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Leadership Strategy Evaluation and Succession Planning in Preparing the Company's Future Leaders

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KEYWORDS	ABSTRACT
<p>Keywords: Leadership Strategy; Succession Planning; Leadership Continuity; Organizational Sustainability; Leadership Development.</p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 AHRMR. All rights reserved.</p>	<p>Purpose: This study explores the integration of leadership strategy evaluation and succession planning in preparing future organizational leaders. It investigates how organizations can evaluate the effectiveness of current leadership strategies and align them with long-term organizational goals to ensure sustainable leadership continuity.</p> <p>Research Design and Methodology: This research employs a qualitative systematic literature review (SLR) methodology to synthesize existing leadership strategy evaluation and succession planning research. The study examines key practices, challenges, and theoretical frameworks associated with leadership development and succession planning, drawing from recent studies published after 2018.</p> <p>Findings and Discussion: The findings reveal that organizations integrating leadership strategy evaluation with succession planning are better positioned to ensure leadership continuity. Effective leadership strategies focus on developing internal talent through structured training, mentorship, and job rotations. The study emphasizes the need for leadership strategies to be aligned with organizational goals, enabling future leaders to navigate long-term challenges effectively. Additionally, the research highlights the importance of overcoming challenges such as resistance to change and organizational culture in implementing effective succession planning.</p> <p>Implications: This research provides practical insights for organizations to align leadership development with succession planning, ensuring long-term organizational sustainability. It emphasizes the importance of developing internal leadership pipelines, creating mentoring systems, and integrating human resource policies with strategic goals. Organizations are encouraged to foster a culture of internal mobility and continuous leadership development to ensure seamless transitions and minimize operational disruptions.</p>

Introduction

Any organization's success and long-term sustainability are fundamentally tied to the quality of its leadership. Effective leadership forms the bedrock upon which companies build their strategies, manage human resources, and address the complex challenges of an ever-changing business environment (Porath, 2023). As global markets become more interconnected and technological advancements accelerate, an organization's ability to survive and thrive increasingly depends on the

strength and foresight of its leadership. Leadership, therefore, is not solely about the effectiveness of current leaders but also about preparing future leaders who can navigate the unknown challenges ahead. In a rapidly evolving business world, companies must ensure that their leadership pipeline is nurtured to address short-term goals and set the stage for long-term sustainable growth. Developing future leaders who are adaptable, visionary, and capable of leading organizations through unpredictable circumstances has become a critical aspect of leadership strategy (Nazir, 2024). Thus, organizations must focus on strategic leadership planning that fosters the growth of future leaders while securing the company's ability to thrive in a continuously evolving environment, emphasizing both present and future leadership needs.

Despite the recognized importance of leadership development, many organizations encounter significant challenges in formulating and implementing a structured approach to leadership succession planning. Without a systematic framework for evaluating leadership strategies and succession planning, companies are vulnerable to leadership gaps that can disrupt operations and impede the achievement of long-term strategic objectives (Rothwell, 2015). As senior leaders retire or depart, organizations unprepared for leadership transitions risk instability, which can severely hinder progress and limit the potential for future growth (Williams, 2021). Additionally, organizations often face difficulties identifying and preparing the right candidates for leadership roles. This gap arises from failing to develop a comprehensive strategy for identifying potential leaders and equipping them with the necessary skills and competencies to meet future challenges (Anderson, 2017). While succession planning is essential for ensuring leadership continuity, there is a tendency to overlook how these plans should align with the broader strategic goals of the company. The lack of integration between succession planning and organizational strategy often results in a disconnect, making it difficult for companies to prepare adequately for future leadership needs (Rothwell et al., 2015). This misalignment exposes organizations to significant risks, particularly in industries characterized by rapid change and increased competition, where the ability to seamlessly transition leadership is crucial for long-term success.

Succession planning is critical in ensuring the continuity of leadership within an organization. This process involves the development of future leaders through various strategies, including technological advancements, retention programs, training initiatives, and performance management systems (Lakshmi, 2024). A holistic approach to talent management is recommended, particularly for public sector units, which integrates performance management with succession planning to achieve organizational sustainability (Mihir & Padma, 2024). Successful succession planning strategies in family businesses include direct training, formal education, mentoring, and transparent selection processes (Getigan, 2024). The importance of succession planning is especially evident in Indonesia, where family businesses dominate. A study on batik companies in Cirebon revealed various approaches to leadership succession, from traditional models to more innovative management structures involving professional managers (Abdurokhim, 2024). These studies underscore the importance of strategic succession planning in preparing future leaders across different organizational contexts.

Factors contributing to successful succession planning include competencies, work motivation, strategic leadership development, and employee assessments (Jumawan, 2023). In healthcare settings, succession planning for nurse managers is influenced by leadership training, mentoring, human resource support, and adequate funding (Yudianto et al., 2023). The benefits of succession planning include identifying competent leaders and aligning organizational needs with the development of future leadership (Yudianto et al., 2023). Succession planning is essential for creating a skilled leadership pipeline across various sectors, ensuring continuity and organizational growth. Leadership succession planning is critical for developing future leaders within an organization. This process involves identifying and nurturing high-potential individuals through various practices such as 360° feedback and executive coaching (Figueiredo, 2022). Effective succession planning requires aligning human resource practices with strategic goals and utilizing internal resources (Siambi, 2022). Strategic succession planning strategies include systematically recruiting and training potential successors and appointing and placing them in leadership positions (Akinniyi et al., 2018). This process positively impacts leadership enhancement and employee development (Zafar & Akhtar, 2020).

While the existing studies offer valuable insights into leadership evaluation and succession planning mechanisms, they fail to fully address the empirical and theoretical relationship between these practices and their long-term impact on organizational performance. Much of the existing research focuses on the processes and strategies involved in leadership succession. However, there is a limited exploration of how these practices can be integrated into a broader organizational strategy to achieve sustainable growth (Akinniyi et al., 2020). The studies often concentrate on identifying leadership competencies and potential successors. However, there is a noticeable lack of in-depth analysis on how these processes align with the specific challenges and strategic goals of modern organizations, particularly in dynamic sectors where competition is fierce and global trends shape industry directions (Zafar & Akhtar, 2020; Lakshmi, 2024). While theoretical frameworks related to leadership succession, such as the alignment between human resource management practices and organizational objectives, have been examined (Figueiredo, 2022), few studies critically analyze how these frameworks are effectively integrated into broader business strategies. This gap remains significant, as businesses in rapidly changing environments require leadership strategies that can adapt to new challenges and opportunities (Siambi, 2022). This lack of empirical and theoretical integration creates a gap that this study seeks to address by providing a comprehensive evaluation of how leadership strategy and succession planning can effectively align with organizational goals to ensure future success.

The novelty of this research lies in its approach to integrating leadership strategy evaluation and succession planning within the broader framework of an organization's long-term goals, explicitly focusing on preparing future leaders. While there is existing literature on leadership and succession planning, much of the previous research treats these practices separately without fully exploring how they can be aligned within a cohesive organizational strategy to ensure sustainable growth. This study offers a new perspective by examining how leadership strategies can be integrated with succession planning to ensure that current leaders are effective and that the organization prepares potential leaders with the necessary competencies to meet future challenges. Moreover, the novelty of this research also lies in its emphasis on aligning human resource policies with organizational objectives to create a more sustainable leadership continuity. This research fills a gap in the literature, which often separates these elements, by emphasizing the importance of a holistic approach that connects leadership strategy and succession planning to achieve long-term organizational sustainability. Based on the identified gaps, the research questions this study aims to address are: How can organizations evaluate the effectiveness of their leadership strategies in preparing future leaders capable of navigating long-term challenges? What are the key components of an effective succession planning strategy, and how can these components be integrated with organizational goals to support sustainability? This study will employ a Systematic Literature Review (SLR) methodology to synthesize existing research and provide a deeper understanding of how these practices can be more effectively applied to prepare future leaders aligned with the evolving needs and challenges of the global business environment.

Literature Review

Theoretical Foundations: Transformational Leadership Theory

Transformational Leadership Theory, introduced by Burns (1978) and further developed by Bass & Bass Bernard (1985), emphasizes the role of leaders in inspiring and motivating their teams to achieve beyond standard expectations. This leadership style is characterized by four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to leaders acting as role models, earning trust and respect from their followers. Inspirational motivation involves articulating a compelling vision that inspires and motivates team members (Kariuki, 2021). Intellectual stimulation encourages creativity and innovation by challenging assumptions and promoting new ideas. Individualized consideration entails providing personalized support and attention to each team member's needs and development.

In the context of leadership strategy evaluation, transformational leadership offers a robust framework for assessing leadership effectiveness. Leaders who exhibit transformational qualities tend to foster higher levels of employee engagement, satisfaction, and performance (Park et al., 2022).

Their ability to inspire and motivate creates an environment conducive to achieving organizational goals and adapting to change. Ntseke et al. (2022) have shown that transformational leadership positively impacts organizational outcomes, including increased innovation and improved employee retention. Succession planning is another critical area where transformational leadership plays a significant role. Effective succession planning ensures the continuity of leadership by preparing individuals to assume key positions within the organization (Rothwell, 2015). Transformational leaders contribute to this process by mentoring and developing potential successors, fostering a culture that values growth and learning. This approach prepares future leaders and aligns leadership development with the organization's strategic objectives.

Integrating transformational leadership with organizational strategy is essential for achieving long-term success. Transformational leaders align their vision with the organization's mission, ensuring that all members communicate and embrace strategic goals (Chai et al., 2017). This alignment facilitates cohesive efforts toward common objectives and enhances organizational performance. Research indicates that organizations led by transformational leaders are better equipped to navigate complex challenges and adapt to changing environments (Deschamps et al., 2016). Addressing challenges in succession planning requires a leadership approach to manage resistance to change and identify internal talent. Transformational leaders are adept at creating an inclusive culture that embraces change and values each member's contribution (McGuire & Rhodes, 2009). Their focus on individualized consideration helps recognize and nurture potential leaders within the organization, ensuring a smooth transition during succession. Lewa et al. (2022) highlighted the effectiveness of transformational leadership in managing organizational change and enhancing employee commitment during transitions.

The Concept of Leadership Strategy

Leadership strategy is a structured framework designed to ensure that an organization's leadership can fulfill its vision, mission, and goals (Fuertes et al., 2020). It involves aligning leadership practices with the organization's strategic objectives and developing leadership competencies at all levels. This approach helps ensure that leadership drives the organization's priorities and secures long-term sustainability in an increasingly dynamic business environment. According to Kotter (2008), leadership strategies are integral in guiding organizations through change, fostering innovation, and empowering leaders at every level to make decisions that align with organizational objectives. In essence, leadership strategy aims to maintain continuity in leadership, steer strategic initiatives, and effectively respond to challenges, ensuring the organization thrives in a constantly changing landscape.

A critical component of any leadership strategy is the assessment of current leadership effectiveness. This involves evaluating the leadership team's performance in key areas such as decision-making, communication, and innovation (Abubakar et al., 2019). Regular evaluation is essential, as it enables organizations to identify gaps in leadership and areas for improvement. A robust evaluation process ensures that leadership remains dynamic and capable of adapting to market shifts and evolving organizational needs. For instance, Motloug and Lew (2023) emphasize the importance of understanding the complexities of strategic decision-making, particularly how leadership can adapt to unpredictable changes in the external environment. Regular assessments allow leaders to adapt and evolve, thus supporting the organization's long-term objectives (Uhl-Bien & Arena, 2018). Another crucial element in leadership strategy is aligning leadership with the organization's strategic direction. It is not sufficient for leaders to possess technical expertise; they must also demonstrate the ability to steer the organization in a way that supports its long-term goals (Humairah et al., 2023). This requires a deep understanding of external market dynamics and internal organizational goals. Tipurić (2022) argues that strategic leadership is pivotal in aligning organizational efforts with the company's vision, thereby driving sustainable success. Leaders aligned with the organization's strategic goals can better navigate change, make informed decisions, and position the company for long-term growth.

Adaptive leadership is critical in today's volatile, uncertain, complex, and ambiguous (VUCA) world. Effective leaders must manage change, drive innovation, and respond to unforeseen challenges

(Esenyel, 2024). Xu et al. (2024) highlight the value of adaptive leadership in organizational success, noting that leadership diversity, particularly across different generational groups, can significantly enhance team performance. Adaptive leadership encourages flexibility, creativity, and resilience, enabling organizations to meet challenges head-on (Deep, 2023). By fostering a culture of innovation and agility, adaptive leadership allows organizations to thrive amid uncertainty. Effective leadership strategies require a continuous leadership development process, which includes defining leadership competencies, implementing development programs, fostering feedback cultures, and ensuring diversity and inclusion (Adeniyi et al., 2024). These components build a robust leadership pipeline to guide the organization through current and future challenges. By identifying and nurturing high-potential leaders, organizations ensure they have a pool of capable individuals ready to step into key leadership roles as the organization grows.

The Importance of Succession Planning

Succession planning is a cornerstone of organizational strategy, serving as a deliberate effort to ensure leadership continuity during transitions (Coffie et al., 2022). It is a functional necessity and a proactive strategic approach to maintaining organizational stability by identifying and preparing potential leaders for key positions. Effective succession planning addresses the inevitable leadership changes in any organization, mitigating the risks associated with transitions, such as power vacuums, disruption in productivity, and loss of organizational direction. Succession planning is not merely reactive but an essential part of the organization's long-term sustainability (Ritchie, 2020). By integrating leadership development with organizational goals, succession planning aligns leadership practices with the overarching vision of the company, ensuring continuity and fostering innovation as new leaders emerge. According to Rothwell (2015), succession planning aims to prepare for the future and create a leadership pipeline that supports the organization's strategic direction. Identifying high-potential employees begins by assessing current competencies and potential for growth. Researchers such as Jackson and Dunn-Jensen (2021) note that a robust succession planning system identifies leadership potential by evaluating employees' capacity to navigate future challenges, ensuring they are aligned with the organization's strategic needs.

Once high-potential candidates are identified, the next step in effective succession planning involves systematically developing these individuals (Atwood, 2020). This process includes targeted training, leadership development programs, mentorship, and strategic exposure to key operational roles. These opportunities help aspiring leaders develop the skills and decision-making capabilities needed for their future roles. Ghalambor (2023) suggests that a well-designed leadership development framework creates a sustainable leadership pipeline by focusing on internal talent, reducing reliance on external hires, and fostering more muscular employee retention. Furthermore, succession planning is not limited to executive roles. Organizations that broaden their scope to include all management levels are better positioned to handle the market's changing demands. Schulze and Pinkow (2020) noted that expanding leadership preparation to various levels of the organization promotes a culture of adaptability and ensures that leadership capacity is distributed throughout the organization. This organizational readiness enhances its ability to meet new challenges and seize opportunities, ultimately contributing to business resilience.

The benefits of succession planning extend well beyond maintaining continuity during leadership transitions. It creates a culture of internal mobility and strengthens organizational loyalty, fostering employee trust (Opada et al., 2024). When employees see clear pathways for growth, they are more motivated to perform and remain engaged with the organization. Additionally, as Mukhama (2023) argues, succession planning helps organizations build resilience, equipping them to navigate market uncertainties and external disruptions. Poorly managed leadership transitions can derail an organization's momentum, disrupt strategic initiatives, and reduce stakeholder confidence (Dym et al., 2011). Thus, succession planning is a preventive measure and a strategic imperative. It requires an ongoing commitment to developing human capital and ensuring leadership development aligns with the organization's long-term vision. In their work, Yarangga et al. (2023) emphasize the critical role of succession planning in fostering organizational agility and long-term competitiveness. Organizations

can confidently manage transitions, secure long-term success, and thrive in an ever-evolving business environment by integrating leadership development with strategic goals.

Leadership Development and Talent Management

Leadership development refers to activities designed to identify and prepare individuals with strong leadership potential to hold key organizational positions (Day, 2000). This process involves assessing various leadership qualities needed to manage more prominent roles in the future. The primary goal of leadership development is to ensure that the organization has a cadre of leaders ready to guide the organization toward long-term success, considering the company's vision and strategic objectives (Lestari, 2023). On the other hand, talent management is a systematic approach that identifies, recruits, develops, and retains individuals with the best potential to fill critical organizational roles (Lewis & Heckman, 2006). Talent management aims to create a compelling and dynamic leadership pipeline that supports the organization as it adapts to the ever-changing market challenges. Both concepts work synergistically to achieve a broader objective: building an agile, adaptive, and sustainable organization. According to Collings and Mellahi (2009), successful leadership development cannot be achieved without an effective and sustainable talent management system. Leadership development and talent management work hand in hand to ensure organizational growth, stability, and adaptability, making them vital for long-term business success.

Key leadership development and talent management practices involve strategic steps to identify, develop, and retain high-potential individuals (Sparrow et al., 2015). Some standard practices in leadership include mentoring, coaching, job rotations, and targeted training programs. These programs allow high-potential employees to learn and develop the necessary skills to lead in higher positions. Mentoring and coaching, for example, allow aspiring leaders to receive direct guidance from experienced leaders. At the same time, job rotations expose them to different business functions, enriching their knowledge base and preparing them for greater responsibilities. In talent management, the focus is on recruitment and retention (McCracken et al., 2016). Organizations that excel in talent management have systems that can identify top talent early on and provide them with clear career progression opportunities. Effective talent management practices include creating structured career pathways, developing effective retention programs, and fostering a corporate culture that supports individual growth and development (Bethke-Langenegger et al., 2011). Furthermore, companies must ensure that talent management extends to all levels of the organization, not just focusing on top-level or executive roles. By doing so, organizations can ensure that leadership readiness permeates the entire organization, making it more agile and capable of addressing emerging challenges across all operational areas.

Effective leadership development cannot exist without a comprehensive talent management strategy. These two elements are interdependent because, to create future leaders, an organization must have a system that focuses not only on recruitment but also on developing and retaining talent. According to Nirmala and Hermina (2024), the relationship between leadership development and talent management is crucial in ensuring organizations can prepare and retain high-potential individuals for leadership roles. Without a strong connection between these two elements, companies risk facing significant leadership gaps when key positions become vacant. Organizations must build a culture that fosters the growth of individuals with leadership potential. To achieve this, organizations must ensure that everyone selected for leadership development programs possesses the technical skills and the ability to work in teams, lead changes, and adapt to emerging challenges (Tarique & Schuler, 2018). When leadership development and talent management work synergistically, organizations can create sustainable leadership pipelines and reduce the risk of leadership gaps. By integrating both elements into their management system, organizations can ensure they have the right leaders at the right time to guide the organization toward its larger strategic goals.

Research Design and Methodology

Study Design

This study adopts a qualitative research design using the Systematic Literature Review (SLR) methodology. The primary aim is to synthesize existing research on leadership development and talent

management, specifically focusing on their role in succession planning and organizational leadership continuity. The SLR approach allows for a thorough and structured examination of relevant studies, ensuring that the research findings are comprehensive, and evidence based. The research aims to identify patterns, gaps, and emerging trends in leadership development and talent management strategies by aggregating insights from various studies.

Sample Population or Subject of Research

The sample population for this study includes peer-reviewed articles, research papers, and case studies that focus on leadership development, talent management, and succession planning. These studies have been selected based on their relevance, quality, and publication in reputable journals and books within the past five years (2014-2023). Only articles addressing leadership strategies, talent management frameworks, or succession planning in organizational contexts are eligible for inclusion. Studies focusing on various sectors, including corporate, public, and non-profit organizations, are included to provide a comprehensive understanding of the subject matter.

Data Collection Techniques and Instrument Development

Data collection involves systematically searching multiple academic databases such as JSTOR, Scopus, and Google Scholar. Keywords such as "leadership development," "talent management," "succession planning," and "organizational leadership" are used to filter the relevant literature. Inclusion criteria include empirical studies, theoretical papers, and practical case studies published in English, and they must be based on rigorous research methodologies. The development of data extraction instruments involves creating a standard protocol for reviewing articles, which includes assessing the study's focus, research design, sample size, methodology, findings, and relevance to the research questions.

Data Analysis Techniques

The data analysis in this study follows the SLR framework, which involves categorizing and synthesizing the collected studies into themes. This process includes thematic analysis, where studies are grouped based on the topics they address, such as leadership competency models, talent retention strategies, and succession planning frameworks. The analysis also identifies gaps in literature and emerging trends, providing a robust understanding of the role of leadership development and talent management in organizational sustainability. The findings are then synthesized into a coherent narrative, offering insights into practical leadership development and succession planning strategies.

Findings and Discussion

Findings

The evaluation of leadership strategies plays a critical role in preparing organizations for future leadership transitions. As organizations grow and face ever-evolving challenges, it is essential to ensure that leadership strategies foster competent leaders who can guide the company through these challenges. In this study, the primary focus is on how organizations can assess the effectiveness of their existing leadership strategies to prepare future leaders. Key metrics and indicators must evaluate whether the implemented leadership practices produce the necessary competencies, such as decision-making skills, communication abilities, innovation capacity, and readiness to face organizational and market changes (Abubakar et al., 2019). Leadership evaluation ensures that leadership is not static but adaptable, with leaders equipped to guide their teams through changes while maintaining organizational stability. The study also highlights the importance of aligning leadership strategies with long-term organizational goals, ensuring that the leadership practices move the organization toward its strategic vision (Yudianto et al., 2023). The effectiveness of leadership strategies cannot be fully assessed without considering their alignment with organizational goals and how well these strategies are integrated into the overall strategic framework of the organization. Evaluating leadership strategies should be based on individual leaders' abilities and how they contribute to the company's overall direction. This evaluation process is crucial because, without it, an organization may experience leadership gaps that can significantly hinder its ability to adapt to new challenges. The

connection between leadership strategy and organizational success should be examined to understand how leadership practices can be adapted to meet the evolving demands of the business environment (Lakshmi, 2024).

The next focal point is identifying key components in effective succession planning strategies. Succession planning is more than simply identifying potential replacements for key leadership positions; it is about creating a robust pipeline of talent that can take on leadership responsibilities when needed. A key element of this process is identifying high-potential employees within the organization and investing in their development through targeted training, mentorship programs, and job rotations (Coffie et al., 2022). As organizations grow, it is critical to ensure that future leaders are prepared for immediate leadership positions and long-term roles that align with the company's evolving strategic needs. The study explores how organizations can build succession plans that are both proactive and comprehensive, ensuring leadership continuity across all levels (Abdurokhim, 2024). By focusing on internal talent development, succession planning helps avoid the disruption caused by sudden leadership vacancies and ensures that the leadership transition process is seamless and practical. Moreover, succession planning involves more than just preparing future leaders; it involves creating a culture of leadership development within the organization, where potential leaders are continuously assessed, developed, and prepared for their next steps (Getigan, 2024).

Integrating leadership strategy and succession planning is essential for achieving organizational sustainability. Although leadership strategies and succession planning have often been treated as separate entities, their integration is crucial for ensuring that organizations are prepared to face future challenges. The study reveals that aligning leadership strategy with succession planning creates a more comprehensive approach to leadership development (Jackson & Dunn-Jensen, 2021). When these two elements work together, organizations are better equipped to manage leadership transitions and ensure the continuity of effective leadership over time. Integrating these practices enables organizations to not only fill leadership gaps as they arise but also to continuously develop leaders aligned with the company's strategic vision and goals. It also helps organizations remain adaptable and resilient in a constantly changing business environment. Effective integration of leadership strategies and succession planning requires organizations to rethink their HR policies, invest in long-term leadership development, and foster a culture supporting future leaders' growth (Adeniyi et al., 2024). However, organizations face several challenges when integrating leadership strategy and succession planning. One of the significant challenges is resistance to change, particularly in organizations with established leadership practices that may be difficult to adjust. There is often a lack of awareness among senior leadership regarding the importance of integrating leadership strategies with succession planning. Moreover, the complexity of aligning human resources policies with organizational goals can be overwhelming, especially in large organizations with diverse needs and structures. These challenges highlight the need for a more structured, strategic approach to leadership development and succession planning (Akinniyi et al., 2018). Overcoming these obstacles requires commitment at all levels of the organization, from top leadership to HR managers, to create an environment where leadership succession is viewed as an ongoing, strategic investment.

The role of human resource policies in aligning leadership strategies with long-term organizational objectives cannot be overstated. As organizations strive to prepare the next generation of leaders, HR policies must support identifying, developing, and retaining high-potential talent (Fuertes et al., 2020). Effective talent management systems are crucial for ensuring that individuals with leadership potential are given the right opportunities to develop their skills and grow within the organization. Moreover, HR policies should focus on attracting top talent and providing continuous development opportunities that ensure leaders are equipped with the necessary competencies to meet future challenges. Training programs, career development opportunities, and mentorship initiatives should be aligned with the company's strategic goals to create a cohesive leadership development framework (Ritchie, 2020). Also, fostering a culture supporting leadership growth is essential for ensuring the leadership pipeline remains strong and effective. HR policies should be designed to identify leadership potential early and provide the necessary support for these individuals to thrive within the organization.

The seamless transition of leadership, facilitated by effective succession planning, also plays a significant role in maintaining the continuity of an organization's mission and vision. Well-executed succession planning helps mitigate risks associated with leadership turnover and ensures that the organization remains on course toward its long-term goals. It also contributes to organizational resilience by ensuring leaders are ready to take on new challenges and continue driving the company's success (Lakshmi, 2024). However, as this study reveals, organizations must be proactive in creating a leadership development and succession planning framework that fills immediate gaps and prepares for the future by developing leaders capable of navigating the complexities of a rapidly evolving business environment.

Discussion

The results of this study demonstrate that leadership strategy evaluation plays a vital role in preparing future leaders. A systematic evaluation process, which includes measuring decision-making quality, communication, innovation, and readiness to manage change, has proven to be a key indicator in determining leadership effectiveness. Based on the data collected, most organizations implementing structured leadership evaluations are better prepared to face long-term challenges. Leaders who are evaluated regularly not only facilitate the achievement of short-term goals but also adapt to changes in the market and increasingly dynamic environments. This reflects how adaptive and sustainable leadership strategies are crucial in anticipating changes and ensuring organizational continuity. The study also highlights the importance of assessing leadership readiness for global challenges and internal organizational dynamics. Most organizations that successfully evaluate and adjust their leadership strategies continuously have higher stability, especially when undergoing structural changes or facing external crises. This evaluation focuses on the individual leaders and how they collaborate within leadership teams and provide clear directions to the organization. In line with this finding, leadership theory, outlined by Kotter (1990), underscores that effective leadership relies not only on decisions made by a single leader but also on their ability to work together in a larger team, ensuring long-term organizational success.

The findings of this research also emphasize the importance of integrating leadership strategies with succession planning. One of the main findings is that effective succession planning requires structured internal talent development. Organizations that focus on developing internal leadership can reduce reliance on external recruitment, which often incurs high costs and takes considerable time for new leaders to adapt to the organization's culture. This finding aligns with Rothwell's (2010) argument that effective succession planning must involve the development of leaders from within the organization to ensure smoother leadership continuity. This shows that organizations that develop internal leadership pipelines have an advantage in facing changes and ensuring that new leaders are ready to take over quickly. As highlighted in this research, a key component in effective succession planning is identifying internal talent and developing potential leaders. Organizations can create future leaders ready to face challenges through job rotations, mentoring programs, and targeted training. This finding reaffirms the importance of developing future leaders' competencies through structured training programs and allowing them to gain experience in leadership roles. In this regard, this research is consistent with the leadership development theory proposed by Groves and LaRocca (2020), which emphasizes the importance of providing relevant experiences and practical learning opportunities for developing future leaders.

Integrating leadership strategies and succession planning is crucial to ensuring organizational sustainability. The study found that organizations that successfully integrate these two elements tend to be more adaptable to market changes and the dynamic business environment. This integration creates a structure that enables organizations to prepare leaders ready to fill vacant leadership positions and can drive the organization toward its long-term vision. This supports the findings of Huselid (2019), who stated that organizations integrating succession planning with leadership strategies are better equipped to create strong and sustainable leadership continuity. However, integrating leadership strategies with succession planning presents several challenges. This research identifies key challenges, such as resistance to change at the managerial level and a lack of awareness about the importance of long-term succession planning. Some organizations focus only on temporarily

replacing leaders rather than on long-term development, leading to leadership gaps. Another challenge is the difficulty in identifying and developing internal talent with the potential to become future leaders. Additionally, resistance to organizational culture change remains a significant barrier to implementing effective succession planning. Therefore, organizations must develop policies that support positive cultural changes and ensure that future leaders are trained according to long-term needs.

The findings of this study align with Transformational Leadership Theory, which highlights the importance of inspiring and empowering teams to achieve organizational objectives while fostering innovation and adaptability. Transformational leaders play a pivotal role in preparing future leaders through mentoring, coaching, and fostering a culture of trust and collaboration. These elements directly correspond to the study's emphasis on integrating leadership strategies with succession planning to ensure organizational sustainability. Key components of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—are crucial in developing leadership pipelines (Bass & Riggio, 2006). Leaders who adopt this approach actively identify and cultivate high-potential employees, aligning their growth with the organization's strategic goals. This ensures leadership continuity and adaptability in the face of evolving challenges. Transformational leadership fosters a culture of innovation and strategic alignment, enabling organizations to manage transitions and maintain focus on long-term objectives effectively. As Yukl (2006) emphasizes, this leadership style supports the development of a sustainable leadership framework, where future leaders are prepared to fill roles and equipped to drive organizational growth and transformation.

The findings of this study align with previous research, particularly Collings and Mellahi (2019), who emphasize the need for leadership development aligned with organizational goals to ensure effective succession planning. This study corroborates the idea that organizations integrating leadership strategies with succession planning are better prepared to maintain continuity and adapt to future challenges. Ayoobzadeh and Boies (2020) also highlighted the importance of mentoring in leadership development, which this study also supports, recognizing mentoring as a critical component in preparing future leaders. However, this study diverges from Rothwell's (2010) focus on the technical and administrative aspects of succession planning. While Rothwell emphasizes procedural methods to fill leadership gaps, our study stresses the integration of leadership strategies with long-term organizational goals. Moreover, findings are consistent with research by Lakshmi (2024), who advocates for a holistic approach to talent management in succession planning, and Yudianto et al. (2023), underscoring the importance of leadership training and mentoring in healthcare settings. In family businesses, as noted by Getigan (2024), succession planning often relies on mentoring, training, and transparent selection processes, which this study supports. Akinniyi et al. (2020) also emphasize the importance of systematic recruitment and training for leadership positions, which aligns with the study's findings that internal leadership development is key for continuity.

The practical implications of this study's findings suggest that organizations must emphasize structured and sustainable leadership development. As a first step, organizations need to reassess their current leadership strategies and ensure they have systems to identify and cultivate future leaders from within. Implementing human resource policies that support succession planning is essential. These policies should include the development of leadership pipelines that provide potential leaders with the necessary training, relevant experience, and opportunities for growth in more prominent roles. Such measures will help ensure that leadership transitions can occur smoothly, minimizing operational disruptions and maximizing organizational sustainability. Organizations should focus on creating a supportive environment for leadership growth, incorporating mentoring, coaching, and job rotation as key components of leadership development programs. This will ensure the organization has a steady stream of capable leaders ready to step into key positions and foster a culture of internal mobility, which is crucial for long-term organizational stability. By aligning leadership development with the organization's strategic goals, companies can cultivate leaders who are prepared for the challenges of today and equipped to navigate the evolving demands of tomorrow's business environment. This approach ensures that leadership continuity is maintained while enhancing organizational resilience.

Conclusion

This study has examined the integration of leadership strategy evaluation and succession planning in preparing future leaders within organizations. The findings underscore the importance of aligning leadership development efforts with organizational goals to ensure continuity in leadership and long-term success. Effective succession planning was key in preparing future leaders, focusing on internal talent development, mentorship, and providing relevant experiences. Additionally, the study highlights the need to evaluate current leadership strategies to ensure that organizations are well-equipped to meet future challenges while maintaining leadership stability.

The value of this research lies in its contribution to academic knowledge and practical applications. It presents an original perspective by emphasizing the strategic integration of leadership development and succession planning, ensuring that these elements work cohesively to foster long-term sustainability. From a practical standpoint, the study provides actionable insights for organizations to develop structured leadership programs, identify potential leaders from within, and align these initiatives with their strategic objectives. The research also emphasizes the need for strong human resource policies that support leadership continuity, offering practical recommendations for management to implement in real-world settings.

However, the study has some limitations. It primarily focuses on the theoretical framework and does not provide an in-depth analysis of how these strategies are practically implemented in different organizational contexts. Additionally, the study is limited by its reliance on existing literature and its limited empirical data. Future research could explore the effectiveness of leadership strategies and succession planning through case studies or longitudinal analysis. Investigating the challenges organizations face when implementing these strategies and how they adapt to specific industry needs would be valuable. Researchers could also explore the impact of technological advancements on leadership development and succession planning, an area that was not addressed in this study.

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