

# **'Pass It On' Leadership: Planning and Actions for a Successful Succession, Intentional Transmission of Opportunity for the Next Generation**

**Haja Raharijaona,**

*Doctor of Ministry student at Adventist University of Africa*

*raharijaonah@aua.ac.ke*

*(+261)349800633*

## **Abstract**

*This study investigates the intricate dynamics of leadership succession within a faith-based non-profit organization over a decade, a context frequently marked by complex transitions. Employing transformational, servant, and future leadership theories, the research examines factors influencing sustainable organizational continuity, particularly the potential for other leadership mentality to impede effective succession. Through a detailed case study analysis, key recommendations for robust succession planning are identified, culminating in the "Pass It On" leadership model. This model emphasizes cultivating ethical, growth-oriented leaders and fostering an empowering organizational mentoring culture. By integrating systematic planning with faith-based principles, the study provides a practical, theoretically grounded framework for enhancing ethical and effective leadership transitions in non-profit settings, ultimately contributing to organizational stability and mission fulfillment.*

**Keywords:** Leadership, succession planning, mentoring, pass it on

## **Résumé**

*Cette étude porte sur la dynamique complexe de la succession du leadership au sein d'une organisation confessionnelle à but non lucratif au cours d'une décennie, un contexte fréquemment marqué par des transitions complexes. S'appuyant sur les théories du leadership transformationnel, du*

*serviteur et du leadership futur, l'étude examine les facteurs qui influencent la continuité organisationnelle durable, en particulier la possibilité que d'autres mentalités en matière de leadership empêchent une succession efficace. L'analyse détaillée d'une étude de cas permet d'identifier des recommandations clés pour une planification solide de la succession, qui aboutissent au modèle de leadership « Pass It On » ou transmets-le. Ce modèle met l'accent sur la formation de leaders éthiques et orientés vers la croissance et sur la promotion d'une culture de mentorat organisationnelle responsabilisante. En intégrant la planification systématique aux principes religieux, l'étude fournit un cadre pratique et théoriquement fondé pour améliorer les transitions éthiques et efficaces du leadership dans les organisations à but non lucratif, contribuant ainsi à la stabilité de l'organisation et à l'accomplissement de sa mission.*

**Mots-clés :** Leadership, planification de la succession, mentorat, transmets-le

## Introduction

The role of leadership succession in the sustainability and growth of organizations, particularly in the non-profit and faith-based sectors, has gained significant attention in both academic research and practical application. Leadership succession is not merely a procedural necessity but a strategic imperative that ensures continuity, stability, and long-term effectiveness. Succession planning is a structured process designed to facilitate the smooth transition of leadership and key organizational roles while preserving the organization's mission, values, and operational efficiency. A well-managed succession plan minimizes disruptions, fosters leadership development, and strengthens institutional resilience.

This study aims to analyze leadership succession in a faith-based non-profit organization over a ten-year period,

identifying key patterns, effective succession strategies, and potential areas for improvement. Specifically, the research will:

Examine succession planning strategies used in faith-based organizations and their impact on organizational stability.

Identify challenges and gaps in leadership transitions within non-profit settings.

Evaluate the effectiveness of various leadership models, including transformational, servant, future, and ethical leadership, in guiding leadership succession.

Propose best practices for ensuring smooth, sustainable, and mission-aligned leadership transitions.

By integrating theoretical perspectives with empirical findings, this paper provides a comprehensive framework for understanding leadership succession in non-profit organizations. It highlights the critical role of strategic planning, ethical leadership, and talent development in ensuring long-term sustainability. Ultimately, this research contributes to the broader discussion on organizational resilience and the role of leadership in fostering stability and growth within faith-based and non-profit sectors (Yawson, 2019: 2).

## **1. Theoretical Foundations of Leadership Succession : Embedding « Pass it On Leadership for sustainable organizational continuity**

McManus et al. (2018: 4-5) define leadership as a dynamic, collaborative process aimed at shared goals within a culture-influenced context. This highlights that leadership is not isolated but a relational, purposeful endeavor. Leadership succession, therefore, becomes a critical organizational

imperative for ensuring continuity and stability. It's not just about replacing individuals, but transferring organizational knowledge, values, and strategic direction. Transformational, servant, future, and ethical leadership theories provide robust frameworks for understanding and implementing effective succession strategies, particularly within the "Pass It On" model.

### ***1.1. Transformational Leadership : Cultivating successors through Vision and Empowerment***

Transformational leadership, first introduced by Bernard Bass in 1985, with its four pillars (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), is foundational for "Pass It On" leadership succession. These leaders inspire and motivate their followers, creating an environment that supports successful succession planning. Their approach encourages open communication and helps individuals achieve their full potential, shaping the way leaders and followers engage and work together. It is a leadership approach in which the leader recognizes the necessity for change and equips committed members with the knowledge, skills, and abilities needed to drive that transformation (Mc Fadden, 2022: 6-7). This leadership style can inspire both internal and external stakeholders to align with a nonprofit's mission. Leaders who adopt this approach address the emotional and personal needs of their followers while fostering their development and fulfillment (Yawson, 2019: 7). Transformational leadership emphasizes ethical standards, prioritizing the well-being of the group while treating followers with respect. These leaders are selfless, empower others, and work toward collective goals. In contrast, transactional leaders tend to focus on their own

interests, prioritizing control over empowerment (Johnson, 2018: 245).

Successful leadership transitions, facilitated by strong successor-incumbent relationships, are essential for organizational continuity. Succession planning strengthens this process by identifying talent, developing critical skills, and building leadership resilience, ultimately improving organizational performance (Parks, 2018: 492). It involves a deliberate and intentional approach to transferring knowledge, skills, and opportunities to the next generation of leaders. Transformational leaders have the ability to inspire and motivate their followers to achieve their highest potential.(Mc Fadden, 2022: 22).

A transformational leader focuses on coaching and developing high-potential employees while also leveraging the knowledge from younger generations to foster growth. Key aspects of Counter Mentor Leadership include mentoring, reverse mentoring, and establishing a trusting relationship. (Riggs, 2018 : 10)

In the context of "Pass It On" leadership, transformational leadership is essential for effective succession. It involves actively mentoring successors, empowering them with ownership, ensuring the transfer and adaptation of organizational vision, and viewing succession as a continuous developmental process. This approach emphasizes building a culture that values people development and creating dynamic, adaptive succession plans, ultimately positioning succession planning as a strategic advantage for organizational viability.

## ***1.2. Servant Leadership***

In *The Servant as Leader*, Robert K. Greenleaf defines servant leadership through the motivations and outcomes it

inspires. It begins with the natural desire to serve, followed by the conscious choice to lead. The "best test" for servant leadership is whether those served grow in health, wisdom, autonomy, and a desire to serve others. Servant leadership can be seen as a form of transformational leadership, where leaders are committed to the well-being of their followers and the development of new leaders. Greenleaf's long-term goal for servant leadership is growth, well-being, and the continuation of leadership (Saleem- Tanner, 2018: 270-272).

Servant leadership is about leaders taking responsibility for the well-being and growth of their followers, ensuring their success while developing future leaders. Greenleaf's "best test" emphasizes that the ultimate aim of servant leadership is the growth, well-being, and continuity of leadership. The key to serving followers and organizations effectively is to create an environment where followers are nurtured, supported, and empowered to grow into leaders themselves (McManus et al., 2018: 272).

John Maxwell ( 2007: 1362) in his Law of Empowerment states that secure leaders are those who empower others. Empowered individuals are the ones who can reach their full potential. To be a successful leader, you must become someone who empowers others. Paradoxically, by helping others grow and take on your responsibilities, you make yourself indispensable to the organization, as your value lies in developing capable leaders who can succeed in your place.

Succession planning continues to have the potential to demonstrate the influence of servant leadership within organizations. The focus of servant leadership on the development of followers (employees) drives organizations to adopt succession planning as a key concept. (Dingman and Stone, 2007: 143)

Saleem's answer to the question is relevant and straight: "How can leaders best serve their followers and organizations?" The answer according to servant leadership, is at the same time simple and significant: by taking care of them and helping create an environment in which those followers can grow into leaders." (Saleem- Tanner, 2018 : 288).

### ***1.3. Future Leadership for New Generations***

Generations are categorized as follows: the Greatest Generation (born before 1928), the Silent Generation (1928–1945), Baby Boomers (1946–1964), Generation X (1965–1980), and Millennials (1981–1997). Five active generations currently in the workforce are the silent generation, baby boomers, Generation X, Generation Y or millenials, and generation Z (Dimock, 2019). Each generations possesses different characteristics that desire different needs and wants. We are more interested with generation Y, or millennials because they will represent 75% of the global workforce by 2025 (Timmes, 2022). As Baby Boomers retire and Generation X moves up, Millennials are naturally stepping into leadership roles. They are prepared to take on responsibilities and bring a strong work ethic, akin to the competitiveness of Boomers. With an innovative mindset, Millennials are expected to lead organizations toward greater success and growth (Mc Fadden, 2022: 17-18).

Most importantly, these new leaders have learned how to use every resource available. They are taking the best of the wisdom and experience of the "older" generation (the BOSS-Boomer, Old-School Supervisors) and mixing it with the innovation and technology savvy of the "newer" generation (the KIDS- Know-it-All Digital Self Promoters) to bridge the

generational divide and drive their organization to new and higher levels of performance and success. (Riggs, 2018: 10).

T. Landesz (2023 :10) is right saying that, leaders should thrive to transition away from a Machiavellian (controlling) leadership to a more authentic (caring) leadership style organizations need to develop leader with high Future Intelligence or Future Quotient (FQ), in order to be efficient or “*efficace*” in french. The seven elements of FQ, as adapted by Landesz, are organized by Rahariaona in an acrostic format known as EFFICACE:

**E**mpathy – Understanding and sharing the feelings of others, fostering relationships and trust.

**F**ormation or Alignment – Developing a clear vision and ensuring the goals.

**F**lexibility or Adaptability – Adjusting to changing circumstances and challenges with resilience.

**I**ntegration – Bringing diverse perspectives, skills, and resources for cohesive decision-making.

**C**ollaboration – Encouraging teamwork and partnerships to achieve common goals.

**A**wareness – Being mindful of oneself, others, and the environment to make informed decision.

**C**uriosity – Maintaining a learning mindset and seeking innovation and improvement.

**E**fficiency – Using resources effectively to maximize productivity and achieve objectives.

These elements help leaders build strong, adaptive, and high-performing teams while fostering long-term success.

## 2. The Politics of Leadership Succession

Beyond the formal structures of succession planning, the intricate politics of leadership reveals why the act of 'passing it on' is so often compromised, exposing critical flaws in the transition process.

### 2.1. *"Why Power is Not Always Passed On*

Wise leaders recognize when it's time to step down and let new leadership take over. Some harm their organizations by overstaying their effectiveness, often because they tie their identity to their position. Their past successes may blind them to their current limitations. Leaders with integrity know when their contributions have peaked and gracefully step aside, making room for the next generation, even if it means giving up the status, authority, and rewards they've become accustomed to (Henry & Richard Blackaby, 2011:343).

Dwight Eisenhower (2011 :49) expressed concern about not recognizing when his leadership abilities begin to diminish, noting that the last person to realize this is often the individual themselves. He observed that many leaders continue on for too long, under the belief that they have an important duty to fulfill and that no one else could adequately take their place. Older leaders often struggle to support emerging generations, sometimes dismissing them as inexperienced or too radical. Eisenhower noted that senior leaders should mentor rather than criticize, offering wisdom without interference. Many older leaders miss the opportunity to guide successors due to excessive criticism. A more positive legacy would involve encouraging the next generation and affirming their

accomplishments, rather than leaving behind conflict (Eisenhower, 2011 :346).

They don't pass it on because they are Paranoid Leaders. "The sense of personal insecurity, pathologically jealous of other gifted people and suspicious of a potential rebellious from a potential leader. Like Richard Nixon, leaders use clandestine scheming and spying to maintain a firm grip on leadership. (McIntosh and Rima, 2007:119)

Paranoid leaders fail to pass on leadership because of these FAULTS:

***Fear of Replacement:*** Leaders may sabotage potential successors to protect their own position.

***Absence of Mentorship:*** hinders successor development by preventing relationship building.

***Unapproachability:*** they tend to isolate themselves and create a circle of loyal followers.

***Lack of trust:*** prevent successor development by stifling empowerment and skill acquisition.

***Toxic work environment:*** They stifle talent, innovation, and retention through fear and mistrust.

***Self-preservation:*** dominates them, causing them to neglect future leadership development. (Adapted by Raharijaona from Gary L. McIntosh and Samuel D. Rima, 2007: 119-123)

In summary, paranoid leaders' lack of trust, fear, isolation, and toxic leadership style create a hostile environment that hinders the development of potential successors and ultimately prevents them from effectively passing on leadership.

## **2.2. FLAW in the Leadership Succession Process**

It refers to any systematic weakness or deficiency in how an

organization identifies, develops, and transitions leaders. These flaws can significantly impact the organization's stability, performance, and long-term viability.

**Favoritism and nepotism** lead to unqualified leaders, lowered morale, and undermine merit-based selection.

**Lack of Transparency** in appointments breeds distrust and questions the legitimacy of selections, creating perceptions of hidden agendas.

**Alliances** and factionalism create divisive competition for leadership positions, hindering post-appointment unity.

**Wariness to External Candidates:** Internal candidates' preference and self-appointing nominating committees stifle innovation and perpetuate resistance to change.

In some organizations, leadership succession is not just about selecting the most capable successor—it can also be a strategic move to maintain control and influence. When leaders handpick successors based on loyalty rather than competence, it can lead to stagnation, favoritism, and resistance to change.

Leaders may manipulate succession to protect their legacy by installing loyalists and avoid accountability. This manipulation and competition leads to political maneuvering, disrupted continuity and unqualified leaders. The departure of a top leader from an organization without a clear succession plan may trigger a chain of power struggles between those who see themselves as potential candidates to fill the vacancy.

### **3. Succession Planning Process**

Rothwell define succession planning as a strategic,

forward-thinking organizational process that focuses on developing future leaders and ensuring continuity in key positions. Succession planning builds future leaders and preserves knowledge, unlike simple vacancy filling. He affirms that Succession Planning Management ensures organizational survival by providing right leaders, addressing talent shortages and promoting diversity. It will guide HR in its strategy (Rothwell, 2005: 40).

Ellis in his analysis of George Washington's leadership style noted that Washington was, in fact, "a veritable virtuoso of exits," highlighting his exceptional ability to step away from power gracefully. He observed that Washington's remarkable reputation stemmed not only from his prudent exercise of power but also from his dramatic flair in relinquishing it. (Ellis, 2000: 30)

Dwight Eisenhower let his performance and reputation dictate his rise, rather than actively seeking positions. His biographer noted that he did not pursue the presidency—it pursued him. True leaders who care about their organization must recognize when stepping aside is the best course of action. Wise leaders read the signs and know when it's time to leave (Blackaby, 2011:347). A crucial aspect of Pass it on Leadership is ensuring a smooth leadership transition. A fundamentally significant element of team building is leadership succession. It has been said, and rightly so, that there is no sustainable success without a successor (Jones, 2014: 286). John Maxwell in the 21st law, the law of legacy emphasizes that a leader's true and lasting value is determined by their ability to ensure a smooth succession. Great leaders focus on developing and empowering future leaders, ensuring the organization's continued success beyond their tenure. He quoted Goizueta who once said: "Leadership is one of the things you cannot

delegate. You either exercise it, or abdicate it." He proposed a third choice : you pass it on to your successor (Maxwell, 1998: 131).

Tilstra (2014: 295), talking about retained power instead of passing it or sharing it said communities, especially faith-based ones, thrive when power is shared. Effective leadership involves mentoring, delegating, collaboration, and preparing future leaders, fostering interdependence rather than dependence on a single leader. Effective leadership transitions require preparing new leaders while considering those they replace. Senior and middle leaders play key roles by actively developing talent, providing support, and creating structured succession plans ( Boubakar, 2021: 34-35). It is well said that "Helping those around you discover their core competencies and then positioning them accordingly ensures that your organization can perform at peak proficiency." (Stanley, 2006: 42).

### ***3.1. Ethical Leadership and Succession Challenges***

A key challenge in leadership transitions is ensuring ethical leadership. Organizations need both competence and integrity, requiring strong ethical frameworks and accountability to maintain credibility. Leaders must not only perform well but also uphold the organization's values. ( Rothwell, 2005: 91). Kouzes and Posner (2017: 151) rightly notice that proactive leadership produces better results than reactive or inactive approaches. Ensuring smooth leadership succession requires intentional planning, mentorship, and preparation. Proactive leaders set clear expectations, equip successors with essential skills, and foster a culture of growth, ensuring long-term organizational success and sustainability.

### **3.2. Need to mentoring**

Leaders must provide coaching through constructive feedback, questions, and active teaching. By mentoring, empowering, and sharing authority, they show trust and respect for others' abilities. Supporting others' growth helps develop future leaders, enabling them to take initiative and act independently, benefiting both individuals and the organization (Kouzes and Posner, 2017: 242-243). A key responsibility of leadership is to model values and pass on the vision to the next generation. Without this, future leaders may stray from the organization's core mission. Effective succession planning ensures continuity by preparing emerging leaders to uphold and advance the organization's purpose and principles (Smith, 2017: 97).

Lopez (2017: 375) insists on passing the torch saying that Leaders are responsible for entrusting leadership roles to capable individuals who can continue the work. Passing the torch involves ensuring that these emerging leaders meet the necessary qualifications to uphold the church's duties. A lack of leadership succession planning leaves emerging leaders unprepared for organizational responsibilities, especially during crises like the sudden loss of a senior leader. This can cause significant harm when unprepared individuals are thrust into senior executive roles (Boubakar, 2021: 29-30).

### **Case Study**

This is a case study of a non-profit faith-based organization over ten years. The organization called Indian Ocean Union Conference. This study used a qualitative case study approach

to examine a decade of leadership transitions in a faith-based non-profit. Data was gathered through archival document analysis and observations of leaders. The data was then analyzed using thematic analysis, comparative case analysis, and applied leadership theories (transformational, servant, future, ethical) to develop a "Pass It On" leadership model. Validity was ensured through data triangulation, and peer review.

#### **4. Findings and Analysis : Leadership Succession Dynamics and Theoretical Implications**

##### ***4.1. Reasons for Incoming Leadership : Structured vs. Urgent Appointments***

The majority (23 leaders out of 30) appointed through a nominating committee aligns with structured succession planning, emphasizing meritocracy and predefined criteria. This reflects a proactive approach to leadership development, consistent with transformational leadership's focus on identifying and nurturing potential successors (Bass & Riggio, 2006).

The 7 leaders appointed through executive/standing committees, likely due to urgency, highlights the need for adaptive succession strategies. This underscores the importance of organizational agility and resilience, key aspects of future leadership theory (Yukl, 2013). This also highlights the difference between planned succession and emergent succession. Emergent succession can occur when a crisis arises.

#### ***4.2. Reasons for Leadership Transition : Planned, unplanned, and Ethical Considerations***

Leadership transitions occurred due to various factors:

- Term completions (9 leaders) and retirements (2 leaders) emphasize the necessity of planned succession. This aligns with the "Pass It On" model, where knowledge transfer and leadership development are prioritized over individual tenure.
- Promotions (6 leaders) indicate successful internal leadership development, a core component of transformational leadership. This demonstrates the organization's ability to cultivate talent and provide career advancement opportunities.
- Unexpected deaths (2 leaders) underscore the importance of robust contingency plans and leadership redundancy. This highlights the unpredictable nature of leadership transitions and the need for organizational resilience.
- Resignations due to ethical concerns (5 leaders) highlight the critical role of ethical leadership and governance. This reinforces the need for transparent succession processes and a culture of integrity, as emphasized by ethical leadership theory (Brown & Treviño, 2006). This shows a severe breakdown in the leadership culture. A culture of ethical leadership would prevent many of these issues

The fact that 6 leaders stayed for multiple terms, and one for 3, can be an indicator of organizational stability, or a lack

of proper succession planning. It is important to note the effects that long tenures can have on an organization.

#### ***4.3. Leadership Origins: Internal vs. External Appointments***

- The preference for internal appointments (18 leaders) suggests a strong emphasis on internal leadership development and organizational continuity. This aligns with the "Pass It On" model, where institutional knowledge and cultural alignment are valued.
- External recruitment (12 leaders) indicates a need for fresh perspectives and specialized expertise. However, the fact that 3 of those left unexpectedly, indicates that there was a failure to properly integrate the external leaders into the organization. It could also indicate a failure to properly vet the external candidates.

The balance between internal and external recruitment requires careful consideration. Internal appointments foster stability and cultural alignment, while external appointments can bring innovation and new ideas. However, external hires need to be properly vetted and integrated. The internal appointments also show that the organization is developing leaders from within, which is a key component of transformational leadership.

#### **5. Discussion and “Pass It On” Implications**

The organization's formal succession planning efforts were found to be inconsistent. While some elements of planning were present, such as committee involvement in appointments, the lack of a comprehensive, regularly reviewed succession plan was a significant weakness. The reliance on

informal mentorship and knowledge transfer, while valuable, proved insufficient to ensure consistent and effective transitions. This underscores the necessity of formalizing and documenting succession processes to ensure knowledge preservation and equitable leadership development

### ***5.1. Implications for Leadership Development***

The findings suggest that internal leadership development is a priority within faith-based non-profits. However, reliance on internal appointments can also limit diversity in leadership perspectives. Organizations should balance internal promotions with strategic external hiring to foster innovation while maintaining mission integrity.

The structured appointment process, driven by nominating committees, reflects transformational leaders' proactive approach to identifying and developing potential successors. Promotions and internal appointments demonstrate the effectiveness of transformational leaders in cultivating talent and fostering a culture of development. The focus on internal development and knowledge transfer aligns with servant leadership's emphasis on serving the organization and its members. The need for adaptive succession strategies, particularly in response to urgent needs and unexpected transitions, highlights the importance of future leadership's emphasis on organizational agility and resilience. The need to properly integrate external hires is a key component of future leadership

### ***5.2. Ethical Considerations in Leadership Transitions***

The emphasis on ethical conduct and transparent processes aligns with transformational leadership's focus on integrity and moral leadership. The occurrence of moral failures

leading to resignations underscore the critical role of ethical leadership in succession planning and the need for stronger ethical frameworks. Leadership training should incorporate ethics-based decision-making, transparency, and accountability mechanisms to prevent misconduct. IOUC needs to strengthen ethical leadership policies: Develop comprehensive ethical governance frameworks to prevent leadership misconduct. Because it is a faith-based organization Frank Damazio emphasizes the importance of selecting and developing godly leaders. The qualities of a godly leader are:

**Fear of God**  
**Integrity**  
**Respect**  
**Maturity**

If leader don't have this firm qualities, we may run the risks of gathering kind of DIED Leaders: **Disloyal- Imposter- Exploitative and Dilettante** leader.

### **Recommendations :**

We recommend the “Pass It On” Leadership a concept that emphasizes the of developing future leaders and ensuring the continuity of leadership within this Indian Ocean Union Conference (IOUC) organization. It starts with the ABCD of leadership succession by:

**Assessing the leadership landscape**  
**Building a “Pass It on” mentality**  
**Cultivating a leadership pipeline by investing in leadership development**

## Developing a Succession Plan for potential success

The human ressources (HR) should be reinforced at all leveled and they are involved in the implementantion of the S.C.H.E.M.E as the key aspects and foundation of Pass It On Leadership. This SCHEME should be given to the nominating committee during the succession planning event.

**Succession planning process:** identifying and developing potential leaders.

**Collaboration :** fostering a collaborative environment where ideas are shared and valued

**Handing over:** skills, knowledge and values are transferred to next generation.

**Encouraging to demonstrate strong leadership qualities and behaviors..**

**Mentorship and Coaching:** provide guidance and support to aspiring leaders,

**Empowerment:** giving authority and ressources to make decisions and take action.

Pass It On Leadership in a Succession Planning can create a powerful synergy that benefits both the organization and its people. IOUC Organization can FOSTER succession planning with the:

**Future leaders development**

**Opportunity to seize top talent**

**Strength of organizational culture**

**Transfer of power with minimum disruption**

**Enhancement of the organizational performance**

**Resilience in front of challenge and adapt to change**

"Pass It On" leadership is deeply rooted in both transformational and servant leadership principles, ensuring that leadership is not just about personal success but about preparing and empowering the next generation. Effective leaders understand that their role is not to remain in power indefinitely but to create a lasting legacy by equipping others to lead with integrity, vision, and purpose.

Adapting the set of ten self-development strategies for which aspiring leaders must take responsibility described by Boubakar. If you want to BECOME an effective leader, you have to

**Build relationship**

**Evaluate through self-assessment and others' feedback**

**Commit to the " Pass It On philosophy"**

**Observe your mentors and mentor others**

**Market your potential and the potential leaders**

**Endeavor for work- life effective not work life balance. (**

Adapting by Rahariaona from Boubakar, 2021 : 39-42).

## **Conclusion**

"Pass It On" leadership succession is more than an administrative process—it is a strategic, ethical, and transformative approach with significant societal benefits. Beyond ensuring organizational continuity, it strengthens institutions to fulfill the organization's mission, upholds ethical governance, and fosters public trust, and community resilience.

By applying transformational, servant, future, and ethical leadership principles, organizations cultivate competent, values-driven successors who contribute to a more just and sustainable society. Effective leadership transitions, therefore,

are not just an internal necessity but a commitment to social responsibility and long-term progress.

The "Pass It On" model, while theoretically sound, requires careful implementation to overcome potential resistance and ensure its effectiveness in diverse organizational contexts. It may encounter resistance from established organizational cultures that prioritize tradition over change. As a case study of one organization, the findings may have limited generalizability. More research is needed to validate the "Pass It On" model in different organizational settings.

In conclusion, the study highlight the need for a strategic, proactive, and culturally sensitive approach to leadership succession. The "Pass It On" model offers a promising framework, but its successful implementation requires careful consideration of organizational culture, ethical considerations, and the need for both formal and informal succession practices

## References

BELL Skip (Editor), 2014. *Servants and Friends: A Biblical Theology of Leadership*, Andrews University Press, Berrien Springs, Michigan.

BLACKABY T. Henry and BLACKABY Richard, 2011. *Spiritual Leadership: Moving People On to God's Agenda*, B&H Publishing Group, Nashville, Tennessee, Revised Edition.

DAMAZIO Frank, 2013. *Life Changing Leadership: Identifying and Developing Your Team's Full Potential*, Baker Books, Grand Rapids, Michigan.

DIMOCK Michael, 2019. *Defining generations: Where Millennials end and Generation Z begins*, <https://www.pewresearch.org/short->

<https://www.reads.com/2019/01/17/where-millennials-end-and-generation-z-begins/>

DINGMAN W. Walter and STONE A. Gregory, 2007. « Servant leadership's role in the succession planning process: A case study », in International Journal of Leadership Studies, Vol. 2, N° 2, pp 133-147, School of Global Leadership & Entrepreneurship, Regent University. <https://doi.org/10.1108/IJLS-02-2006-0013>

FORREST K. Benjamin and RODEN Chet (Editors), 2017. *Biblical Leadership: Theology for the Everyday Leader*, Kregel Publications, Grand Rapids, Michigan.

JOHNSON E. Craig, 2018. *Meeting the Ethical Challenges of Leadership: Casting Light or Shadow*, SAGE Publications Inc., Thousand Oaks, California, Sixth Edition.

JONES R. Clifford, 2014. « Jesus and Leadership », in Servants & Friends: A Biblical Theology of Leadership, edited by Skip Bell, pp 277-290, Andrews University Press.

KOUZES M. James and POSNER Z. Barry, 2017. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, John Wiley & Sons Inc., Hoboken New Jersey, Sixth Edition.

LANDESZ Tamás, VARGHESE Sangeeth and SARGSYAN Karine (Editors), 2023. *Future Intelligence The World in 2050 - Enabling Governments, Innovators, and Businesses to Create a Better Future*, Future of Business and Finance, Springer.

LEDBETTER M. Bernice, BANKS J. Robert, GREENHALGH C. David, 2016. *Reviewing Leadership: A Christian Evaluation of Current Approaches*, Baker Academic, Grand Rapids, Michigan, Second Edition.

LOPEZ A. René, 2020. « Mission and Ministry of the Early Church: Leadership in Acts », in Biblical Leadership: Theology

for the Everyday Leader, edited by Benjamin K. Forrest and Chet Roden, pp 363-380, B&H Publishing Group.

MAXWELL C. John, 2007, *The Maxwell Leadership Bible: New King James Version*, Thomas Nelson Publishers, Nashville, Tennessee, Second Edition.

MCFADDEN Sonya, 2022. *Strategies for Succession Planning of Retiring Baby Boomers*, Walden Dissertations and Doctoral Studies Collection, Walden University, Minneapolis, Minnesota, <https://scholarworks.waldenu.edu/dissertations/11546/>

MCINTOSH L. Gary and RIMA D. Rima, 2007. *Overcoming the Dark Side of Leadership: How to Become an Effective Leader by Confronting Potential Failures*, Baker Books, Grand Rapids, Michigan, Revised Edition.

MCMANUS M. Robert, WARD J. Stanley and PERRY K. Alexandra (Editors), 2018. *Ethical Leadership: A Primer*, Edward Elgar Publishing Limited, Cheltenham, United Kingdom.

PARKS Y. Talecia, 2018. *Strategies to Implement Succession Planning in a Nonprofit*. Walden Dissertations and Doctoral Studies Collection, Walden University, Minneapolis, Minnesota, 5515. <https://scholarworks.waldenu.edu/dissertations/5515/>

RAINER S. Thom and RAINER W. Jess, 2011. *The Millennials: Connecting to America's Largest Generation*, B&H Publishing Group, Nashville, Tennessee.

RIGGS Kelly and RIGGS Robby, 2018. *Counter Mentor Leadership, How to Unlock the Potential of the 4-Generation Workplace*, Nicholas Brealey Publishing, Boston, Massachussets.

ROTHWELL J. William, 2005. *Effective Succession Planning, Ensuring Leadership Continuity and Building Talent from Within*, AMACOM, American Management Association, New York, Third Edition.

SALEEM-TANNER Maribeth, 2014. « Servant Leadership », in Servants & Friends: A Biblical Theology of Leadership, edited by Skip Bell, pp 266-291, Andrews University Press.

SANOU Boubakar, 2021. « Leadership Development and Succession: A Review of Best Practices with Insights for Mission Leadership », in Journal of Applied Christian Leadership, Volume 12, N°1, pp 28-53.

SMITH Michael, 2020. « Leaving a Legacy in Judges », in Biblical Leadership: Theology for the Everyday Leader, edited by Benjamin K. Forrest and Chet Roden, pp 92-114, B&H Publishing Group.

STANLEY Andy and JONES R. Lane, 2006. *Communicating for a Change: Seven Keys to Irresistible Communication*, Multnomah Books, New York.

TILSTRA Douglas, 2014. « Peter: A Narrative of Transformation », in Servants & Friends: A Biblical Theology of Leadership, edited by Skip Bell, Andrews University Press.

TIMMES Michael, 2022. « Millennials and Gen Z: Now Is the Time to Reshape Businesses to Harness Their Power », in Forbes, 27 June 2022, <https://www.forbes.com/councils/forbescoachescouncil/2022/06/27/millennials-and-gen-z-now-is-the-time-to-reshape-businesses-to-harness-their-power/>.

YAWSON M. Robert, 2019. *Human Resource Development and executive Leadership Succession Planning in Nonprofits*. Proceedings of the 56th Annual Eastern Academy of Management Conference, Wilmington, Delaware.