-based view is different because it focuses more on the outside space than it does with the intrinsic values.

Stakeholder Theory

The leadership team of a firm that operates in a competitive market space needs to be aware of and as well take advantage of the forces that help the institution gain more profits for continuity purposes. Maximizing the value of the relevant market prices aids in improving the welfare of shareholders and this can be done through mergers and acquisitions that can be arrived at through key operational strategies (Nazarova et al., 2022). Good stakeholder representation from a shareholder perspective on the governance leadership role has a direct effect on the value output that can be achieved (Martins & Costa, 2020). A balance between governance and management with the needed knowledge and information can then make the appropriate and timely decisions for market value creation. Stakeholders who hold executive position may compromise the firm's value possibilities by proposing more bonuses at the remuneration level (Cable, 2020). A balance should therefore be maintained to ensure that the executives and shareholders receive what they deserve and this should be done in the interest of the institution's growth and continuity.

In general terms, risk in business can never be avoided yet needs to be approached cautiously to avoid pitfalls but gain from the outcome of the investments made. Managers as individuals naturally fear taking high levels of risk and yet sub-optimal risk-taking does not maximize shareholders' wealth (Ongsakul et al., 2021). Managers who are well paid will strive to produce good results for the firm's shareholders once such managers

are effectively motivated (Nwoke, 2019). In essence, managers, who run the day-to-day business of the institution should have the needed knowledge and the ability to use the market information to make good decisions for the institution's growth and continuity. People are the driving force for both projects and project management and as such the value of success of an institution depends on the leadership in place (Pirozzi, 2019). It is therefore important to ensure a constant balance of the people, people skills, and the needed levels of risk taking for profitability purposes.

Policy making is key in terms of laying down in clear terms what is expected of the workers while at the same time providing the needed direction to be followed. Policy making within an organization that addresses issues pertinent to employee work conditions is key in increasing productivity and ensuring continuity (Ansong & Darko-Adjei, 2022). People will as such work with a policy guideline that not only helps them to deliver but also helps them to know their expectations. Additionally, there should be specificities in tasks and that also cover the motivation of employees (Tomljenović et al., 2022). The stakeholder theory has a limited focus that does not include the overall market position, and this is the reason I did not use it in this study.

Dynamic Capabilities View Theory

Capabilities of an organization functioning through a set of processes and activities that align with long-term success can lead to particular anticipated outcomes. Teece et al. (1997) originated the theory of dynamic capabilities to explain how companies fulfill two seemingly contradicting imperatives of stability and adaptability. Capabilities are purposeful contemporary disciplines aimed at achieving a targeted goal

(Eltigani et al., 2022). Firms operate in an ever-changing environment requiring appropriate transformational approaches that can be used to ensure that the firm remains competitive in the market space (Nakabugo et al., 2022). Top leadership needs to analyze the firm's own competitiveness in light of what other firms are doing in the industry, and make timely informed decisions (Wanjogo & Muathe, 2022). Stability and adaptability can be achieved through continuous checks and balances within the organization.

Gaining a firm's market competitiveness and sustainability, requires continuous steady engagements with tools and strategies within the market space. It is important to go beyond the idea of a mere sustainable competitive advantage to a more permanent and sustained competitiveness of the firm (Dushime et al., 2022). Competitive advantage of a firm can be created within a relatively short time even in an ever-changing environment (Rotjanakorn et al., 2020). The learning capabilities of the employees has the important mediating role in responding to change (Hoang et al., 2020), a needed response in a dynamic business environment. Understanding the economic competitiveness of a firm, helps in locating the firm's desired position in the market (Gupta et al., 2019). The ability to understand the economic competitiveness of a firm, and placing the firm in the desired position in the market has to be aligned and directed by the leadership in place for the posterity of the institution.

Leaders play a key role in anticipating challenges that may arise while at the same time maximizing the now available resources for optimal performance. Leadership strategy and firm sustainability impacting organizational resilience can be mitigated through combined effects of resource mobilization and accumulation (Ahmed et al.,

2021). Resource mobilization and accumulation should be an on-going process even in difficult environment circumstances. In times of economic crisis international markets can be increased, which incidentally augments on the market space of the firm even in such tough circumstances (Lee et al., 2020). The meagre available resources should be well utilized in a priority manner for what must be done at that moment (Furnival et al., 2019). The leader plays a pivotal role in ensuring a dynamic way of anticipating and responding to situations with the needed decisions. I did not use this theory as much as it supports the RBV because of the missing intrinsic requirements like succession planning, that it does not explain in detail.

Agency Theory

Leaders play a middle position role between the owners of the organization and the other parties that engage with that organization in the market space. Jensen and Meckling (1976) developed the agency theory based on the conflicts of interest between the company's owners, its managers and the providers of debt finance. The role of the agent is that of creating a bridge between the interests of the agents and principals while delivering to the satisfaction of the later (Safriliana et al., 2019). Principal-agent relationship can be viewed as a contributory factor of the larger market (Macho-Stadler Inés & Peréz-Castrillo, 2021). Productive sustainable investment based on financial constraints can mediate the negative influence of institutional ownership on firm value (Hidayat et al., 2020). Agency is a middle position role while the RBV theory considers the implementation and completion phases as well, and this explains the reason for not using this theory.

The true owners of the firm in a principal-agency relationship will always set the terms of operation. Non-governmental organizations are recognized as among agents working under the strict guidelines of the funders or donors who are the principals (Lacruz, 2020). Agents are identified and delegated by principals to act on their behalf and in the best interest for good results which can be achieved through meaningful alignment of the two parties (Davis et al., 2021). Separating the role of the chairman (principal) and that of the CEO (agent), helps to realize independence for better productivity. Maintaining a meaningful compromise between the agent and principal requires that the later pays a risk of trust to the former through well laid down guidelines (Gayle et al., 2018). Over time, it is important that the principal-agency relationship is constantly monitored and evaluated to ensure adherence to the agreed terms of operation.

A well-defined principal-agent relationship can help grow an institution's wealth now and in the future through a sustained knowledge sharing. The paradox of managing organizational knowledge can be reduced by aligning the interests of the organization with those of the workers (Khoreva & Wechtler, 2020). Through good regulation systems, agents are in position to provide the kind of information including non-financial that aids in overall firm growth (Mio et al., 2020). The existence of one party acting in the interest of the other gives room for misappropriation of funds and resources to occur (Ali, 2020). When resources that would otherwise grow an organization are stolen, the chances for that organization to collapse are high.

Market-Based View Theory

The market-based view (MBV) which emphasizes the role of the market conditions, contrasts with the RBV which focuses more on the firm's resources and capabilities. Market based institutional reforms that are state driven through trade liberalization, investment liberalization, privatization, deregulation and such other policies for the overall economic growth are market-based drivers (Dau et al., 2020), different from the resource-based view approach. Firms are better poised to perform better through entrepreneurship orientation, which is internally driven more than placing focus on the market dynamics (Dionysus & Arifin, 2020). Also, markets can be unpredictable and do change as a natural factor (Vanderklift et al., 2019), making it extremely difficult for individual firms to keep up in terms of internal capacities to meet the ever-changing market environment. Firm innovativeness in producing suitable products demanded by the market can be defeated by the ever increasing and changing market dynamics (Liu & Atuahene-Gima, 2018). Leaders need to be astute and keep in pace with future possible declines while hedging against such tendencies.

Creating a balance between the market forces and the internal firm arrangements remain a challenge to most leaders. Using the firm's resources more effectively and efficiently while placing emphasis on what the firm is good at enables the firm to gain more space in the marketplace, leading to profitability (Ranjana, 2019). The challenge of the firm staying focused on its internal strength remains outstanding. Customer-oriented culture helps firms to respond through sustainable innovations but sometimes with

limited workers' welfare (Weidner et al., 2021). Limited internal strength implies limited response rate to the market forces as demanded by the market-based view theory.

A more outward regulatory approach suggests more possibilities that can bring in lessons through the market-based view theory. Approaches with a focus on the community corporate social responsibility as an example, help firms to be more market oriented in their work (Mair & Rathert, 2021). Commercialization of ideas in an economy, which are normally externally driven, can lead to change the internal operations of a firm, so as to meet those demands (Keykhaye Farzaneh et al., 2022). Market laws that are made based on an external framework can help regulate the internal operations of a firm (Haeberle & Henderson, 2018). The challenge remains with the firms to make the needed arrangements internally so as to remain in the wider economic market space.

Succession Planning Key Considerations and Strategies

Succession planning is extremely important for any organization that is interested in business continuity into a foreseeable future. Succession planning is an organized way of recording both the assets and processes of a firm and thereafter determining the responsibilities for the firm to continue in the event that the owner is no longer available (Carlson & DelGrosso, 2021). In a relay succession planning from the current leader to the next one, there must be an intentional and protracted way of instituting carefully observed frameworks over several years to help in crafting strategies for the future (Tao & Zhao, 2019). A policy document on succession planning is a good tool to have within an organization for reference purposes with regard to succession planning.

Looking into the future of organizations, it is important to ensure that transitions are smoothly handled for continuity purposes. Capturing the hearts and minds of the future generations and planning to meet their needs and demands through succession planning is important (Fava, 2022). There are always challenges in attempting to implement succession plans due to fear and this quite often leads to postponements time and time again (Lu et al., 2022). It is critical that organizations prioritize the aspect of institutional continuity through good succession frameworks.

The overall organizational strategy must be well aligned with the individual leadership competences and any anticipated future changes. The importance of succession planning, strategic flexibility, and organizational improvisation towards business sustainability (Bokhari et al., 2020). Succession planning is overlooked as a business strategy for future growth and development of organizations and yet the current leadership within organizations should ensure that the administrative, financial, information technology, legal, and professional frameworks are well established for stable growth (Carlson & DelGrosso, 2021). No one aspect of administrative, financial, information technological, legal or professional frameworks, is more important than the other.

The financial part of the firm is always the starting point in determining sustainability concerns. The challenging role of leadership in nonprofit organizations with particular focus on mission impact and financial viability in that even with minimal revenues, nonprofits continue to play a significant impact that is helpful in both civil and governance structures (Lam, 2020). Leaders play a significant role in keeping the

institution afloat through integrated and wider solutions that eventually lead to financial profitability (Nemtseva et al., 2020). Good leaders bring out results that lead to overall institutional continuity regardless of whatever may be happening at the current time.

The human resource function of every organization is tasked with ensuring that workers' welfare and the tasks they do are in the overall interest of producing good results. For effectiveness in the workplace through the human resource planning and forecasting function, the competencies and welfare of managers have a direct relationship with organizational productivity and effectiveness (Kowo et al., 2021). The mediating role of the strategic employee-oriented human resource policy in light of overall organizational performance plays a key role in catapulting an organization's continuity by positioning and aligning staff for future existence of the organization (Ludwikowska, 2021). Employees and the organization are key stakeholders that should be given the needed attention for productivity and continuity to be realized.

There will always be the conflicting and confusing role of continuity on the part the CEO as the key leader in the organization. While the CEO would like to continue leading, the top managers want the opportunity to lead as well, yet at the same time the board chair may want to think outside the box for the organization's posterity (Hunter & Decker-Pierce, 2021). There should be a proactive approach of developing leadership talent while solidifying succession planning with the objective of ensuring that burn out, frustration, and turnover are controlled and minimized so that longevity of an organization's mission and purpose depends heavily on a clear, and amicable transitional arrangement at the leadership level (Selig, 2020). The governance board, the CEO, and

top managers will easily agree with the next leadership selection once transparency and integrity are in place.

Succession Planning Strategies

Leaders of organizations that have exhibited good results even when CEOs retire and new ones are recruited, attribute the smooth transitions and continued growth to a number of succession planning strategies. Some of the strategies include training (Abagissa, 2019), coaching (Murray et al., 2021), mentorship (Buccimazza, 2021), and duty delegation (Baker & Murphy, 2022). Leaders should therefore identify relevant succession planning strategies that they can use to ensure harmonious transitions and continuity in organizational growth and development. Next, I present a synopsis of these succession planning strategies that are helpful in ensuring leadership continuity.

Employee Training

The knowledge base and the ability to learn more through training on the part of the employees helps in bringing about institutional continuity. Training improves employee competences through knowledge acquisition (Patrucco et al., 2021). Competences in employees are built and established through appropriate knowledge acquisition, which knowledge in turn is used to manage customer expectations (Nicholls & Gad Mohsen, 2019). Additionally, employee knowledge in terms of mastering certain operations helps in identifying any further needed training as well as specific placement in the organization (Urbancová et al., 2021). The findings implication is that training for the employees should be a continuous process that is evaluated periodically so as to benefit the organization’s ever-changing demands. To avoid the deterioration of

knowledge, skills and attributes (KSA) in employees (Lazzara et al., 2021), training should be prioritized as a human resource management process. Training ensures that the aptness of leaders in continuously improved for talent pool development.

In a similar way, organizations should ensure that the talent pool they have developed over time is retained for continuity and growth purposes. Long-term employee development strategy should be in place to ensure continuous and appropriate training that eventually leads to, among other factors, retention of the needed talents for organization's continuity (Kajwang, 2022). For instance, words of affirmation to the employees encourages retention of the workforce and the workers will bring themselves to work with commitment (Scott, 2020). In a similar way, recognizing strong work performance of employees contributes to the talent retention within the organization (Petak, 2021). The findings imply that organization leaders should prioritize and treasure talent pool development in the workplace so that in turn employee loyalty is attained. Employee loyalty, mainly derived from co-workers' support directly influences the retention capability of an organization (Ching-Sung, 2021). Note however, that retention is the greatest challenge as every organization wants to remain competitive in the marketplace by attracting employees from other talent pools (Kalyanamitra et al., 2020). Effectively and efficiently utilizing the firm's own talent pool is a good use of the human resource developed over time.

Furthermore, job satisfaction that is attained through formal training helps to build employee work security. Job satisfaction is a positive or negative attitude assessment made by an employee about their work situation internally while paying attention to the

available external opportunities (Xiu-Lan et al., 2021). Work performance can be greatly increased when the employees are satisfied with the work itself, achievements attained, recognition, responsibilities, and autonomy that is attained over time through training opportunities (Mughal et al., 2021). In a similar way, teaching and embedding the organization's culture creates in the employees a sense of relatedness and belonging that comes with job satisfaction (Sadaf et al., 2019). The findings imply that leaders should aim at ensuring that the employees are satisfied to a great percentage so as to give their best input as well. Emphasis should be focused on the reorganizing of the work environment to provide the needed comfort (Gurdogan & Uslusoy, 2019), while paying attention to providing specific training for employees so as to achieve job satisfaction (Kajwang, 2022). Additionally, a higher minimum wage increase initially raises job satisfaction for workers who have just worked for a couple of months with the organization (Storer & Reich, 2021), but to keep the workers longer with the institution, they need to be trained (Patrucco et al., 2021). Employees who undergo training develop the inner assurance that they are valued by their employer and in return, they offer their best.

Productivity can be achieved through well trained employees and this gives assurance for continuity. Lack of training among workers leads to reduced levels of productivity (Tabanfar et al., 2021). Additionally, a periodic awareness training program helps to engage workers and deal with conflict issues that lead to low productivity (Rajavel, 2019). Furthermore, skills gained through training help to improve the capacity of workers, which eventually translates into increased productivity (Mariyono, 2019).

The implication of the findings is that training should always rank high in as far as productivity and institutional continuity is concerned. Lee et al. (2020) noted that formal knowledge sharing through systematic training has a strong and positive impact on increasing worker's productivity levels. Additionally, increased investment into training of workers given the positive and significant impact on productivity and income (Rahman et al., 2020). Employees are motivated with increased productivity levels that create continuity assurance and team cohesion.

Team building in the workplace helps to bring about the needed skills transfer for institutional continuity and development through formal interactions. Work done through teams can be observed over time, designed and built into project lessons that can be taught to others (Kilty & Burrows, 2022). Team cohesion can be established through formal training and assigning of tasks and once achieved, they generate better environments and higher commitment to organizational goal achievement (Xie et al., 2021). Training of teams within the organization helps in improving effectiveness in service delivery (Mandal, 2022). The implication of the findings is that individual people in the work place deliver towards a common goal that calls for synchronized efforts and the lessons learnt serve as best practices. A common goal helps in building teams for a response through a focused way by providing the needed and appropriate training (Saldanha et al., 2022). Team building as a practice is part of the human resource management (HRM) that is done through formal sessions of training to enforce improved social relations and clarifying roles amongst workers (Ali et al., 2021). Every individual

employee works with the understanding that they are contributing to a bigger overall picture at organizational level.

Employee Coaching

To get a good grip and understanding of the workplace dynamics on effective service delivery, employee coaching aimed at career development should be done in the most appropriate manner. A formalized career development program done through systematic stages that take time and determination for positive results so as to eliminate those employees who are not up to the task (Weber-Main et al., 2022). Additionally, career development through coaching should be done in a structured manner, providing moments along the way for self-reflection while encouraging collaborative conversations between the mentee and mentor (Murray et al., 2021). Goals, timeframes and clear methodology should be the overriding factors whenever teams are involved with coaching for career development (Seehusen et al., 2021). The implication of the findings with regard to coaching is that coaching for career development should never be done in an ambiguous manner but in an organized way with continuous evaluation at every stage. A good employee coaching process helps in reducing any intimidating tasks while enhancing the needed skills acquisition for improved performance (Worman, 2021). As and when leadership transitions occur, coaching for career development, learning beyond just acquisition of skills, and knowledge should be applied so as to achieve success (Terblanche, 2021). Coaching should have clear objectives that can be evaluated for purposes of continued improvement in career development.

In a similar manner, employee coaching helps a great deal in addressing any skills gaps that hinder effective service delivery. Identification of skills gaps, training, and coaching, helps in mitigating the firm's ever-changing role of delivering what is needed in a competitive market environment (Okumu & Mawejje, 2020). A competitive market will always require new ways of doing business, and the introduction of new technology renders employees' skills inadequate, requiring immediate coaching so they regain their effectiveness (Haepp, 2022). Soft skills gaps such as logical thinking business negotiation, responsibility, and marketing are hard to acquire in a classroom setting (Ayodele et al., 2021), and therefore coaching for skills development is appropriate in ensuring that the gaps in employee's abilities are filled with the necessary knowledge. The implication of the findings in line with coaching is that organizations should carry out good research to identify the needed skills gaps for better performance and also work out tools to achieve this objective. A survey that was made on 763 managers, identified six skills and competency gaps that included effective leadership, inspiring others, employee development, leading a team, implementing change, and managing internal stakeholder expectations (Magwaza & Panday, 2019). In a more specific way, redesigning of the day-to-day operational routines using technology so that skills gaps that certainly call for training and coaching for current employees are enhanced for talent fit (Vapiwala & Pandita, 2022). Employee relevancy and alignment with job assignment is ensured through coaching and training.

Coaching the employees within the organization helps to reduce on the exorbitant expenses spent on consultancy services, as now such expertise can be realized from

within. Helping employees appreciate complicated contractors' processes like tendering for project implementation helps to reduce on time and costs (Urquhart & Whyte, 2020). External consultancy issues like legal matters that are not handled well in the interest of the organization, can eventually lead to project abandonment or termination all together (Damoah et al., 2022). Otherwise, when the organization has employees who are knowledgeable in extra technical matters, they will always handle them to the best detail. In a similar manner, the ability for a business to select the best bidder in the long run saves the organization on time and money (Wang et al., 2019). The implication of the findings is that the strength of a business is within its full-time employees, who should constantly be coached to handle matters well and in the best interest of continuity. To unlock a business' full potential a holistic analysis that includes services of consultants is needed (Schmidt-Baum & Thrän, 2020), and so having employees with the needed knowledge creates a good resource that should be maintained through coaching. Coaching while targeting skills gap filling and appreciating the business model expectations helps in reducing any possible risks that can be encountered (Almarri et al., 2021), and this is a good way of being proactive. Utilizing internal human resources maximumly helps in reducing unnecessary extra production costs.

Coaching for employees within an organization by addressing their basic needs is meant to make the best use of the available human resource. Effective work-related outcomes can be achieved through better performance when employees are coached to deal with stress in their lives (Wang et al., 2022). Stress can be addressed in employees through a three-step coaching process entailing primary appraisal, secondary appraisal,

and eventually lead to a coping response that creates resilience for better results delivery (Traut-Mattausch et al., 2021). A well designed and implemented coaching process can result in employees' self-knowledge understanding which leads to better service delivery (Kunos, 2022), as well as identifying personal challenges like stress which have a negative effect on an individual's life. The implication of the findings is that the human resource of an organization should be prioritized in terms of equipping them so as to enable them deliver beyond their natural capabilities as a result of the augmented advantages of coaching. Leaders who transform organizations go beyond mere competency levels, and holding of authority, to having a degree of maturity (Pillay & April, 2022), and this success level can well be achieved through coaching. As an added advantage, the organization's financial resources will as well be utilized in the best interest of the organization. Misuse of financial resources through fraud in a business setting can be eliminated through a continuous coaching process that involves goal setting, action plans, and monitoring progress (Hall et al., 2022). Coaching augments with a personal touch of ensuring the best output of an individual employee.

Additionally, coaching leads to excellence in terms of the organization achieving the best results that can ever be attained while ensuring continuity at the same time. Coaching has the potential to bring out the innovative part of a business through a mindset change management (Parzonko & Krzyźanowska, 2021), meaning that for the good of the organization's continuity, focus should be on the employees while encouraging a multiplication effect. Managers who are good at coaching others end up producing a higher employee level satisfaction that maximizes performance and

productivity (Fejzic-Ahbabovic et al., 2022). Employee coaching that addresses the personality and personal growth when well nurtured, maximizes performance (Pillay & April, 2022). The implication of the findings is that the coaching method(s) should be appropriate for the employees and should produce results that can make the organization to be innovative in nature. For instance, coaching of employees has a very positive effect of reducing organizational risk while increasing the good outcomes and benefits of change management (Percy & Dow, 2021). Similarly, trusted coaches improve the skills and capabilities of employees in a steady move towards excellence (Guptan, 2020). Coaching that is specific, individualized, and with a clear target focus helps in ensuring institutional continuity.

Employee Mentoring

Senior and experienced employees should help others to attain the needed skills to perform effectively so that growth and productivity is sustained within the organization. Older employees among other tasks should prioritize mentoring for new employees to learn from them for the business to remain successful (Vilčiauskaité et al., 2020). Mentorship is important for career pool advancement for now and in the future to ensure continuity (Buccimazza, 2021). Additionally, a good mentorship program is beneficial to both the individual and the business and helps in retaining the needed talents (Iverson, 2019). The implication of the findings is that knowledge with the organization should be available and for purposes of sharing with others such that in turn everybody benefits. Broad-based mentorship that is mindful of the future needs develops the appropriate talents through mentoring for that purpose (Ngabonzima et al., 2021). A culture that is

more proactive than reactive, mentors a talent pool of leaders today to meet the future business needs.

Mentoring provides an opportunity for creating a learning and growth path for the employees. A structured mentorship program that emphasizes learning and growth leads to high levels of retention of the needed organization's talents (Lisberg & Woods, 2018). Learning communities that involve peer mentors reap greatly from the positive outcomes that quickly evolve into an overall institutional growth (Orban et al., 2020), as opposed to the more senior people mentoring their juniors. A relational mutual approach to mentoring makes learning easy and this quickly leads to growth for all the employees and institution at large (Ghosh et al., 2020). The implication of the findings is that a mentoring process that is relational, well-articulated, and focused, yields good results. Mentoring for growth purposes should be conscious, intentional with an effort to improve the employees as well as the overall organization (Nyanjom, 2020). Aging being an inevitable part of human nature, investing one's talents into another person can be very fulfilling and rewarding at the same time.

A mentorship arrangement that is done through role modeling by individuals setting the example, and pace for others to follow through makes a lot of sense. A role model is a person someone else admires and whose behavior that another person will always strive to emulate (Stephens & Dearani, 2021). As an emphasis, role modeling is about learning by example through observing the behavior of the other person (Ceballos, 2020). Role modeling is noted as one of the most effective methods for mentoring others into job competences (Mathe et al., 2021). The implication of the findings is that mentors

should not act out their lifestyles, but just be who they are. It is worth noting that role models change, and the challenge is on keeping up with and implementing their good practices, which can only be done through successful succession planning methods of mentorship (Marisette et al., 2020). When the mentee does not get the needed skills sooner, they feel the inadequacy in the positions they hold (Singh, 2021). The more simplified a mentoring process is, the better, so that it can be easily implemented.

Mentoring with a legacy attitude helps in ensuring selflessness, and the determination to pass over one's skills to the next generation. A fulfilled mentor works along with their subordinates until death and their memory leaves on for many years after they are long gone (Chung, 2020). A life-time dedication of mentoring even beyond retirement as a calling and passion with a clear effort to establish a next generation (Hyun Cheol Chung, 2020). For instance, on the part of the mentor, mentorship means supporting the individual in totality for a life time transformation as an all-round process (McDermott et al., 2022). The implication of the findings is that best instilled skills are learnt through inspiration so as to break any barriers that may come up against the good principals learnt. Good mentors should not merely be celebrated but must also be emulated for legacy purposes as a life multiplication effect into the future (Ranjana, 2019), when we see what happens today and relate it with the works of a past leader, then that is a clear sign of mentorship through legacy. Worth noting as in that mentorship done in the most challenging times of a mentee lasts a lifetime (Dallimore & Souza, 2022). Mentorship is needed in both the good and challenging times of a firm as a sure way of preparing for continued service delivery.

Duty Delegation

Delegating duties to subordinates is a good leadership skill that relieves the supervisor of some roles while giving others the opportunities to learn and grow. Delegation is defined as a process by which a leader transfers responsibility for successfully executing a task to another person or persons (Baker & Murphy, 2022). Competency in leadership skills can be acquired through delegation as emerging leaders are given opportunities to take effective responsibility for the organization (van de Mortel et al., 2021). The implication of the findings is that delegated roles will be done by other people who are still in the learning process and so there may be inadequacies and delays in output. New employees who double as fresh graduates struggle with leadership and organizational issues (Malling et al., 2020), this is because classroom experience is different from the workplace requirements. Duty delegation as an enabler in organizations, has not been well utilized by managers (Mathebula & Barnard, 2020). On the other hand, younger employees who take up leadership positions can practice reverse delegation of tasks to the more experienced, older employees who are in lower rank positions (Gabriel et al., 2020). The benefits that are gained through risking to delegate duties to others, outweigh the shortcomings that are encountered in the process.

Delegation is done cautiously and willingly by a delegator on purpose. Duty delegation comes along with position power, authority and the related benefits. In another definition of delegation, it is the giving of power and authority to others to work on assigned tasks (Mathebula & Barnard, 2020). Employee novices can improve on their leadership capabilities through learning from those who are more experienced and as they

accept duties as delegated to them (van de Mortel et al., 2021). Burdensome as duty delegation might sound, it comes with the benefit of growth opportunity that enhances skills and competences in particular areas and with the potential to grow into other new areas (Baker & Murphy, 2022). The implication of the findings is that duty delegation should be extended out of gratitude and should as well be received with honor. New graduates joining the employment world should be keen to learn jobs and tasks and such receive delegated duties with gladness (Malling et al., 2020). Delegation is a dual process that involves assigning and receiving of assignments, and this has to be done in a timely and harmonious manner.

Duty delegation in addition to valuing the employee, also builds on the individual's esteem. Team members who receive delegated authority feel valued (Baker & Murphy, 2022). Simpler and easier duties can easily be delegated to those who are still learning and climbing the leadership ladder (van de Mortel et al., 2021). The implication of the findings is that duty delegation should be an on-going exercise as a piece meal approach that shifts from the simpler tasks to the more difficult ones. Personal authority and organization tasks authority are some of the key needed things in delegated authority to new employees who may particularly be fresh from the university (Malling et al., 2020). In addition, accountability quality and compliance are key yard-stick measures for monitoring those who have been delegated with responsibility (Mathebula & Barnard, 2020). Constant monitoring and evaluation is needed so as to ensure successful continuity of tasks assigned.

Duty delegation that sounds more like a unilateral approach of one-on-one between the supervisor and subordinate can be extended to a team approach. Teams of employees can be given delegated authority in groups, and they can engage collectively as they consult each other (Malling et al., 2020), an approach that reduces on the magnitude of error although delays in decision-making may be experienced. Such well-articulated group assignments do foster greater alignment and commitment to overall goals of the organization (Baker & Murphy, 2022). The implication of the findings is that joint responsibility is fostered for overall organizational growth and development. Delegation of duties leads to a growing knowledge experience over time (van de Mortel et al., 2021). Delegation implemented at team and organizational level creates a high level of institutional belonging.

Duty delegation results into employee retention, learning opportunities, relationship building, and it should be reciprocal in nature. Duty delegation that is effective is proven to increase employee engagement and retention (Baker & Murphy, 2022). New employees can learn more complicated procedures over time through keen observation of tasks performed (van de Mortel et al., 2021), a better approach than being giving instructions all the time. Good relations, constant consulting and valuing of other team members is critical for delivering on delegated authority (Malling et al., 2020), and this creates a lot of harmony among the employees. Duty delegation is a two-way process that calls for continuous engagement back and forth for successful results to be achieved (Mathebula & Barnard, 2020), and this soon translates into overall organization growth.

Duty delegation keeps the supervisor and supervisee in a mutual constant relationship of checks and balances to ensure effective delivery on assigned tasks.

Key Processes in Succession Planning

Succession planning is viewed as a needed thread of every business entity for purposes of continuity and those who neglect it, do it at their own peril. Three major stages can be highlighted and proposed to be followed in bringing about a smooth and seamless leadership transition (Lu et al., 2022). The three are; identifying the pool of potential successors, selecting the successor, and notifying the designated successor as well as the other managers of the decision once it is made.

Identifying the pool of potential successors calls for a clear understanding of the vision and mission of the business as well as its size while being mindful of the existing culture. Family businesses have a strong bias towards another member of the family taking over leadership and the relationship aspect is a strong backbone for identifying the particular individual (Umans et al., 2021), and relationships even at family level have to be established over a period of time. The recognition of the organization's current talent pool should be done through the assessment of the workforce's competency and skill levels (Desarno et al., 2021). Potential individuals for filling the top position need to be within the five categories of administration, financial, information technology, legal and professional (Carlson & DelGrosso, 2021), with the intention that each of these forms part of the pool for top leadership nomination. At a later stage when the organization embarks on the next stage, it is easier to know the potential candidates to carry the organization forward.

Selecting the right person to succeed the incumbent can be the most challenging process and yet a key determinant of the organization's smooth continuity. Once the organization's policy is to be internal looking, promotion from within and the need for experience, dictate that the next leader is selected from within the organization (Ahmad et al., 2020). Generation to subsequent generation success is dependent heavily on current CEO's involvement in the selection process and immediate support before handing over (Rose et al., 2020), and this stage is the most important in determining a successful transfer of authority. The next step after the right person has been selected is more ritualistic and ceremonial.

Notifying the designated successor and particularly the making of the announcement itself, is normally a moment of celebration. It is assumed that the other managers will agree with the decision made in the CEO selection process (Buckman et al., 2020), and avoid divergent ideas on the CEO appointment through unnecessary arguments (Rose et al., 2020). Support from the incumbent to the designated CEO is paramount in the notification process (Burke & Erickson, 2020), and this continues to build on the harmony and the acceptability of the new person. Team members within an organization are always curious and anxious about the announcement of a new leader with the hope that the future brings better prospects.

It is needless to mention that every succession plan is faced with factors that hinder the smooth implementation of same however good they may be. Unwillingness of successors, negative intergeneration relations, and financial constraints (Lu et al., 2022), are among the leading issues that impede the implementation of a needed and identified

succession plan. Eventually a good succession plan policy document may simply remain on the shelves and never be put in practice.

Unwillingness of the identified successor arises when the decision to get the next leader uses the hand-picking method. Young members in the pool talent of potential successors may develop different interests and objectives (Sklair & Glucksberg, 2021), and as such decline appointment to the CEO position. A successor needs to be willing and available to take on responsibility and this process has to be managed effectively (Buckman et al., 2020), otherwise the negative repercussions are encountered. Some incumbents are as well reluctant to handover the leadership mantle (Rose et al., 2020), and this makes it difficult for the successor to take it up in good heart. Smooth institutional continuity during a leadership transition, requires that both the outgoing and incoming leader are in a clear agreement of the handover process.

Similarly, negative intergeneration relations make it a challenge bringing about effective CEO power transfer. The skills needed to lead today may not be the same skills as those needed in the future with a changed priorities environment (Burke & Erickson, 2020), bringing about a mindset challenge for a successor to accept appointment. The other potential leaders may be unhappy with the decision of the appointed CEO (Rose et al., 2020), the reason some senior people resign their positions shortly after a new appointment is announced. Family business owners, as part of their legacy plans, wish their next of kin to take over leadership even when they may lack the needed skills (Mihaylov & Zurbruegg, 2021). At a later stage, the business' sustainability will be in jeopardy.

Finally, financial constraints can be a limiting factor in ensuring a succession leadership takeover. A strong relationship exists between financial performance and succession plan programing, with poor financial performance calling for external recruitment (Mihaylov & Zurbruegg, 2021). On the unfortunate front, organizations with poor financial performance cannot easily attract good external talent. A sound financial base backed up with a growth and continuity business acumen helps to avoid a decline in the financial position (Cordell & Pickens, 2019), otherwise the reverse position of failure and shut down are likely to be witnessed. Good leaders work towards a sound financial muscle that keeps the firm afloat as an ongoing business concern.

Summary of Literature Review

The literature review covers peer-reviewed articles on succession planning and strategies used to ensure leadership continuity. The findings in the literature are helpful to CEOs who are interested in business continuity by applying strategies that can help build capacity in terms of grooming upcoming leaders. Researchers and readers interested in instituting meaningful succession planning strategies to ensure leadership continuity are able to derive great and meaning insights from the literature review. The literature review also provides an open window for further research. Subsequently, if succession planning strategies are not instituted, organizations can get into a leadership crisis whenever a leader exits for one reason or the other. Additional clamoring for leadership positions is likely to ensue even from people who have not attained the needed skills and competences. The end result of non-performing leaders drives businesses into stagnation and in the worst-case scenario, complete closing down.

The literature review started with an in-depth analysis of succession planning using the RBV theory conceptual framework along with other supporting theories. I extended the literature review by looking at an alternative theory to the RBV concept. Then I looked at some very practical success stories for succession planning as well as challenges that are normally encountered. Given the coverage of this research, CEOs of nonprofits have an opportunity to use succession planning strategies that can help ensure smooth leadership transitions and continue without unnecessary hustles.

Transition

In Section 1, I presented the foundation of the study that covered the background of the problem, the problem and purpose, population and sampling, and the nature of the study. Then, I presented the research and interview questions, followed with the conceptual framework before divulging into the operational definitions. I presented the study assumptions, limitations and delimitations, and the significance of the study. In the final analysis, I conducted a review of the professional and academic literature focusing on succession planning strategies for leadership continuity. Other theories in addition to the RBV were considered so as to determine those that were relevant to my study. Thereafter, there is the introduction of the concept of succession planning and succession planning strategies, and these included (a) training, (b) coaching, (c) mentoring, and (d) duty delegation. Finally, I ended the review by discussing the key processes in succession planning as well as challenges that are normally encountered when implementing a succession plan.

In Section 2, I restate the purpose statement and then I expand on role of the researcher, eligibility of the participants, research method and design, and population and sampling. Other aspects of Section 2 include ethical research standards, data collection, analysis techniques, reliability, and validity before concluding with a transition/summary.

Section 3 entails the presentation of the findings of my study while indicating any possible application of the same to professional practice. The implications of the study's findings for positive social change are as well highlighted in this section. Then, the recommendations for action and further research, documenting my own doctoral journey experience, and the conclusion. As a final component, I have included the appendix referred to in the main document, and the references listing in alphabetical order.

Section 2: The Project

In Section 2, I emphasize succession planning strategies some nonprofit organization CEOs in Uganda use to ensure business continuity whenever leadership changes. Succession planning should be gradual, well thought through with a lot of information sharing to avoid emergence situation handling (Tietjen-Smith et al., 2020). The section starts with restatement of the purpose statement, description of my role as the research, justification of the research method and research design, discussion of the selected population and sampling, the ethical considerations, and data related activities. Finally, I conclude the section with a transition and summary.

Purpose Statement

The purpose of this qualitative multiple case study was to explore succession planning strategies that CEOs in nonprofit organizations in Uganda use to ensure that there is leadership continuity whenever leadership changes.

Role of the Researcher

The researcher is the initiator and moderator of this qualitative research and plays a central role of driving the process to an acceptable and meaningful conclusion. Attention should be paid to every stage of the research process including the problem statement, research hypothesis, and interview questions (Vega et al., 2020). Soliciting and recruiting the participants, formulating the interview questions, and conducting the interviews were my job as the primary research instrument in this study. I take full ownership and responsibilities as much as other third parties were involved in the

process. Establishing a truthful relationship and acknowledging that the participants possess the needed information is helpful (Datta, 2019).

Succession planning strategies is a subject that is close to my work as a CEO leading other workers, and I therefore needed to follow a clear interview protocol for carrying out the interviews up to the point of data saturation while avoiding the temptation to include my own judgements in the findings. To encourage the adoption of the needed standards, it is important the researcher understands the end-result benefits (Wilms et al., 2020). I did all that I could to not share my personal experience with the participants, given my 11 years as a CEO of a nonprofit organization who is looking toward my retirement in the next 3 years from my graduation date of this course. The participants may have wanted to ask my opinion to the same questions for their own benefit. The researcher's personal opinions can be avoided through a consent form, a recorded session, and the promise that only one person is being interviewed (Collins & Stockton, 2022). As a researcher, I remained reserved, independent, and not interfering unnecessarily in the recordings.

I also took extra ordinary care in avoiding personal biases by sticking to the role of being a good listener, reporter of the findings, and this helped me to keep the findings as accurate as possible. I did my best to avoid personal biases getting into the participants' research findings, particularly by avoiding offering alternative suggestions to the participants' responses. In circumstances that demanded clarification, I used follow-up questions that did not suggest any answers that could be given. The researcher's interaction with the participants can influence the responses leading to

research participation effects (Cumyn et al., 2019). The support through Walden University's Institutional Review Board (IRB) ethical approval helped me eliminate other possible human errors and personal biases into the research process. However, it has to be noted that the ultimate responsibility of applying the ethical standards rests with the researcher (Cumyn et al., 2019). Additionally, the researcher should be identified as the one who transcribed the data and engaged with the interpretation as well (Hurst et al., 2019). As a researcher I am then proven and credited with full responsibility of the published results.

As a matter of emphasis, I did member checking with the information provided and ensured further misinterpretations and errors were rectified. Good research reporting should be for only the findings themselves but simply compare with the completed responses (Baumann et al., 2022). The researcher is constantly involved in the planning and implementation process (Murray et al., 2021), which is a good thing for consistence purposes. Research ethics boards or IRBs help in ensuring that the ethical standards applied by the researcher are followed (Cumyn et al., 2019), and in this case Walden University supported me through this process. Additionally, the *Belmont Report* helps in providing a clear perspective in dealing with research participants with particular regard to participants' respect, welfare, and justice (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979).

Participants

The participants in this research process were those who met the eligibility criteria that helped to achieve the final results. The selection process of the participants should be

done with the lens of ensuring that research results identify with the objectives of the inquiry and that what was proposed to find is what is finally achieved (Atia & Doherty, 2021). The following inclusion criteria were set for identifying the study participants: (a) the participant should be a CEO, senior leader or decision maker in a nonprofit organization; (b) the CEO/senior leader should be working in Uganda, as this is my set geographical area for the study; and (c) the participant should have experience in applying succession planning strategies as noticed from the smooth leadership continuity in their organizations. I excluded nonprofit organization CEOs, senior leaders, and decision makers who did not meet these criteria.

Accessing CEOs, senior leaders, and decision makers in nonprofit organizations for research interview purposes can be difficult. The nongovernment forum in Uganda was a beginning point for me to generate a short list of nonprofits organization leaders to contact for the purpose of this research. Building a rapport and trust with the participants helps to get more beneficial results even after a participant has consented to participate (O' Sullivan et al., 2021). Following proper guidelines and procedures in approaching the participants through an approved and respected partner organization site agreement helped to mitigate the challenge of participants rethinking, and declining participation. Starting the right way is fundamental in achieving the needed results (Alexander et al., 2022), and ethical approval was done while ensuring that the I adhere to those ethical standards so as to gain meaningful results. I selected five CEOs, senior leaders, or key decision makers from five nonprofit organizations in Uganda as interview participants and sent them a survey link via email with interview protocol (see Appendix). Later,

several communication lines were opened to ease the contact with the participants and these included phone calls, Zoom calls, WhatsApp messaging, and one-on-one face-to-face meetings.

The participants in a research process need to be effectively and continuously engaged as a way of establishing a working relationship with them. Participants always value follow-up questions that help affirm they are not misquoted (O'Sullivan et al., 2021). I let the participants know from the beginning that I would double check with them about the accuracy of the data collected. Frequently consulting the participants, discussing, and re-affirming the accuracy of the findings (Sibbald et al., 2022), such that what is finally presented is reliable and credible. Credibility confirms that the researcher's interpretation of the findings is accurately presented (Morris & Paris, 2022). The participants were assured that the final report only contained what they intended to share.

Research Method and Design

To ensure good focus and progress on a doctoral journey, it is helpful to identify a relevant methodology. Methodological inconsistences in a research process can cause weaknesses into the internal validity of the study and eventually hinder a candid analysis of the findings (Ruiz-Garcia et al., 2022). A qualitative method with a multiple case study is what I selected for this study, and the justification of the same is illustrated in the following paragraphs.

Research Method

In this study, I explored succession planning strategies that CEOs in nonprofit organizations use to ensure leadership continuity particularly when leadership changes occur. Among the three research methods available—that is, qualitative, quantitative, and mixed methods—the qualitative study methodology was used. A qualitative method enables the researcher to explore in a meaningful manner, phenomenon under investigation (Yin, 2017). Furthermore, a qualitative study methodology helps in achieving what the researcher exactly seeks to know through explorative questions so as to get the needed information that eventually leads to discovering or building on an existing theory (Ilyana Janis et al., 2020). The qualitative research methodology was therefore the most appropriate method for this study, and this enabled me to use open-ended and follow-up questions to get the needed information. Without follow-up questions, a lot of information was likely to be lost in the process, and this would have left the research inadequate.

Quantitative method is another methodology that I considered to serve the purpose of this study. Quantitative methodology uses variables to arrive at the desired results (Yang, 2021). Furthermore, quantitative methodology reveals outcomes through comparison of relationships (Zhang et al., 2021), which was not appropriate for this study. In this study, there was no clear dependent and independent variables. Additionally, quantitative research method has a limitation brought about by possible human errors or misinterpretation of gathered data mainly caused by statistical analytical

approaches used in data interpretation (Rubin, 2020). I therefore decided not to use the quantitative method for this study.

The mixed method research combines both the qualitative and quantitative methods was also given consideration for the purpose of this study. Using a mixed method research comes along with major obstacles in trying to narrow the gap between theory and practice (Lo et al., 2020), and I wanted to overcome this challenge in my study. In a mixed methods study, two separate and differing questionnaires can be used (Naji et al., 2020). This is not always the case, once such a need for separate questionnaires is used, arriving at the needed results becomes complicated. A mixed methods approach is mainly suitable for complex and yet challenging phenomena so as to be able to meaningfully interpret the results that may again be limited through relational perspectives analysis (Alavi et al., 2018). I neither examined the statistical relationship between the variables nor did an analysis of the relational perspectives, rendering the mixed methodology unsuitable for this study.

Research Design

In qualitative research designs, there are four major options that can be considered before arriving at the most appropriate design: case study, ethnography, phenomenology, and narrative inquiry. The case study designs are further broken down into single or multiple (Moeyaert et al., 2020). Single case designs are best suited for individual internal investigations but are weak on external validity case comparison and analysis. Therefore, my interest was more with the multiple case study design to allow the opportunity for case comparison and data analysis. Multiple case study research as an

intentional case analysis allows the researcher to contrast between individual cases, represent a variety of qualities and extremes to create depth, and comprehension of a wider scale phenomenon (Adams et al., 2022). Furthermore, a multiple case study enables the researcher to analyze data within each situation and also across different situations aiding in comprehension of similarities and differences between cases so as to generate strong and reliable evidence (Noble & Heale, 2019), which was not possible in a single case study. Qualitative case studies are good for in-depth description and analysis of events (Davis, 2022).

The other qualitative research designs were inappropriate for this study for a number of reasons. Ethnography design focuses on patterns of everyday life of the participants while empathizing with their situations as new concepts are developed (Amon Rapp, 2021), and this was not appropriate for my study as I was not exploring the everyday lifestyles of CEOs in nonprofit organizations. Phenomenology research design, while considering the demographics of the participants, endeavors to make sense of peoples' shared experiences and thereafter determines the common themes behind those experiences (Bayram, 2021), but my study neither focused on demographics nor on shared experiences. The narrative inquiry research design takes into account the outcome of debates listed along subject issues of related matters (Chinyamurindi & Rashe, 2021), which was not helpful with my study on succession planning strategies within nonprofit organizations for business continuity purposes.

Data saturation is the ultimate objective of a qualitative researcher to ensure sample adequacy. That point in data collection process when all important points have

been captured is the saturation point, and it has to be reached through a pre-determined sample size (Hennink & Kaiser, 2021). As a researcher I was tasked with identifying a realistic data saturation point. Determining the point at which information redundancy begins to emerge helps in estimating the number of interviews to conduct (Braun & Clarke, 2021). As long as more new ideas are still available, more participants should be engaged until a satisfactory data saturation point is reached (Guest et al., 2020). I therefore selected participants who had good experience with strategies on succession planning in nonprofit organizations, and I used member checking to verify the collected data, which enabled me to reach a data saturation point at the earliest possible time.

Population and Sampling

I purposefully selected participants from among CEOs, senior managers, and key decision makers in nonprofit organizations in Uganda within my reach. Whether research findings need to be generalized or not, random sampling methods like purposeful sampling, convenience theoretical, and snowball sampling help a great deal (Ruslin et al., 2022). The objective is to deliberately and purposefully select participants whom the researcher believes are most knowledgeable in answering the research questions and allow for member checking to quickly arrive at the data saturation point (Farrugia, 2019; Motulsky, 2021; Zairul, 2021). Triangulation, by double checking with organization documents and member checking to verify the collected data, provided insights into achieving a data saturation point.

I interviewed a total of five participants at separate times, four on Zoom and one on a telephone call, and all the five agreed to this setting of the interview as being

appropriate for their privacy as only two us were involved at each session. The participants were either CEOs, senior managers, or key decision makers whom I purposely selected from a long list of nonprofit organizations within Uganda because they were easy to access and deemed knowledgeable on the subject of succession planning. Five helped me reach a data saturation point, meaning the important data were captured (see Braun & Clarke, 2021; Hennink & Kaiser, 2021). After the first interview, I continued with more participants to generate new data until the fourth participant when no more data were generated. Qualitative studies usually work with small numbers that are feasible to study in-depth with mutual agreement, consent, uniformity and validity of the captured data (Caretta & Pérez, 2019; Farrugia, 2019). Once I reached the data saturation point in this multiple case study with a small sample aimed at getting quality data, I did engage one more participant out of courtesy, and again no new data were collected. If the data saturation point had not been reached, I would have recruited more participants.

Ethical Research

Participants in a research process ought to willingly agree to participate with a clear knowledge of provided information and without any form of coercion or manipulation. Informed consent as the voluntary acceptance of a participant who acknowledges to have received adequate details relating to the research investigation (Manti & Licari, 2018) is important in engaging research participants. Informed consent by potential participants is important so that they willingly accept to participate (Rogers & Taylor, 2019). This was done at both individual and organizational level. Abiding with

partner organizations' ethics/regulatory approval as well helped me to synchronize the whole process and make it a seamless exercise.

Furthermore, potential and enrolled participants should be treated with the highest level of respect (Rogers & Taylor, 2019), otherwise the participants should have had the freedom to withdraw from the process once they felt they were not respected. Emphasis for informed consent is about full disclosure of the nature of the research accompanied with the voluntary choice by the participants to be engaged in the research process (Dankar et al., 2019). The consent form that I dispatched to every participant, contained details of the research information, requirements for participation, and consent to participate in the study. I then requested the participants who agreed to participate, to sign the consent form and return it to me using email. Transparent relationship between the researcher and participants, helps to bring about engagement with consent (Xu et al., 2020). Participants in this research process were therefore committed to a study they would want to identify with later in the future.

The participants were provided with the option of withdrawing from the study and this was highlighted in a consent form section which clearly indicated the freedom to opt out of participating in the research by a telephone call or an email. Participants should have the opportunity and freedom to withdraw from the research process once they do not feel like participating (Doerr et al., 2018). As no financial benefits were offered apart from sharing of the study findings, participants were free to withdraw from participating in the study at any point before the publication of the final study report and they could have done this through a phone call or an email.

I intentionally used alphanumeric codes for the participants so that they were not identifiable with the research findings. The current focus is on protecting the rights and welfare of the research participants, which has to be done through a formal ethical approval process (Ficorilli et al., 2021). Key pieces of evidence from the data that might identify the participant were removed as well. The responsibility of the ethics committee is to review and assess how the researcher will access and use data from the identified participants (Preston et al., 2020). I ensured that no confidential or sensitive individual or organizational information from the participants was disclosed through the reporting of the findings by using assigned codes instead of the real names.

The moment Walden University ethical standards are not followed to the detail, this can lead to invalidation of data and dismissal from the doctoral study program. Nonetheless, unanticipated ethical issues are likely to occur even after the needed approvals, and therefore the researcher needs to have a high degree of reflexivity in responses and avoid crossing limits (Reid et al., 2018). A researcher is obliged to diligently abide by ethical standards for best research quality.

Ethical standards are critical in delivering a successful research process that augments on earlier findings by other researchers. Research ethics is defined as the set of professional standards and principles that should be followed to ensure that work is conducted in a responsible and legitimate manner (Guckian & Thampy, 2022). The ethical issues are concerned with and are not limited to withdrawal from the study, ensuring anonymity, and confidentiality (Ngozwana, 2018). I applied for the Walden University's IRB approval and pledged to abide by the guidelines in line with the

required ethical standards. Walden University has a rigorous ethical approval process and I selected the blanket IRB pre-approval for case studies. I filled out and submitted a pre-approval partner organization agreement. I acquired the IRB's approval, and the approval number for my study is 02-27-23-0438534. The collected data is securely stored with a strong password on a flash disk and will be kept under lock for up to 5 years.

Data Collection Instruments

I was the primary data collection instrument supported with two other secondary or tertiary instruments (that I picked key relevant points from) like the organization succession planning policies, brochures, strategic plans, and newsletters that I requested for from the selected case study organizations. An interview guide with a list of topics the researcher uses to engage with the participants is an essential qualitative data collection instrument (Johnson et al., 2020; Mensah, 2020). The emphasis is that the researcher is part of the data collection instrument and basically uses the interview guide to extract the needed data from the participants. I used six questions in an open ended and semistructured interview to engage with each of the five participants individually, four of them on Zoom and one on a telephone call. Elaldi et al. (2020) collected data through semistructured interviews and analyzed the same using MAXQDA software program. Also, Utulu and Ngwenyama (2021) used Atlas.ti software to facilitate the process of the thematic data analysis technique. Softwares are a common platform for data collection, and I used the NVivo software to help in capturing and usage of data collected for easier interpretation. I selected NVivo software because it supports qualitative research processes by organizing and analyzing raw data collected using an interview protocol

(see Appendix), so as to relay insights from the collected data of the unstructured and qualitative nature.

The reliability and validity of data collection instrument is key in delivering helpful information. The study validity, referring to the impartial observation of phenomenon, and the reliability, meaning the reproducibility of the findings can be arrived at with a good data collection instrument (Haseski & İLİC, 2019). Member checking and reviewing the transcripts more than once helps in achieving the reliability and validity objective with the data collection instrument. The quality of a data collection instrument used in interpreting of language and non-language constructs, greatly leads to credibility conclusions that are made in research (Razavipour & Raji, 2022). Data triangulation as an interface between secondary data sources and recorded interviews, helped in ensuring that there was harmony with the various data collected.

Zoom sessions and phone voice recording was a very useful data collection tool that I used to capture participants' responses in an accurate manner. Interviews can be captured with a voice recorder (Karacaoglu & Bayrakci, 2020), I later on transcribed, and then converted the voice data into a word format. Using recorded voice sessions, relieved me of the task of noting everything, but instead paid more attention in terms of listening and making follow up questions as soon as it was necessary. Care was taken to ensure that the voice recordings were operational and in good state, and this helped to avoid missing out on important data.

Data Collection Technique

I had several techniques that were used to collect the needed data in response to the research question. The leading research question in this qualitative multiple case study research was: What succession planning strategies do nonprofit organization CEOs in Uganda use to ensure business continuity whenever leadership changes? Interviewing participants helps to collect data that reveals people's views, descriptions, and perspective on the established themes (Jentoft & Olsen, 2019; Ruslin et al., 2022). Interviews conducted one-on-one while using open-ended questions can be used as a technique (Wiseman et al., 2019). I collected data using interviews with an interview protocol guideline designed to capture the needed responses in an orderly manner, took notes, and also conducted organizational document reviews.

Shielding participants in a face-to-face interview with participants as a data collection technique, is advantageous and aids in getting the needed data. Participants are normally reluctant to reveal private information to strangers (Wu et al., 2018). A good introduction, rapport, and the promise to keep the participants identity shielded, helps a great deal in acquiring the data that would otherwise not be given. Otherwise, as a negative aspect, participants can be reluctant in responding to face-to-face interviews.

Organization documents review was a key data collection technique that is quite indispensable in a data collection process of any good research outcomes. Reviewing the documents gives that opportunity of supportive arguments (de Andrade et al., 2018). I used an interview protocol (see Appendix) to help me capture helpful data from the documents that provided information related to the research questions. Documents served

as supportive sources that were used to affirm and also fill missing links in the verbal conversations with participants.

Through triangulation, data that was retrieved and acquired from multiple sources was compared across the data sources and this enabled the me gain better understanding of phenomenon under investigation. A data collection technique however unique its characteristics are, should be poised towards improving the reliability of collected data (Wei et al., 2022). Given the different sources of data collection, a comparative tool was used so that the various facets of the collected data were in a comparable format. Participants through member checking made minor amendments, in terms of wording but not meaning, to the summaries I gave them, stated that they had no other additional information, and then affirmed the information as a true record of what they meant.

Data Organization Technique

I used recorded Zoom and telephone call sessions, saved the files in electronic formats on my laptop using alphanumeric codes, took notes as I listened to the participants, and I engaged in an orderly way of organizing the data at the compilation phase, arranging the compiled data into segments, and labelling them accordingly. Abiding by data authenticity requirements, security, safety, and eliminating all forms of breaching privacy concerns (Aanchal & Prasad, 2021), were key considerations towards achieving good data organization. In order to save on electronic space, data compression that enables the restoration of files to the original state without losing even a single bit of data is ideal (Rao & Nene, 2019). For easy reference, retrieval, and ensuring confidentiality, the files were serially coded as DS01, DS02, DS03, DS04, and DS05. I

imported the files into NVivo research software in preparation for creating codes and themes from the data. The collected data will be preserved for up to 5 years secured with a strong password and kept under lock on a memory flash disk in a safe, and thereafter be destroyed as a Walden University requirement.

Data Analysis

The data collection methods that I used in this study included interviews, interview transcription, voice recording, and reviewing of records. Interviews provide discursive data in form of linguistic statements that may or may not be different from what is actually done (Helle-Valle & Borchgrevink, 2018). The collected data has to be organized, evaluated, coded to help develop themes, and a software can be used to transcribe the data from interviews (Yin, 2017). Four key phases were followed systematically in the order of compiling, disassembling, reassembling, and interpretation of data and I engaged in an orderly way of organizing the data at the compilation phase, arranging the compiled data into segments, and labelling them accordingly.

I transcribed the recorded interview responses into Microsoft word documents, updated the notes with member checking updates that I received later from the five participants, and then imported the files into NVivo software. Transcribing a data set can be overwhelming but gives the researcher that unique opportunity to become familiar with the data set (Lester et al., 2020). Within NVivo software, I placed each participant's response under a clearly named node for purposes of easy reference.

Amongst the four types of triangulation that include data, investigator, theory, and methods, I chose methodological triangulation so as to conduct a grounded rigorous

analysis. I used the participants' organization succession planning policies, strategic plans and board resolutions in a methodological triangulation that involved examination, exploration, and evaluation of data while paying attention to discovering patterns at the analysis stage. Data triangulation is defined as a way of utilizing multiple methods and data sources to study same phenomenon (Cao & Reimann, 2020). I ensured that every piece of data collected through the various techniques including the secondary data, without losing any, was analyzed, and compared or contrasted with the rest of the data, and I directly handled the analysis of the data collected so as to ensure authenticity and originality.

Collected data were captured and presented in a format that was helpful for interpretation purposes. In a table format, highlighted qualitative data can be presented under themes and subcomponents of what was obtained and analyzed from semistructured interviews (Yenipinar et al., 2020). Learning how to conduct a thematic analysis serves as an important foundation that later on helps in making sense of the other more specialized forms of analysis (Lester et al., 2020). I purposely carried out data analysis in a sequential manner, and this helped in achieving the needed results.

Coding as a process that involved short summaries and description of the gathered data units of clusters was done in preparation for data analysis. It is important to break down data so as to relay a stronger meaning and then restore to its original rendering (Elliott, 2018). Data analysis involved sorting, categorizing, and grouping the data along similar ideas and creating sets under clear wording that enabled me to easily recognize and differentiate the emerging themes. The researcher can generate a deep and nuanced

understanding of a given phenomenon that aids in informing practice with detailed descriptions offering new insights and handling issues related to the subjective nature of qualitative research (Lester et al., 2020). Clear meaning and understanding of the data were easy to generate from the emerging information.

I developed themes from the coded and analyzed data. It was clear at this stage that the emerging information was more inclusive and relevant to the research question. I carved out four thematic areas, each with subthemes and they were directly answering the research question in the affirmative along: developing leaders, board strategy, financial stability, and beyond the organization approach. The key themes do align with the most recent literature and the conceptual framework of this study.

Reliability and Validity

Reliability

Reliability in research helps a great deal in ensuring that the data collected, provides results that are strongly dependable. Reliability is defined as the extent to which results are reproducible across the board while providing the same results (Tamul et al., 2020). Different tests, trials, and examinations of a particular set of data, yielding the same results gives the assurance of reliability. The overarching concern is about getting the same results to affirm reliability even when a different approach is used with the same data set.

Dependability

Dependability of the gathered data confirms reliability of the research findings. Reliable research findings go beyond mere publication bias and these are defined by

significant level of novelty (Wass et al., 2019). I personally handled every detail of the research process without delegating it to a third party to ensure that the findings clearly exhibit originality, that is reliable at the same time. Data reliability comes as result of data quality control that is done through continuous monitoring (Qiao et al., 2021). I did member checking by providing each respective participant with a synthesized summary of their interview responses and asked if it was a true representation of what they intended to share. All the five made slight alterations in wording but not meaning and affirmed that the information represented what they intended to share without any other corrections or additions. This confirmed the good use of an approved interview protocol (see Appendix) that helped me achieve reliability as the findings came to a data saturation point, whereby no new data were generated by extra interviews with participants. The interpretations of the initial interview are shared with the respective participants to affirm the correctness and validity of the data collected (Fusch & Ness, 2015). I ensured that even if a second interview session is done afterwards, the same results will be obtained as part of accounting for the ever-changing contexts over time.

Validity

Credibility, transferability, and confidentiality are key aspects that constitute the validity of research findings. One method that helps increase validity of data is triangulation, which as well encompasses credibility, dependability, confirmability, and transferability of research findings (Moon, 2019). There is therefore a close interrelatedness of the terminologies here that as a researcher I carefully sought to understand and differentiate to bring out the succinctness of the research findings.

Overall aim is that I worked towards relaying research findings that are truthful and without any form of falsity.

Credibility

The research report findings need to be consistent with the participants' understanding. What the researcher originally intended to do and what they eventually end up doing is validated through a preregistration process so as to note any emerging discrepancies (Haven, 2019; Rubin, 2020; Van Grootel, 2019). Additionally, research findings should be believable because they are truthful and reflect the reality of the phenomenon under investigation (Nassaji, 2020). I ensured that the end results of the study affirmed credibility by bringing out themes free from any form of manipulation or bias. I did member checking by providing a second opportunity for each respective participant with a synthesized summary of their responses, and all the five participants affirmed after minor wording adjustments that this was a true summary of what they intended to share, and this provided the proof that the participants agreed and believed in the final results of the research.

Confirmability

The results of a good research process need to be confirmed and supported by others as well. Other people should confirm and concur with the researcher's interpretations and conclusions (Chung et al., 2020; Nassaji, 2020). A third party, in terms of data from other sources, agreeing with the research findings in an independent manner is good ground for a research confirmability and I achieved this in the study. Researcher biases affect the quality of data and the subsequent results with regard to

standards and set practices (Johnson et al., 2020). Member checking by providing the participants with the opportunity to review the recording of the initial interview, helps a great deal in reducing the risk of the error to proceed with the wrong data. I documented the whole process of this research while highlighting the chronological stages that identified the topic, research question, the conceptual framework, the literature review, the research participants, data analysis and presentation, so that it is easy for another person to follow through or even repeat to ascertain and confirm the reported results.

Transferability

The research findings should be seen to be complete within themselves without suggesting any form of transferability. Transferability is defined as an assessment of the degree to which the context of the review question and that of the studies contributing to the review findings differ according to priori identified characteristics (Munthe-Kaas et al., 2020). Keeping to the originality of the approved intent helps in avoiding the transferability need in research findings. Transferability is related to trust as a critical process and an end-goal as a paradigm shift from experimental to a real-world environment (Caldwell et al., 2022). I did the data collection process by myself and after member checking with the participants who agreed with the report, I was convinced with the validity aspect. I am also sure that the data collected reflects its originality with completeness through the affirmation of validity from the participants and so it does not require any degree of transferability since these results are useful even to the next person.

Data Saturation

Reaching the point of data saturation is the objective of each and every researcher, if the findings have to be regarded as complete, meaningful and informative. Data saturation is that point in data collection process when every important point has been captured, and this point has to be reached through a pre-determined sample size (Hennink & Kaiser, 2021). I had to intuitively but yet realistically project, and propose a data saturation point of five participants. Determining the point at which information redundancy begins to emerge helps in estimating the number of interviews to conduct (Braun & Clarke, 2021). As long as more new ideas are still available, more participants should be engaged until a satisfactory data saturation point is reached (Guest et al., 2020). I therefore selected participants who had very good experience with strategies on succession planning in nonprofit organizations, and this supported with continuous member checking, enabled me to reach data saturation while interviewing the fourth participant. The saturation point at the fourth participant was when no new data were received, but only a repetition of what had already been captured and the same applied to the fifth participant.

Transition and Summary

In Section 2, I restated the purpose statement of the study and expounded on my role as the researcher. The participants eligibility criteria in the study are given. The research method, design, population, and sampling are discussed. Furthermore, I have discussed the ethical research, data collection, organization techniques, and analysis. Section 2 ends with the study validity and reliability.

In Section 3, the findings of the study are presented while emphasizing the professional practice and social change. I have made recommendations for possible actions, future, and thereafter presented the conclusion of the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore succession planning strategies used by nonprofit organization CEOs in Uganda to ensure business continuity when leadership changes. I carefully selected five leaders at CEO, senior managers, or key decision makers in five nonprofits in Uganda with good knowledge on succession planning strategies for business continuity when leadership changes. The leaders in the five selected nonprofit organizations signed a consent form and agreed to be a participant.

Presentation of the Findings

The overarching research question of this doctoral study was "What succession planning strategies do nonprofit organization CEOs in Uganda use to ensure business continuity whenever leadership changes?" While analyzing the data, I noticed that the five participants used four key succession planning strategies to ensure business continuity whenever leadership changes in their organizations (see Table 1). The strategies or themes include (a) developing leaders (b) board strategy (c) financial stability, and (d) beyond the organization. Most of the themes aligned with the literature review findings highlighted in Section 1.

Table 1

Emerged Themes and Frequencies

Theme	Frequency	Percentage
Developing leaders	213	30.96%
Board strategy	197	28.63%
Financial stability	175	25.44%
Beyond the organization	103	14.97%
Total	688	100%

Theme 1: Developing Leaders

Leaders' identification and development as a succession planning strategy for business continuity in nonprofits was emphasized by the five participants, and this theme was confirmed from the organization constitutions and strategic plans for all five and the board minutes for DS01, DS03, and DS05 organizations. The constitutions under the respective headings of capacity building, human resource development, in three of the organizations, and in the introduction section of the other organization, stated the need to develop leaders within the organizations in the short, medium, and long terms for institutional posterity for improved performance and results. The participants' responses as substantiated from the organization documents, highlighted the importance of developing leaders along the lines of apprenticeship, talent management, and a structured leadership development plan (see Table 2) to ensure smooth business continuity whenever leadership changes.

Table 2

Developing Leaders Subthemes and Frequencies

Theme	Frequency	Percentage
Apprenticeship	183	34.86%
Talent management	179	34.10%
Leader development plan	163	31.04%
Total	525	100%

Apprenticeship

DS01, DS02, DS03, DS04, and DS05 mentioned apprenticeship as a strategy they use as nonprofits to enable young workers to undergo a structured training for a period of 3 to 4 years as they watch their superiors. Apprenticeship serves both as a midterm and long-term succession planning strategy. For instance, in the human resource manual of one organization, listed among the leader development methods is the requirement to place each member of the team under a mentee for purposes of apprenticeship as both a midterm and long-term strategy. This was in agreement with DS03 who stated,

> Apprenticeship is part of our DNA, and it is aimed at combining practical experience with complementary off the job training. This kind of training, for purposes of effectiveness, is done under a mentor-mentee arrangement to enable skills transfer and hands-on experience over time.

In a similar vein, DS05 said that "the ultimate objective of our apprenticeship program is to quip our potential future leaders, prepare them well, and eventually convert them from trainees to full time workers," which helps to get the apprentices committed and hopeful for future employment opportunities within the institution. In the constitution about equipping young leaders for the future generation, task appropriateness is a

proactive method. In agreement, DS04 explained that “young workers within our organization are enthusiastic and eager to learn and try out new tasks.” The participants used apprenticeship as a noncoercive way of interesting young leaders to learn and be equipped in preparation for future leadership positions. In participant DS04’s constitution there was a mention of using less coercive and more of inspiring methodology to encourage leadership grooming and development and this was in agreement with participant response.

Talent Management

With regard to talent management, again all the five participants made mention of this, but greater emphasis was made by DS01, DS02, and DS04. In the human resource policy of DS01’s organization, a 9-box grid of identifying employee potential and performance is recommended for use and this was in agreement with what DS01 stated as “we take keen interest during the appraisals and assessments using a calibration type of approach to know the performance and potential levels of each and every senior member of our team for purposes of leveraging on this resource.” DS02 noted that “talent always exists within an organization and it is important that it is recognized and well managed.” In a similar vein DS04 noted that

> it is a very painful experience to train and equip workers but when their talents are not well managed for one reason or the other, they move on to ‘greener pastures’ and I regard this as a loss to us.

I read in the February 2023 board minutes of DS04’s organization about the need to replace a long-term senior staff who had moved on at the end of the year to join a sister

organization. The other two participants, DS03 and DS04, were not specific on how they dealt with talent management as much as they did mention it within the theme of developing leaders and there was nothing specific on talent management that I could find as well from their secondary data sources.

Leader Development Plan

Having a clear leadership development plan was mentioned by DS01, DS03, and DS05 in greater detail, which was later substantiated in the human resource manuals within the respective organizations. In the human resource manuals of the three organizations, every individual staff is required to be placed under one of the nine category boxes, and DS01 during the interview noted "we use a 9-box grid as our leader development mapping plan to place workers, ranging from bad hires to stars," and DS03 mentioned that "there are categories of workers who are 'up or out', either as dilemmas or grinders, and the two need to be helped to improve on their potential and performance respectively." DS05 stated that "the high potential and high performers are quite close to being stars, but still need to be given the necessary attention of leader development so as to reach that level," a level supportive to succession planning with capable leaders within the organization prepared and ready to take over the leadership mantle whenever that opportunity opens up. The secondary data were in agreement with the responses from the participants.

Connection With Conceptual Framework

A succession planning strategy of developing leaders for business continuity whenever leadership changes is framed with attention to the existing human resource

competencies within the organization. A workplace environment should be developed in such a way that is conducive to learning and knowledge transfer tools from one person to another in preparation for situational challenges and changes (Baker & Murphy, 2022; Chang Chang & Besel, 2021). The theme of developing leaders aligns with the conceptual framework as noted from the three subthemes of apprenticeship, talent management, and leader development plan to establish a talent pool of able leaders. The need for competent leaders for continuity purposes ensues whenever a current owner or founder of a business becomes ineffective (Badri et al., 2022; Kowo et al., 2021), but when a talent pool of able leaders is available within the organization, then this challenge is overcome in the shortest time possible. The RBV theory emphasizes a firm's competitive advantage that in turn brings about the needed growth under the leadership of an enterprising manager as a pre-requisite for continuity (Penrose, 1959). In this case, developing other upcoming leaders who are enterprising in character was a key response from the participants. Developing leaders as a theme that evolved from this study resonates well with a conceptual framework that focuses on establishing entrepreneurial capabilities for longevity of a business as an opportunity to explore.

Correlation to the Literature

Developing leaders is a proactive strategy that every organization invests in for continuity and growth purposes. Organization resilience particularly in the leadership talent repository for growth and continuity purposes require proactive leadership induced actions (Eltigani et al., 2022) that prioritize developing leaders who match the challenges of the times. Special attention should be paid to the role of middle managers, who are

next in line to the CEOs, in terms of sustaining and improving the organizational capacity (Badri et al., 2022). The three subthemes of apprenticeship, talent management, and leader development plan support this concept. Capturing the hearts and minds of the future generations and planning to meet their needs and demands through succession planning is important (Fava, 2022). The critical heart and mind of the middle managers is to develop them as future leaders, and this helps in retaining them within the current organization for continuity and sustainability opportunities. The first theme of developing leaders therefore, aligns is supported with the most recent literature.

Theme 2: Board Strategy

Four of the participants (DS01, DS02, DS03, DS04) underscored the important role that a proactive board strategy focused on business continuity plays in bringing about smooth transitions at leadership level. Strategy formulation, policy formulation, institution versus individual interests, and business acumen were the subthemes as presented in Table 3. The constitutions, strategic plans, and board minutes of the four participants as part of my secondary data, had board strategy as a key focus area for their respective organizations. The constitution of the four organizations had a heading for board role as that of setting the future direction of the organization. The strategic plans in the four organizations mentioned clear roles of the board as being responsible for setting organization strategy for 5-year period in DS01 and DS02's organization, 6 years in DS03's organization, and 7 years in DS04's organization. A clear board strategy helps in eliminating ambiguity in as far as leadership transitions are concerned.

Table 3

Board Strategy Subthemes and Frequencies

Theme	Frequency	Percentage
Strategy formulation	162	29.83%
Policy formulation	151	27.81%
Institution versus individual	122	22.47%
Business acumen	108	19.89%
Total	543	100%

Strategy Formulation

The introductory sections of the strategic plans of the four organizations mentioned strategy formulation that requires foresightedness, skill, and paying attention to detail to carefully and intuitively read into the future trends and then draw a roadmap for the organization goals. DS01, DS02, DS03, and DS04 mentioned the need for looking ahead with an articulate business mind foresight. DS01 commented that "a clear strategy helps to avoid ambiguity," and DS02 mentioned, "the institution stays in the dark and lives in a trial-and-error mode when there is no clear strategy to follow." In a similar manner DS03 hinted that "an organization without a strategy does not have identifiable business objectives," and DS04 emphasized that "strategy and a good strategy so to stress is the life blood of an organization needed to achieve corporate goals and develop plans that will move the organization forward." In another statement DS04 mentioned that "an organization can certainly survive for a season without a strategy but the truth is that it will never thrive into a long future." The responses of the four participants were in agreement their organization secondary data source of strategic plans.

Policy Formulation

Policy forms the bedrock for providing a roadmap for day-to-day operations within an organization. Policy formulation was a subheading within the constitutions for three organizations mentioning the need for policies and how those policies can be formulated. This was substantiated on by DS02, DS03 and DS05 responses. DS02 commented that “policy as much as it is not caste on stone, helps us to determine who or what is wrong or right,” and DS03 stated that "a good succession planning policy, written or not written, but made known to the stakeholders, is helpful in times of leadership transitions.” In a related stance, DS05 mentioned that:

> Succession planning policies as well as the other policies in the organization must be updated on a regular basis to ensure they are in tandem with any national laws and regulations, while paying special attention to the national nonprofits regulatory body.

The three participants were interested in ensuring uniformity to corporate operations to reduce the risk of an unwanted events and disruptive occurrences to smooth business continuity through well written and recognized policies.

Institution Versus Individual Interests

Two major parties are involved in succession planning efforts—the institution itself and the individuals as leaders within the institution. DS02, DS03, and DS05 were passionate in addressing the interests of the two parties was concerned. The human resource manuals of the three organizations mentioned exit interviews aimed at assessing the health of the organization and then the health of the individual outgoing leader and

rewarding such leaders appropriately. DS02 stated that “the individual leaders should have the organization at heart and prepare for its future continuity with the objective that they leave it better than they found it,” which DS03 augmented by stating,

> An individual leader exiting the organization should leave in a successful manner in as much as the organization also remains successful. Otherwise, how can I prepare another person to take over from me when I am going to suffer and live as a popper out there.

In a similar vein DS05 said,

> A soft-landing arrangement should be prepared for the outgoing leader so that he/she does not regret relinquishing that current position to another upcoming leader. In this way, the current leader pours out his heart into the next leader in a positive manner.

The emphasis in the responses was that the institution is larger than the individual, but the individuals as well should be taken good care of in the succession planning strategies.

Business Acumen

Not every leader has the needed business acumen for business continuity into a long future. DS01 and DS04 were keen to highlight among other credentials of a good leader, including the aspect of business acumen. DS01 stated,

> In the nonprofits sector, there are many leaders who are not business minded and so such leaders need to be helped to know that for continuity purposes of the organization, a business mind is critical. Those leaders who are not business

> minded need to be helped to appreciate and apply business principles if the organization is to see the day light tomorrow.

DS04 mentioned,

> Leaders who lack the business acumen and do not show signs that they can apply business principles, should never be brought to the helm of leading the organization as CEO otherwise within a very short time, they will drive the organization to a halt. It is a time bomb and a disaster when such deficient leaders in business principles are brought to the pinnacle of the organization, only time will prove this.

Reading through the board minutes of the two organizations, I noticed discussions over a number of meetings focused on CEO leadership capacity in terms of the lack of business acumen that was slowing down the organization growth. The mindset of the respondents as substantiated with the board discussions was to emphasize business acumen training at all stages of leadership levels of the organization, of course with special attention to the senior leadership team.

Connection With Conceptual Framework

Board strategy while addressing the four subthemes of strategy formulation, policy formulation, institution versus individual interests, and business acumen, strongly connects with the conceptual framework that is hinged on the RBV theory of competitive advantage and being strategic in operations. The board strategy here is aimed at building the internal strength of the organization, with well guided policies and able motived leaders. The harmony that the board strategy creates, results into a better market share

and gives the assurance that the organization can continue operating profitably into a foreseeable future. Business strategy formulation should be supported with a strategy implementation plan and the strategies need to be highly competitive in nature (Battisti et al., 2022), in this case including the individual workers who are trained and groomed with a business acumen. Business continuity is assured even in the most exceptional circumstances given the fact that all organizations are susceptible to disruptions, both man-made and natural (Gracey & Yearwood, 2022), as long as a good board strategy is in place, there is that assurance that the organization will survive into the future. Through valuable, rare, inimitable and non-substitutable resources that a firm uses for superior performance overtime, a firm is enabled to maintain market leadership (Gibson et al., 2021). Board strategy as another key theme that evolved in this study, reaffirming the conceptual framework of maximizing the internal capabilities to counter the opportunities in the external environment for business continuity through a proactive arrangement.

Correlation to the Literature

A clear and well formulated board strategy drives the organization towards realizing the vision statement aspirations, and this can be done through clear strategies of implementing the mission statement roadmap. Organizations that fail to recognize and utilize the inside potential of their businesses as a beginning point, have higher chances of missing out on a better share of market place opportunities (Oliver & Parrett, 2018), the remedy is to have a good board strategy that maximizes the inside potential of an organization. Leaders in Africa need to focus more attention in their strategies on the entrepreneurial part of the organization other than basically depending on the individual

leaders (Urban & Maphumulo, 2022). Additionally, noting that management skills, information availability, and administrative processes are scarce factors that enable firms to implement the needed strategies (Sheehan & Powers, 2018), a well-articulated board strategy highlights in great detail ways of securing and maximumly utilizing those scarce resources.

A board strategy that is proactive in nature helps the leaders to circumvent around possible hinderances along the way in as far as strategy implementation is concerned. The critical business survival aspect of an organization is to maintain a sustainable competitive performance, given the scarcity of strategic resources that aid in achieving a competitive advantage (Marcos et al., 2022), and this can be done through a well-articulated board strategy. Business viability as a firm's opportunity that helps in aiding interrelationships of the business must be aligned with the institution's overall development strategy (Verma et al., 2022), and this can be crafted in a good board strategy for easy implementation. Preparedness generates good results that come along with the needed lessons for future actions that help avoid panic and stress (Eifling, 2021), but instead aids in reaping the benefits of a good board strategy. The opportunities in the business practice as per the most recent literature, and in agreement with the board strategy theme identified in this study, favor organizations that are proactive and continuously engaging with the market forces in a resilient manner.

Theme 3: Financial Stability

The third theme that emerged was the need to ensure that the organization has a sound financial position so as to easily facilitate staff welfare and also institute a good

recognition reward system for the exiting leader(s). While reading through the strategic plans and board minutes of all the five participants I noted that financial stability was a subject of concern that they intended to address. The strategic plans of the five organizations mention financial astuteness, soundness, and viability as an area of concern for institutional continuity. Table 4 lists the four subthemes that include profitability, staff motivational packages, staff saving schemes, and staff exit packages, all aimed at motivation, retention, and smooth exit arrangements.

Table 4

Financial Stability Subthemes and Frequencies

Theme	Frequency	Percentage
Profitability	119	31.65%
Staff motivational packages	107	28.46%
Staff saving schemes	87	23.14%
Staff exit packages	63	16.75%
Total	376	100%

Profitability

Profitability as a measure of an organization's profit relative to its expenses, brands that particular organization as being efficient in the use of the internal resources. DS02 and DS03 were keen on the current profitability profiles of their organizations. The constitutions of DS02 and DS03 had a foot note that mentioned that even though they are nonprofits, being profitable was helpful for their future existence. While DS01, DS04, and DS05 were silent on this subtheme. DS02 noted that "the current leader must show cause that she/he will keep the organization afloat. This must be seen in the current year

financial position as well as in the projections for the next twelve months at the least." DS03 said:

> It is misleading to think that we shall be profitable in the future when we are not in that position today with a particular leader in place. Profitability position of a firm determines its future existence and as I have said this always goes hand-in-hand with good leadership.

Financial astuteness of the leader and how they implement this attribute to the good of the whole organization formed the reasoning behind profitability and this was substantiated by the organization strategic plans and board minutes that mentioned profitability as needed so as to ensure organization continuity.

Staff Motivational Packages

Motivation is a driving force that is an intrinsic value of human behavior and it is known to fuel healthy competition among workers within an industry. DS01, DS03, and DS05 made comments on this subtheme under financial stability and the staff motivational packages were mentioned in the strategic plans and board minutes. The strategic plans for the three organizations showed that the organizations planned to motivate the staff, and in the board minutes of DS03, a discussion was about the motivational package of a soon to exit leader. DS01 stated:

> Our organization is well funded financially and out of this we prioritize staff motivational packages at regular intervals. The staff work hard to achieve set targets to qualify for the packages and this eventually leads to the overall organization profitability improving.

In contrast DS03 stated that "due to limited funds, we are not in position to support our staff financially as we would have loved to do. I think this keeps them demotivated and probably looking out and searching for better opportunities elsewhere." In a similar manner DS05 said:

> Easter, Christmas, and end of year are reasonable times to give bonuses to staff as a motivation once they have worked hard and met their goals. It is not about the amount, but more as a token of appreciation for a job well done. So even with our limited financial resources, we do this.

Staff Saving Schemes

When staff are encouraged to save some of their income within the organization arrangement alongside their colleagues, it is a good sign of their commitment to stay with the organization for a longer period of time. DS02, DS03, and DS04 made mention of staff saving schemes as a strategy for succession planning that focuses on the financial stability, and this was substantiated with their respective human resource manuals that mentioned the need to have staff saving schemes. DS02 stated that "when workers save their earnings in a pool within the organization, it helps to acquire loans for their personal development." Similarly, DS03 mentioned that "our staff stay with us because of their savings that have accumulated overtime and now serve as security for them to get loans." DS04 said that "staff savings are invested to gain interest and this augments on the regular pay." Participant DS02's organization human resources policy and board minutes substantiated on this sub theme by mentioning the benefits of a staff saving scheme. The human resources policy mentioned the need for a staff saving scheme while the board

minutes of the last quarter in 2022 passed a recommendation for every individual staff member to be part of the staff savings scheme. Living in a condition of hand to mouth can be a threatening one financially, while a saving culture helps a great deal in creating financial stability.

Staff Exit Packages

Retirement is dreaded by most leaders because the benefits that accrue while one is in active service, all of a sudden stop. DS01, DS04, and DS05 highlighted staff exit packages as a helpful way of managing leadership transitions without much resistance. The human resources manuals of the three organizations, had subheadings talking about staff exit packages and the specifics of the amounts depending on the years of service and the staff grade position at the time of exit. DS01 stated:

> It is always a good idea to provide for a reasonable and attractive exit package, so the current leaders look at exiting as a beneficial stage. The exit package should be well managed so as to create a good balance between employee retention and exit on the other side of it.

DS04 noted that “there are leaders, out of fear of the future who resist relinquishing their positions. Even when such leaders are no longer making useful input, they do all they can to retain the leadership mantle.” DS05 emphatically stated:

> Retiring leaders need to be given a soft landing so they do not regret the decision of exiting. The retiring leader should not fear that their predecessors will outperform them, it is a positive success legacy when your predecessors do

> greater achievements than you. You exit well, successfully, and so you need to be catered for as well.

The important lesson is about the smooth business continuity of the organization while taking care of leadership transfer by ensuring that the exiting leader is taken good care of. Participant DS05's organization had staff exit packages well laid out in their constitution and this supports this sub theme.

Connection With Conceptual Framework

When the current leader is taken good care of and promised a good package at the time of exit, they will do everything possible within their means to equip subordinates for business continuity. The relational abilities of leaders with their subordinates helps in building a next generation of leaders who have the ability to care for institutional customers (Popp & Hadwich, 2018; Ramadan & Safavi, 2022), an attribute of selfless leaders who are determined to see their organization perform even better after they exit. Succession planning as associated with age and retirement timeframe of incumbent CEO demands for proper goal setting, motivation, and goal pursuit (Lu et al., 2022; Tomljenović et al., 2022), so as to realize a financially stable organization. The subthemes under the financial stability theme aligned with the conceptual framework by answering the question of today's good leaders willingly transferring their knowledge and skills to the next generation for business continuity reasons. The conceptual framework as well as the theme of financial stability in this study, emphasize the effective and efficient use of financial resources towards a planned growth trajectory for

business continuity. The focus is not on the individual leader but on the business continuity, sustainability, and viability.

Correlation to the Literature

Every organization has the potential to produce positive financial results particularly when the internal human resource potential is maximumly utilized, well aware that hinderances will still happen but require special attention to overcome. The firm should utilize its capability and exploit its existing competencies while simultaneously exploring new opportunities so as to build a robust growth approach (Huang et al., 2021; Mihaylov & Zurbruegg, 2021). Having a human capital with long term experience and valuable knowledge possession can easily translate into financial value for organizations (Ramadan & Safavi, 2022). Businesses need to continue well and remain commercially operational even in the most exceptional circumstances when organizations are susceptible to disasters of all kinds (Gracey & Yearwood), and for this to happen, good leadership plays a pivotal role. Solutions that are comprehensive, integrated, and aimed at minimizing the impact of adverse events that could cause harm to the organization can help reverse the effects and instead help in realizing maximum profits (Nemtseva et al., 2020). Leaders need to be astute in recognizing the financial intricacies for unlocking the potential within the organization as highlighted in the most recent literature for business growth and continuity.

Performance at full financial potential should be the target of the organization to avoid operating at mediocracy. The overall objective is to go beyond the idea of a mere sustainable competitive advantage to a more permanent and sustained competitiveness of

the firm (Dushime et al., 2022). Sustainability of the firm impacting organization resilience can be mitigated through combined efforts of resource mobilization and accumulation which happens overtime (Ahmed et al., 2021). The current leadership should ensure that administrative, financial, and other business functions are well established for stable growth (Carlson & DelGrosso, 2021; Wanjogo & Muathe, 2022). Nonprofits are known to play a significant financial impact even with minimal revenues which is helpful in both civil and governance structures (Lam, 2020). Every contribution however small it may be augments on the overall total and what is most important is to maximize and perform at full capacity. The most recent literature indicates that opportunities do exist for viable and sustainable organization growth and continuity as long as a stable financial base and a financial discipline as per the theme on financial stability in this study, is in place.

Theme 4: Beyond the Organization

The fourth theme that came in more as a last resort approach yet necessitated by three subthemes as indicated in Table 5 and this was written in the human resources manuals, which I received as part of the secondary data. In the last sections of the human resource manuals of DS02 and DS04, there were statements that mentioned that as much as leadership transitions would be inward looking, in extreme circumstances, the beyond the organization approach would be considered. Professional positions, future trends, and consistent inadequacies were among the reasons for looking beyond the organization.

Table 5

Beyond the Organization Subthemes and Frequencies

Theme	Frequency	Percentage
Professional positions	98	40.50%
Future trends	77	31.81%
Consistent inadequacies	67	27.69%
Total	242	100%

Professional Positions

There are professional positions like finance, auditing and legal practices that can be difficult to harness from within the organization and therefore in times of transitions the leadership is forced to look to the outside. DS02 and DS04 made particular reference to this as a succession planning strategy, and I confirmed this point with the human resource policy documents and board minutes that I received from the same organizations. The human resource policies of the two organizations mentioned professionalism as a core value and encouraged the recruiting staff who are professional, and the board minutes of DS04 made a resolution to recruit a professional accountant. DS02 mentioned that:

> In our recruitment process, we are always aware of staff with professional knowledge that they will always come from the outside as we cannot keep a pool of them redundant within the organization. This however, costs us money in terms of advertising, recruiting and again taking chances that we get the right people.

In a similar way, DS04 said:

> There are positions like the Chief Finance Officer (CFO) whereby it is a legal requirement that they have to possess certain certified professional qualifications. In such cases, we have to resort to the public domain to get the needed people. Time and again, we have to relax on our position values in order to get such professional people.

Professional knowledge and skills like finance, legal, and auditing are critical in the day-to-day operations of an organization as well as the future growth of the entire organization. It makes economic sense to get the professional skills fit from outside the organization than grooming them as their remuneration can be exorbitant and prohibitive overtime.

Future Trends

Considering the industry of nonprofits in Uganda, understanding the future trends in terms of what will happen in the next 10 years and beyond is important for business continuity. DS02 and DS04 shared this strategy in support of their point of considering beyond the organization as an approach and this was reflected in their organization strategic plans as well. The strategic plans of the two organizations had sections on future trends and mentioned the need to continue studying those trends and planning to be proactive to address them appropriately. DS02 stated:

> We are faced with a whole new dispensation after the pandemic, and if we narrow our thinking that our current staff will take on the leadership baton, we shall be deceiving ourselves. It is going to be a whole new way of doing things and we must be prepared from the onset to look at the outside for the best fit.

In related way, DS04 stated:

> The funding that we have been receiving from the international donors is on a sharp decline meaning that our next CEO must be a resource builder and mobilizer. What we have built over the years as a leadership team does not take into account resource mobilization. We have nothing else to do but to look to the outside.

The business environment is competitive and avoiding any form of mediocracy is the answer for survival into the future by seeking the most human resource brains at the helm of leadership.

Consistent Inadequacies

Performance appraisal can show that an individual has not performed well and for once this may be acceptable, but if it is continuous, then this is detrimental to the organization. Human resources manuals and board minutes as part of the secondary data I received, made mention of how to deal with consistent inadequacies. Again, DS02 and DS04 made mention of this point while alluding to the fact that staff who continuously underperform can be a hinderance to building capacity within the organization for business continuity. DS02 said:

> In our organization, due to the existing culture, it is not easy to get rid of staff who may not be performing well. We stay with such staff in those positions until their retirement time, then we can get better people. Over time therefore we are losing and wasting resources with people who are not producing the needed results.

DS04 mentioned that “it becomes difficult to groom young people when their superiors are not effective. Actually, the young people soon or later will leave the organization.” Organizations should invest in ways of handling the consistent inadequate performers at the soonest possible opportunity to avoid decay in the organization.

Connection With Conceptual Framework

The succession planning strategy of looking outside the organization, in as much as much as it is not a direct principle of the RBV theory, is nonetheless supported by MBV theory as a contrast to the conceptual framework. Market based reforms are helpful in shaping the overall economic growth of a firm (Dau et al., 2020), as a more outward looking approach than the RBV theory. The ever increasing and changing market demands in terms of innovativeness dictate that an astute approach is used (Liu & Atuahene-Gima, 2018), the reason for looking beyond and outside the limits of the organization so as to get the right people for business continuity. Commercialization of ideas in an economy, which are normally externally driven, can lead to change the internal operations of a firm so as to meet those demands (Keykhaye Farzaneh et al., 2022), including the need and demand to recruit the next CEO from outside the organization. The theme of beyond the organization is in contrast to the conceptual framework, whose focus is more to the inside potential than the outside market environment approach.

Correlation to the Literature

It is a complicated and frustrating situation when the current staff have to continue receiving CEOs from outside the organization for whatever reasons. While the current

CEO would like to continue leading, the senior managers eagerly wait for the opportunity to lead as well, yet at the same time the board chair my want to think outside the box for the organization's posterity (Hunter & Decker-Pierce, 2021). Assessments within the current talent pool are done to determine workforce's competency and skills levels (Desarno et al., 2021), and the results may indicate a clear leadership gap at CEO level, necessitating looking outside the organization for the next CEO recruitment. Young members in the talent pool of potential successors may develop different interests and objectives (Sklair & Glucksberg, 2021), and as such decline appointment to the CEO position. A successor needs to be willing and available to take on responsibility (Buckman et al., 2020), otherwise it is futile for an organization to recruit an unwilling individual as the next CEO. The skills needed today to lead the organization may not necessarily be the same skills needed in the future in the changed priorities environment (Burke & Erickson, 2020), bringing about a mindset challenge for a successor to accept the appointment. Recruiting the next CEOs from outside the organization appears to be a last resort approach, but sometimes it is the next best decision to take for business continuity purposes. Different as the beyond the organization theme may be as compared with the other three themes, the most recent literature supports this approach in such rare and unique circumstances so as to facilitate smooth business continuity.

Applications to Professional Practice

The applications to professional practice are in nonprofit organizations having systematic, practical and meaningful succession planning strategies that help whenever leadership changes. The objective is to have business continuity even when there are

changes at the leadership helm. My research findings are very relevant and useful for other businesses in providing the needed succession planning strategies in nonprofit organizations so as to facilitate smooth leadership transitions on the one hand, and on the other, keeping the businesses of the nonprofits afloat. Developing leaders within an organization as one of the themes identified in this study is a key factor in ensuring that there is a talent pool of leaders who are available at all times and ready to take up leadership whenever the need arises. Employee training, coaching, mentoring, and duty delegation are key functional practices as expressed by the participants that have helped in developing leaders within their respective organizations. Long-term employee development strategy should be in place to ensure continuous and appropriate equipping that eventually leads to, among other factors, retention of the needed talents for the organization's business continuity (Kajwang, 2022). CEOs, senior leaders, and key decision makers in nonprofit organizations must identify and apply the best practices in succession planning like the ones identified in this study so as to ensure business continuity during times of leadership transitions. The insights that I collected from the five participants at leadership level in nonprofit organizations in Uganda, provide a valuable resource and addition to the existing knowledge of succession planning used for business continuity.

The exemplary information I gathered from these experienced participants on how they used the four themes of developing leaders, board strategy, financial stability, and beyond the organization as succession planning strategies to ensure business continuity whenever leadership changes can be applied to other nonprofit organizations. The value

relevancy of a business' performance options is maximized with well-developed good leadership and managerial foresight (Murad et al., 2021). Additionally, the findings indicate that leaders in other nonprofit organizations could ensure business continuity when leadership changes by applying either all or a combination of some of the four strategies. The aim of this study was to address the ever-threatening business declines whenever leadership changes. The emphasis therefore was on focusing and building on the strength of the internal resources within the organization so as to maintain or achieve a winning and better competitive market position. Human resource development as a major theme and practical lesson identified in this study and is applicable to other nonprofit organizations is regarded as the number one point of attention when engaging in a succession planning process for business continuity.

When successful leaders exit an organization without a well prepared and mentored leader to take on their role, business continuity is adversely affected. Tangible assets as in physical resources of the firm can be quantified and aligned for efficient utilization through a knowledge-based view approach (Cuthbertson & Furseth, 2022), so that the incumbent but soon outgoing leader transfers their leadership knowledge and skills to the incoming leader. Using the four themes identified in this study could help a great deal in facilitating business continuity in nonprofit organizations even when very successful leaders exit those institutions. As attested by the four participants, leaders were developed over time and they took over the leadership baton, without hesitation when the need arose. Similarly, other nonprofit organization leaders can be proactive in applying

the four succession planning strategies identified in this study for business continuity even when leadership changes.

Implications for Social Change

The findings of this study could help nonprofit organization CEOs, senior leaders, and key decision makers to institute succession planning strategies and ensure business continuity whenever leadership changes and also contribute to positive social change in three major ways of giving back to the community, contributing to community building and bringing about institutional continuity and growth. As part of their corporate social responsibility, nonprofits are obliged to give back to the community. Whenever nonprofit organizations experience growth, their presence in the community promotes their engagement in social activities like community giving (Abas et al., 2021). The community at large will experience a better livelihood derived from the giving that is made by the nonprofit organizations. The more nonprofit organizations that perform well within the community, the better for the people in that geographical location. The tangible benefit is that livelihoods within the community and society at large will be improved and impacted with a better income derived from the nonprofit organizations thriving businesses.

Nonprofit organizations are well known for networking and partnering with each other so as to benefit from the synergy of working together, and this helps avoid resource wastage through reinventing the wheel in their program implementation processes. Community building is achieved through opportunities of networking and enhancing innovative ways of existence other than remaining dependent on other funders (Jaskyte

Bahr, 2019), who a number of times give their money with restricted terms on how the funds can be utilized. Financially stable nonprofit organizations, that manage their leadership changes with viable and sustainable business models, give a long-term breath of assurance of their contribution to community building. Over time the culture of a community that is established and built up is improved with the availability of better amenities for community use such as, public toilets, recreation and play grounds, and social gathering places.

Nonprofit organizations give employment opportunities to people and the incomes received through remuneration, help in improving the livelihoods of the employees, their families and eventually the community at large. The four succession planning strategies identified in this study and as backed up by the RBV theory, once well applied can lead to institutional continuity and growth. Long term engagement with the community through sustainable business models of nonprofit organizations translate into a positive social change impact on the community as this translates into a working-class culture.

Recommendations for Action

Exploring succession planning strategies within nonprofit organizations as a way of ensuring business continuity has revealed that a number of CEOs, senior leaders, and key decision makers can benefit from the results in this study. Organizational growth and sustainability can be achieved after alleviating substantial gaps in organizational knowledge and leadership through strategic replacement of key personnel (Bakare, 2021). Nonprofit organizations need to provide for well written strategies that include

succession planning for long-term and enduring continuity success (Hanzes, 2020). I present the following key research outcomes to stimulate further leadership actions with nonprofit CEOs, senior leaders, and key decision makers.

Recommendation 1

The development of a succession planning policy document that sheds light on a number of the grey areas that most nonprofit organization stakeholders need to be aware of. Organizations need a comprehensive policy document that introduces and explains the importance of instituting succession planning as well as providing guidelines for implementing it. The policy would explain in detail the overall staff development plan that would support individual workers, to enable them produce results for institutional growth. The understanding here is that the focus of the policy is not only on the team leader alone, but to include the board, senior leaders and the rest of the workers. This recommendation emanates from the theme of developing leaders for business sustainability.

Recommendation 2

Consider a safe landing position for the exiting leaders. The approach here can differ from one organization to another depending on the established culture within the institution. A good benefits and financial package for an outgoing leader who has served successfully, brings about knowledge transfer that is willingly shared without coercion. For instance, benefits that can include medical care, an office space, and a stipend, entices the outgoing leader to ensure they leave the institution in an upward growth trend. This recommendation aligns with the theme of a board strategy that is mindful and well

prepared to handle leadership transitions and the aftereffects of change for business continuity.

Recommendation 3

Instituting an independent, sound and sustainable financial system with well-established streams of income for now and the future. A reliable financial income stream should be internally controlled and generated so as to be referred to as an independent organization. In other words, the organization should not depend heavily on external financial aid which can be cut off at any time. A sound finance system also refers to income diversification even when it is internally generated, so that the organization is not dependent on limited sources of incomes. Financial stability as a third theme identified in this study is the basis for this recommendation for business continuity.

Recommendation 4

A leadership paradigm shift in terms of mindset and attitude towards the understanding that the institution is larger than all the individual workers combined. The workers have a lesser time span as related to the overall existence of the organization. The leaders come to serve a particular purpose or season and move on, while the organization evolves through the different generations. Human beings are as a rule of nature affected with age, they deteriorate and deliver less with time, while an organization can be revitalized by introducing a new and dynamic leader to take the institution even to higher heights. Beyond the organization approach for leadership and business continuity as the fourth theme in this study aligns with this recommendation of a leadership paradigm shift of the mindset.

Recommendation 5

As a practical way of applying outcomes 1-4 above, I will form a cohort with nonprofit organization leaders to brainstorm on succession planning strategies based on this study findings with the hope that the outcomes can be adopted to their respective organizations. My expectation therefore is that CEOs, senior leaders and key decision makers in nonprofit organizations will pay keen attention to these results.

Summary

I will send a high-level summary of the study findings and recommendations to the five participants and encourage them to share within their organizations, while paying keen attention to their boards and the senior team members. I plan to publish in Walden University's ProQuest dissertation database so that this research is available to a wider audience of scholars for years ahead. I will share the findings and recommendations of this study with my own governance board of the Bible Society of Uganda with the hope that these can be adapted into key recommendations to work with.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore succession planning strategies used by nonprofit organizations in Uganda to ensure business continuity whenever leadership changes. In this study I interviewed five leaders in five nonprofit organizations in Uganda who have used succession planning strategies for continuity when leaders change and the organizations they are leading are reputable and seen to be doing well. To affirm and expand further on the study findings, I recommend that future qualitative researchers engage with a bigger number of participants on this

same topic to generate a more robust report. A wider geographical area beyond Uganda could be considered and my recommendation for now is East Africa so that participants are selected from each of the member states and this would help in contrasting the findings across the region. Lastly, future researchers should consider a quantitative methodology to examine the relationships between each theme that emerged in this study and business continuity whenever leaders change.

The anticipated limitations in this study as much as they did not negatively affect my data collection process, should still be highlighted by future researchers in a similar study. The participants in this study willingly shared their information without retracting the earlier permission and future researchers should not take this for granted but instead engage the participants courteously. Again, there were no critical matters in terms of confidentiality but giving the participants that assurance, helps to get their full attention and engagement. Finally, Zoom provided a convenient alternative to the COVID-19 challenge for a face-to-face engagement and in a like manner future researchers in this kind of research can utilize zoom or similar technology of the time to address this limitation. All the findings from the participants aligned with this study's conceptual framework and have been included in the compiled report.

Reflections

I thought I knew most of the things to do with succession planning strategies having served as CEO of a nonprofit institution in Uganda for 14 years to the date of completing this study. I was wrong. True to some facts but others were completely new and different from my own point of view. Throughout the interviews with the five

participants, I am glad I was able not to influence their thinking but simply summarized their points. As much as the study was focusing on business continuity whenever leadership changes, there was a thinking in my mind that I should have considered the welfare of the exiting leader in more detail as well than I did in this study. A smooth leadership transition would therefore consider in a mutual manner the well fare of, the outgoing leader, the incoming leader, and the organization as a stable mother board of sorts.

My role as a CEO involves supervising staff who are Doctor of Philosophy (PhD) holders, instead of intimidating me, this motivated me to embark on my own doctorate, and specifically in the area of leadership. Finding the tuition, time and the virtual learning environment were among my great challenges, and at a later stage, my health too was a challenge. I had to take a break and then joined later.

The selection of the topic for this study was not difficult for me to identify. The topic of succession planning and business continuity particularly when good leaders exit, has always been on my mind. This being the case, my challenge was how I was going to avoid bias in the data collection process. I am glad that Walden University class environment prepared me thoroughly to handle this challenge and data collection process came through quite independently without my input.

The interview process with the participants was a great encouragement to me as I learnt very good lessons in the process. The participants were quite knowledgeable on the topic, they sounded confident, and they willingly shared with me. None of my

participants retracted their earlier decision to participate, and I do not take this for granted.

Conclusion

Leadership change significantly affects business continuity in nonprofits and more so in situations where there are no clear succession planning strategies. When good leaders who have performed well over time exit institutions, business continuity in nonprofits is negatively affected in most cases. CEOs, senior leaders, and key decision makers in nonprofit organizations need to employ succession planning strategies such as developing leaders, good board strategies, financial stability and looking beyond the organization whenever necessary to ensure business continuity when leaders change. Organizations ideally out-live the individual leaders. CEOs within nonprofits in Uganda should therefore be selfless in the way they lead so as to appropriately equip today's leaders to continue with sustainable business into a foreseeable future.

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Appendix: Interview Protocol

Interview Protocol	
What you will do	What you will say—script
Introduce the interview and set the stage—often over a meal or coffee	Welcome and thank you for finding time in your schedule to allow me an opportunity to engage in an interview session on this very important subject. I believe this conversation will not take us more than 30 minutes and to ensure a true record, I will use a recording gadget.
• Watch for non-verbal queues • Paraphrase as needed • Ask follow-up probing questions to get more in depth	1. What succession planning strategies are you using to ensure business continuity when leadership changes? 2. What method did you find worked best in ensuring business continuity when leadership changes? 3. How did business continuity respond to your succession planning strategies? 4. What were the key barriers to implementing your succession planning strategies to ensure smooth continued business operations when leadership changes? 5. How did you overcome the key barriers to implementing your succession planning strategies for smooth continued business operations when leadership changes? 6. What additional information can you share to help me understand your organization's succession planning strategies to ensure smooth continued business operations when leadership changes?
Wrap up interview thanking participant	I do appreciate your time and the responses that you have given me.
Schedule follow-up member checking interview	To ensure that I have captured the information right and before finalizing my report, I will seek for another engagement with you in the near future, so you affirm that the points I take from you are indeed what you intended to share. I do hope this is okay with you.

Follow–up Member Checking Interview

Share a copy of the succinct synthesis for each individual question Bring in probing questions related to other information that you may have found— note the information must be related so that you are probing and adhering to the IRB approval. Walk through each question, read the interpretation and ask: Did I miss anything? Or, What would you like to add?	(I will go ahead and present and after that ask). Are you okay with this report? 1. What succession planning strategies are you using to ensure business continuity when leadership changes? 2. What method did you find worked best in ensuring business continuity when leadership changes? 3. How did business continuity respond to your succession planning strategies? 4. What were the key barriers to implementing your succession planning strategies to ensure smooth continued business operations when leadership changes? 5. How did you overcome the key barriers to implementing your succession planning strategies for smooth continued business operations when leadership changes? 6. What additional information can you share to help me understand your organization's succession planning strategies to ensure smooth continued business operations when leadership changes?
Graphic by Gene E. Fusch, Ph.D. not needed in proposal or study—just a visual reminder during proposal stage when creating interview protocol.	
Introduce follow-up interview and set the stage	Thank you once again for availing the time and opportunity for us to review what we discussed last time. I do not take this session for granted. Allow me present to you the points

	that I captured from our discussion that I intend to use in my final report.