

A Structural Framework for Neuro-Linguistic Programming (NLP) and its Consequence on Leadership Succession Planning Strategy Applying to the Leaders of King Khalid University and Qualified Personnel for Leadership Position

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Abstract

The research paper pursues to know the effect of NLP practices on leadership succession planning strategy by applying to The Leaders of King Khalid University and Qualified Personnel for the Leadership position. After reviewing the literature, the researchers formulated a hypothetical model for the study that includes the central hypothesis from which six sub-hypotheses emerge, including measuring the impact of NLP pillars on leadership succession planning strategy. A sample size of 100 individuals was selected, representing the research population represented by the deans and deans of the university and colleges and heads of departments in colleges at King Khalid University in Saudi Arabia. The response rate was 82%, with 82 valid questionnaires for analysis. The study relied on Structural Equation Modeling (SEM) by AMOS (V.26) and SPSS (V.25) for data analysis and hypotheses. The study found a positive and significant effect between NLP and leadership succession planning strategy. NLP confirmed its re-formulation of standard mental models to understand and facilitate the process of thinking and training, which helps successive leaders understand the ideas and beliefs of current leaders and their ways of thinking in solving problems and facing crises. In addition, NLP plays a vital role in increasing the successive leader's sense of the need to establish their reputation for outstanding performance after similarity and learning from the model. Finally, the novice leader needs a model and role model to help him control the way he feels, transforming it into positive thinking that stimulates energy and focuses on goals, which the application of NLP practices does. So, this study is recommended the necessity of activating leadership succession planning strategy within universities through establishing a leadership academy in which NLP methods are practiced, as this academy has a significant impact on achieving leadership succession and the continuation of pipelines of leaders.

Keywords: Neuro Linguistic Programming (NLP), Leadership Succession Planning Strategy, King Khalid University.

JEL Classification: O21, C6.

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1. Introduction

Individuals are the most critical assets in any organization and are difficult to imitate. However, the most difficult is managing these assets. Organizations bear the responsibility to deal with the dynamic changes imposed by the external forces of the business environment, globalization, and technological progress (Stone & Deadrick, 2015); organizations with all these pressures become under a greater responsibility to achieve continuity and survival. For organizations to get out of this closed cycle of competition and conflict, the frightening changes must rely on modern technologies and strategies that significantly help them win the race within the business environment (Tarraga, Mascarell, & Garcia, 2019). NLP is one of the techniques that have been used in the field of management that can refine the skills of individuals, especially leaders, because of its apparent effects in improving communication and influence and achieving organizational goals). Despite the emergence of the concept of NLP in the late twentieth century, the academic literature on NLP is still relatively weak (Linder-Pelz & Hall, 2007). Furthermore, it is still scattered across different practice areas (e.g., training and development, clinical psychiatry, communication and influence, Self-development, etc.).

The succession planning strategy is no longer just a matter of finding the right person, but it has become a dynamic process that ensures the continuity of organizations (Korach & Cosner, 2017). However, the practice of this strategy is not very common in organizations, especially educational ones, so when the leader leaves his position, many programs and initiatives disappear with it because the structure, ideas, and information are known only to the official who left (Fusarelli et al., 2018). Moreover, the critical analysis of the literature confirmed the lack of a clear and comprehensive perspective on the scientific and applied aspects in management. Although most of the literature emphasizes the importance of leadership and its direct impact on the success and sustainability of organizations, investment in the quality of leadership, especially in educational institutions, is still one of the tools and policies that are often neglected in the face of development and sustainability. However, directed investment in building leadership capabilities is considered a strategy with a return. Significant in terms of continuity and survival. Based on the above, the study problem can be formulated in the following central question:

- Do NLP techniques and skills affect the improvement of leadership succession planning strategy?
- What is the return size that organizations will get after adopting NLP techniques? And its reflection on leadership succession planning strategy.
- How can NLP technologies be applied within King Khalid University?
- Does King Khalid University depend on the Leadership Succession Planning strategy?

As a result, this research paper pursues to explain the impact of NLP on leadership succession planning strategy, which contributes to providing more conceptual visualization and future research and empirical scrutiny. King Khalid and the leader of the second level of administrative positions. The current study also helps expand the scope of the academic literature on both NLP and Leadership Succession Planning strategies. It highlights their importance in management science, especially human resource management. The research paper is divided into three sections, and the first section presents the conceptual and structural framework for both NLP and Leadership Succession Planning strategy. In contrast, the second section includes a qualitative analysis of the study sample, and the third section provides analysis of study results, discussion, and recommendations.

2. Theoretical Framework

2.1. Neuro-Linguistic Programming (NLP). The concept of Neuro-Linguistic Programming (NLP) first appeared in California, USA, in the seventies of the last century. It was used as a method and technique in individuals' ways of thinking and behaviours and distinguished how to change behaviours, behaviours, and thoughts into developed actions and practices (Zulkifli, 2015). Bandler & Grinder considered the original developers for NLP (Kong, 2012). It emerged as a means of dealing with individuals and performing national skills results (Tosey & Mathison, 2006). A popular development along with sociologists, psychologists and anthropologists to management and communication. The most enriched in NLP has become the primary foundation of the approaches to Communication and Change, Training, Human Resources, etc. (Yakawicz, 2015). From the beginning of the NLP concept until now, there has been no agreement among researchers to define a specific definition of NLP. Because it includes many areas, it has been identified based on the area of interest and specialization (DeHouwer et al., 2017). Since this research specializes in business administration and human resources, only the most basic definitions will be addressed in this field study.

NLP approaches group dynamics, interpersonal relationships, team morale, motivation, engagement, home, and excellence. It uses NLP to communicate and personal development (Tosey & Mathison, 2006). Kris & Koonar, 2005 explains that it is a science that studies the successes of people who excel in areas and explains the reasons for success because they learn from similar situations using excellence. Bandler & Grinder, 1982 see it as dealing with human behaviour, functions, knowledge, psychology, and models of human language. It is not a theoretical theory but a mixture of situations, methods, and techniques in the management and business sciences (Mulden and David, 2007). It has been said (O'conner, 2001) Banner NLP You Can Use Accelerated Learning and Change describes how the mind operates in using verbal and nonverbal language to learn affirmations of our thoughts (Linder-Plez, 2010). While (Tantrun & Lynn, 2013) defined by NLP as a map that directs thoughts, actions, and habits, the descendants of an individual, for the better. (Alder & Heather, 1999) asserted that the study of subjective experience provides advanced skills in interpersonal communication and scientific methods for changing thinking and interpretation (Hajase et al., 2015).

Finally, we find that Hejase, Tartazi & Hashem (2015) defined NLP as a field concerned with communication between individuals to enhance individual and group dynamics by developing and applying new patterns of behaviour and communication in several areas within the work environment. It does not include only the actions that can be observed but also the thought processes and organization of individuals' mental states, emotions, feelings, and interests, focusing on creating models of human excellence. So, NLP can be defined as a systematic approach based on experiences, experiences and knowledge of distinguished individuals and transferring them to others participating in the same field by influencing their feelings and awareness of different situations and thinking more deeply about the surrounding variables. It is furthermore utilized organized methods.

2.1.1. Pillars/Dimensions of Neuro-Linguistic Programming (NLP). Returning to the previous paragraphs, we find that the concept of Neuro-Linguistic Programming (NLP) has been discussed by many scientists and researchers who have reached many foundations, rules, and dimensions concerned with human excellence, perception, communication, and change. However, researchers disagreed on the main dimensions of NLP. Where each of them looks according to the perspective that deals with NLP. So, in this part, we have strived most of the dimensions that researchers listed (e.g., Wiseman, Watt, Brink, Porter, Couper, & Rankin, 2012; Purbahrein, 2015; O'conner, 2001; Sharif & Aziz, 2015; Fujiwara & Nagasawa, 2015; Colling Wood, 2013).

Some researchers determined the dimensions of NLP as:

1. **Sensory Awareness:** The individual can know his needs through his main sensory organs (eyesight, movement, hearing). The senses are the accesses for perception, and everything that a person perceives or learns is implemented through the senses. Therefore, through NLP, the senses develop and sharpen energies and abilities to make observations more efficient and accurate. Therefore, Sensory Awareness is the psychological state that contributes to individuals' lifestyle preferences, which can be consulted through several visual, kinesthetic, and auditory stimuli, which generate an internal psychological state that drives them to create needs and achieve goals.
2. **Thinking Outcome:** It means knowing what we want from the results and extracting what he wants from individuals or others. The thinking outcome is the modelling of distinct ideas and behaviours based on learning and interpreting the situations in which the individual lives and then storing and retrieving them as knowledge. Therefore, a distinction must be made between the result and the goal. The goal is what the individual wants, while the result refers to what the individual achieves. In other words, what does he want? Based on the axioms of NLP, most of the goals whose results have not been achieved due to the incorrect setting of goals. Alternatively, there are internal and external influences that prevented its achievement.
3. **Well-Built Rapport:** It means the type and quality of the relationship that reaches the individual to mutual trust and the degree of responsiveness. A well-built rapport is the essence of the relationship between individuals. It is built when the individual feels good with others and does not feel nervous when they are with them, which creates a bond on the level of subconsciousness reflected in them the quality of communication.
4. **Behavioral Flexibility:** If you do not achieve what you want, it is necessary to change your strategy followed. This is what we mean by flexibility. More flexible people are those who have greater control and control over situations. Behavioural flexibility also means the ability of individuals to integrate basic behaviours so that they can respond to surrounding circumstances, adapt to changes, and accept new situations and lifestyles.

5. Familiarity: These special skills allow individuals to progress and reach others to ease dealing with them or gain their trust. Familiarity is affected by building good relationships with others, making them feel comfortable and integrated.

6. Feedback: It means the extent of the individual's understanding and interest in the comments, listening and listening to achieve the goal.

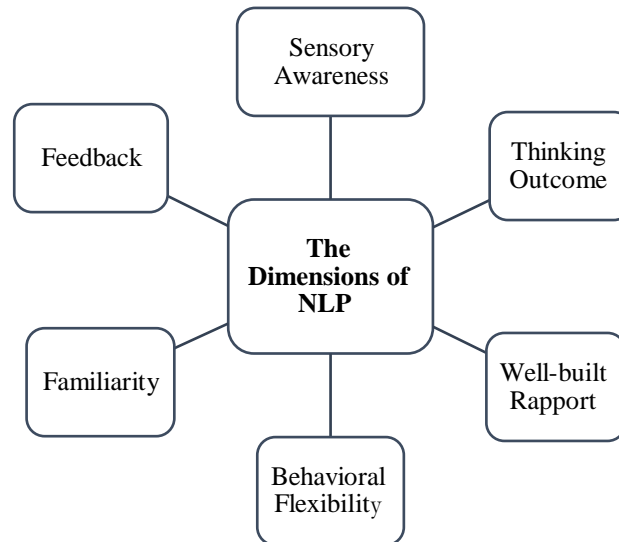


Figure 1. The Dimensions of NLP

Source: Compiled by the authors

Some researchers have divided the pillars/dimensions of NLP into (Akinniyi, Lkama, Idowu, & Oraegbune, 2018; O'Connor, 2001; Sharif & Aziz, 2015):

- Behavioral traits: The individual's continuous response to external stimuli, which generates a specific behavioural pattern in him, and these traits include (social relations, decision-making, responsibility, firmness, and indifference).
- Emotional traits: The emotional tendency of an individual towards an idea, such as happiness, fanaticism, anger, openness, and agreement.
- Mental features: The ability to think, perceive, absorb ideas and relationships, use the mind for analysis, imagination, creativity, inspiration, meditation and remembering.
- Motivational traits: They are the psychological aspects used on the scale of organizational behaviour. It is also the set of thoughts, feelings, desires, attitudes, and inner strength that motivate the individual to achieve something.

2.1.2. How do the pillars/dimensions of NLP serve the idea of change for the better for individuals in a way that develops its goals, and helps them choose to achieve them?

- The success of NLP application depends on the extent of the individual's intelligence and skill; the more consistent the individual is between his beliefs, values and goals with his actions and words and in response to what is around him, the more distinguished (Elierton, 2010; Oberholzer, 2013).
- If a person can change his state, he can change his mental state, and vice versa: Mind and body interact, influence, and influence each other. For example, when a person thinks differently through his senses (visual, auditory, kinesthetic), our bodies change, and our thoughts and feelings change with him. It expresses his beliefs, values, and how he interacts with others and circumstances (The NPL Center, 2006).
- Unique positive thinking is linked to three main things (knowledge of the current situation, the desired situation, and strategic planning around achieving goals). The NLP practitioner sets specific goals (measurable quantitatively and qualitatively, realistic). It can achieve based on the available resources within a specific time frame (Satrajit, 2010; Zulkifli, 2015; Yam, 2006).
- NLP is a unique approach to identifying and replicating the subconscious skills of high performers and then teaching them to others. It is worth noting that these skills can only be taught in a comfortable relationship. This relationship is built and developed based on trust, respect, and mutual interest (Hejase et al., 2015). An NLP practitioner can match what he sees and learns from the model. It depends on the model's ability to attract and influence the practitioner's thoughts and behaviors (Hejase, 2015).

- The importance of Feedback appears. Building this principle, the term failure is excluded from the context of human endeavors and replaced with flexible and positive feedback through the TOTE mechanism (Test, Operate, Test, Exit). If you always do what you always do, you will always get what you always got, but if you want something new, do something new and listen to positive motivating feedback (Molden, 2007; Andrea & Faulkner, 1994; Hejase et al., 2015).
- Rapport is a set of tools and skills that will lead to more satisfying relationships if applied and calibrated well. The use of Rapport is directly related to a person's ability to influence, influence, and persuade. From here it becomes clear the necessity of Rapport to establish labor and leadership relations (Lazarus, 2014; Love, 2001).
- Developing NLP skills is to develop Rapport skills first before developing other skills. The person must be clear about what he wants to achieve, followed by using the main senses to feel what is happening, and using Feedback to adapt, adapt and understand situations. Finally, transforming ideas into actions, transforming behavior into an actual applied skill, through continuous practice and work to reach the desired results because actions speak louder than words (Hejase, 2015).
- NLP is the art and science of personal excellence. NLP is an art because it expresses how an individual thinks and acts uniquely, based on what he feels and perceives. NLP is a science because it includes a set of techniques and applications and studied scientific methods that have been testing its effectiveness to identify successful behaviour patterns (Lazarus, 2013)

2.1.3. Assumptions of NLP. Individuals process information that reaches them from outside world according to their perceptions, not by responding to the world around them. These perceptions are built and collected through their senses, their previous interpretations of multiple experiences based on their beliefs, interests, upbringing, psychological state, and state of mind.

Therefore, NLP relies on a set of assumptions that crystallize this concept and determine how to implement it in practice:

- The map is not the area: in the sense that everyone has a mental map to review what is happening around him that differs from the other through NLP, the individual focuses on changing this map and not changing the reality (Tosey, Mathison, & Michelli, 2015). Reality exists only in the mind of the individual, and since no two minds are alike, we need to pay attention to perception, as the individual does not know what reality is. An individual's senses, beliefs, and past experiences provide a representation (a map) of the world on which they can work, but this map cannot always be accurate.
- The mind and bodywork under the same system: the person is affected by cognitive processing or physical processing in explaining things. When one part is affected, it affects the other (Grimley, 2016).
- The meaning that comes out of your communication is the response that you will get that is, the individual's ability to communicate information correctly or confusingly, on which his reaction and response to things will be based, through verbal and non-verbal signals (Hejase, 2015; Zulkifli, 2015).
- If a person can do something, it is natural for everyone else to learn and do it better.
- Experience has a structure: everyone has a certain level of experience that may be greater or less than others, which directly affects the interpretation of different opinions about an issue, its perception and its reaction (Zulkifli, 2015).
- Pacing & Leading: It means that the individual appears at the same pace with the goal, in terms of values, beliefs, opinions, and common interests, and this enables the individual to start at a fast pace through the exchange of experiences and common views, in addition to being open to the other to reach a sense of harmony (Grimley, 2016).
- The senses are how a person processes all information such as sound characteristics, breathing pattern, body position, facial signs, and external signals. There are also four main modes of communication: the visual thinking mode, the auditory thinking mode, the internal dialogue thinking mode, and the kinesthetic thinking mode (Hedayat, Raissi, & Asl, 2020).

NLP relies on an important and pivotal principle, which is Modeling:

Modeling is a sequential methodology for many processes to assimilate, describe, and transfer the ability of geniuses and distinguished people to others in the same field (Grimley, 2016). So, modeling is a technique that includes behaviors, skills, methods, verbal and nonverbal signals, knowledge, and experiences that belong to several distinguished people in a specific field. It means that modeling is based on copying the characteristics and habits of distinct individuals of other individuals, and this includes Physical & Innate Approaches: through which the unconscious ability is replicated and transferred from unique persons to others, and this occurs when physical attachments through (movement, matching, speed, body posture,

mirroring) (Andreas & Faulkner, 1994). In addition to verbal attachments, sight, hearing, and sound are reflected in the dynamic expressions. These are transferred to individuals with average performance in the same field, acquired through training, learning, and subconscious influence.

Modeling goes through five basic stages:

1. Preparation: This is the first stage and is concerned with determining the appropriate outstanding model (Joey & Yazdanifard, 2015).
2. Information Gathering Collecting: Here, all the details of behavior patterns, movements, body language, listening and listening, matching the distinguished model, are collected (Joey & Yazdanifard, 2015).
3. Model Building: In this stage, the evaluation process is based on the feedback gained (Kong & Farrell, 2012).
4. Testing: The practitioner sorts his behavior, retaining the behaviors that conform to the model, and abandoning the non-conforming ones (Molden, 2010).
5. Transferring: It is the last stage, and it includes the explicit coding stage, that is, coding and describing the patterns that make up the model in an appropriate manner for transfer to others. Understand the actual stage of copying skills, experiences, knowledge from the model to the practitioner, with flexibility in making modifications if necessary (Andreas & Faulkner, 1994).

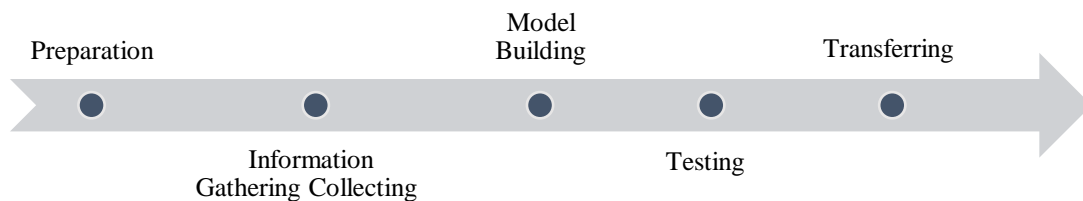


Figure 2. The Basic Stages of Modeling

Source: Compiled by the authors

2.1.4. The Importance of NLP Implementation in the Work Environment. As explained in the previous paragraphs, NLP provides tools and skills to identify the human personality, his way of thinking and behavior, and the obstacles that hinder his creativity. Therefore, the study attempted to collect most of the NLP researchers' judgments in the field of business administration and work environment in the following specific points:

Kong (2006) argues that NLP can enhance human capital in organizations. Whereas NLP aims to develop individuals' skills concerning other people by better understanding thought processes and behaviors and improving their professional and personal lives.

NLP is applied to individuals through training, management, human development, human change, education and counseling, and any field of life, as the quality of individual behavior, good communication, and interaction are manifold and extremely important to achieve the desired results (Collingwood, 2013).

NLP is a set of guiding principles, attitudes and techniques that enable an individual to change a pattern of behavior into a desired behavior, meaning to improve current and future experiences without developing causal explanations for past experiences (Tosey, Mathison, & Michelli, 2005). NLP positively affects the development of problem-solving skills, effective communication, negotiation and persuasion skills, influence, stress management, personal development, conflict resolution, and professional development (Love, 2001).

According to (Mid Bridge Training Group, 2015), you believe that applied NLP mastery of business provides specific, learnable skills and techniques that improve performance, resolve sources of stress, overcome self-imposed limitations, and achieve higher levels of confidence in any area of professional life. A study (Kong & Farrell, 2012) confirmed that organizations interested in building dynamic capabilities, unique and distinct from others, must rely on NLP since it will greatly support continuous organizational learning, creation and sharing of knowledge, and development of learning continuously. Argued (DeHughes & Holmes, 2017) that NLP is a functional and analytical approach through which it examines the commonalities between individual and group relationships, and how to explain behavior in the surrounding environment, with the need to pay attention to the study of roles, and the possibility of responding to situations and relationships.

Lazarus, 2014 clarified many benefits that are positively reflected on the performance of organizations:

- Better employee management.
- More effective in building trust.
- Gaining a competitive advantage that is difficult to imitate, represented by distinguished individuals.
- Achieve promotion and career success.
- Improving the decision-making process

Applying NLP skills increases the efficiency of managers and employees within the work environment by understanding and motivating individuals, whether individually or in groups. Also, NLP is useful for setting and knowing goals, with a clear understanding of trends towards changing behavior to achieve the goal (Singh & Abraham, 2008). It is worth noting that NLP skills inspired creative and innovative ideas for professionals and those interested in business administration in organizational development, total quality management, team building, and strategic planning (Lazarus, 2014). NLP is concerned with how individuals gain the ability to obtain the desired results and how the experiences of unique individuals can be copied. NLP helps determine the tendencies and desires of its customers after studying their behaviors and sensory awareness. To influence their purchasing behaviors towards the company's products, which enhances access to what they want and effectively anticipate (O'connor & McDermott, 2013).

2.2. Leadership Succession Planning strategy. Leadership Succession Planning strategy is one of the critical management issues that contemporary business organizations desperately need. We find the study prepared by (the American Society for Training and Development, 2005), which ranked the ten most important issues for human resource management. Leadership development was included in the second rank, and Succession Planning ranked in the sixth rank, we find (Villanova University, Last Updated September 24, 2021) ranked Succession Planning in the seventh rank (Figure 3).

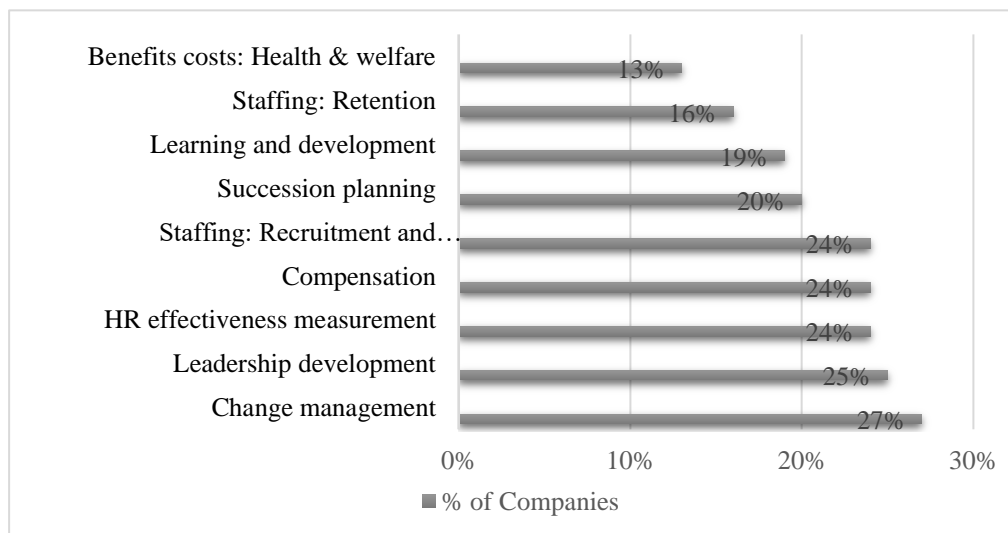


Figure 3. The Top Ten Most Important Issues in Management According to the Villanova University Ranking

Source: The American Society for Training and Development (2005)

In a recent study by Tarraga, Mascarell & Garcia, 2019, which included the main concerns of human resource managers in organizations, the study confirmed that Succession Planning Ranked seventh out of twenty important issues in human resource management Table 1.

Table 1. The Top Twenty Important Issues in HRM

Code	Challenges
1	Talent management
2	Improving leadership development
3	Employee engagement
4	Retaining the best employees
5	Total rewards/compensation and benefits
6	Management of corporate culture
7	Executive succession planning
8	Training – Learning and people development
9	Organizational effectiveness
10	Measuring workforce performance

Table 1 (cont.). The Top Twenty Important Issues in HRM

11	Innovation. Selection and use of HR technology/HR analysis
12	Improving employer branding
13	Change management
14	Transforming of HR into a strategic partner
15	Recruitment and selection
16	Managing work-life balance
17	Legal and administrative issues
18	Labour relationship
19	Employees mobility
20	Strategic workforce planning

Source: Tarraga, Mascarell, & Garcia (2019)

The origins of the concept of Succession Planning go back to the managerial teacher Henri Fayol, founder of the humanistic school of management. In the twentieth century, Fayol alerted corporate leaders to ensure the continuity and stability of their leadership power, as failure to prepare individuals for tomorrow to become leaders will lead to unfairly occupying leadership positions. (Rothwall, 2015). Despite Fayol's efforts and alerts, succession planning did not prioritize many organizations. The replacement method was used to fill leadership vacancies by selecting a person who may take a brief training period to know the necessary information related to his new job (Collins & Collins, 2007). As mentioned earlier, the Leadership Succession Planning strategy in the business world is not new, but the problem is not to treat this strategy as a systematic goal. Succession Planning should be treated as a process rather than an event (Fusarelli, Fusarelli, & Riddick, 2018).

Succession Planning can be defined as the voluntary or involuntary systematic replacement of a higher-ranking person within governmental, private, or family organizations. The leadership position and the selection of the next leader are smoothly transferred (Farah, Elias, Clercy, & Rowe, 2020). As for (McCallin, Wade, & Frankson, 2009), it is a formal evaluation that aims to develop individuals for future leadership positions. (Titzer & Shirey, 2013) argued that Succession Planning is a deliberate and systematic effort by organizations to ensure leadership sustainability while retaining intellectual and cognitive capital to face future changes (Day, 2007).

Succession Planning can be defined as a specific and structured approach based on the previous. It is designed to ensure the continuity of pipelines of qualified employees for leadership positions, thus continuing effective performance and facing expected and unexpected changes (e.g., preparing for an individual's absence, departure, death, retirement, or termination of his service). From the above definitions, Succession Planning Strategy should not be confused with Replacement Strategy. The replacement strategy is based on replacing one person with another, while Succession Planning Strategy is a broad approach based on training, a smooth and orderly leadership succession based on the organization's vision (Rothwall, 2001; Berke, 2005; Obadan & Ohioyenoya, 2013).

Succession Planning Strategy also differs from the replacement strategy in that it focuses on forecasting future organizational needs and does not depend on timely reactions to an unexpected event (Riddick, 2009). Succession Planning Strategy is based on a proactive basis to secure the human resources necessary to ensure the continuity of the organizational entity (Titzer & Shirey, 2013). It happens by observing talent, developing it internally, and preparing qualified people through systematic development activities to perform their future roles. Succession Planning means transferring responsibility and not just filling a vacancy (Riddick, 2009).

2.2.1. Why Should Organizations Leave Replacement Strategy and Switch to Leadership Succession Planning Strategy? They are looking at the experience of more than one global organization that has taken this desired transformation. We find that these organizations have been able to cope with all unexpected changes and situations. For example, based on the study of (Conger & Benjamin, 1999), which included 12 international organizations in determining the extent of their success in developing their next generation of Leaders, we conclude that most of these organizations have centers, institutes, and programs for qualifying the second level of leaders. Hence, we find Pepsi Co. has a learning center that includes a program called "Business Building" designed to socialize young leaders, taught by nine senior managers and led by the CEO. After conducting the training period, Potential candidates are identified and provided with professional development. Competitive confrontations are held with senior management. While GE has a John Welch Center in Crotonville, it offers a comprehensive development program that trains many executives and managers at all levels, where they present a range of activities related to leadership development, in addition to conducting workshops on the main strategic challenges of the company and the participation of trainees in

developing their suggestions and ideas that can be used in preparing the future agenda of the organization to face change (Goves, 2006). As a result of these practical experiences of organizations and comparison of theoretical literature, the reasons for the importance of shifting to leadership succession planning strategy can be explained in the following points:

- Succession planning is related to the strategic development of organizations, so choosing the right individuals for leadership positions is critical to achieving organizational success (Muhoho, 2014). Putting a wrong person or leaving a leadership position without a successful and talented successor will devastate the organization (Aitchison, 2004).
- The Executive Director of the Global Leaders Program at the University of Michigan Business School emphasized that companies succeed when leaders at every management level. Also, any organization that invests in developing leaders at all levels will get ahead of its competitors (Alio, 2003).
- Conger & Fulmer (2003) argued that organizations that have succeeded in developing sustainable organizational strength had dedicated their energy to integrating two currencies, Succession Planning and Leadership Development, to create a sustainable process for managing the talent pool.
- Succession planning tends to take a more general approach to development, with training, discussion, observation, and evaluation. These practices form the core of the professional development plan (Coonan, 2005).

Here comes the stage of guidance and counselling. Guidance has received much attention in the field of Succession Planning through apparent efforts to help entry-level leaders and a long-term, conscientious approach to guidance (Hauck & Prugl, 2014). Succession Planning training begins with an individual development plan outlining competency, skills, strengths, and learning needs. followed by self-assessment of personal strengths, weaknesses, and challenges. after that identifying competency gaps to gain outside perspectives from colleagues on typical patterns of behaviour and leadership ability, making tasks Developmentalism is a valuable means for developing competencies, those competencies that must be tracked, monitored and directed following the main objectives of the organization (McCallin et al., 2009)

It was clarified (Horne. 2009; Muhoho, 2014) that Succession Planning is not planning for replacement, but rather it is a process of rapid change that occurs, and sudden circumstances faced by organizations. Then they need potential successors based on sustainable criteria (Day, 2007). Succession planning proactively identifies high potential intellectual talent and prepares them for future leadership rather than providing heirs to leadership positions. Leadership development targets individuals who hold formal leadership titles (Titzer & Shirey, 2013; Renihan, 2012). Traits of succession planning include transparent organizational commitment, mindful leadership, willingness to invest resources for subsequent gain, coaching and mentoring, and intellectual talent development (Horne. 2009). Potential leaders must be identified to provide formal leadership development and retain internal intellectual capital (Sanford, 2011; Stichler, 2008).

According to (Cohen, Khurana, & Reeves, 2005), organizations that fail to prioritize Succession Planning end up with a steady drain on talent or retain people with ordinary skills. Based on this, current leaders will tend to select suitable people for their needs, tastes, and ideas and not suitable for the job. Thus, strengthening the system of patronage and bureaucratic kinship (Rothwell, 2005). From the above, the reasons for abandoning the replacement strategy and relying on the leadership succession planning strategy can be summarized from the researchers' point of view.

- Contemporary organizations face permanent situations of instability internal and external influential changes. Internally, Organizations are exposed to changes in job titles, functional and technical requirements, and responsibilities that increase with these surrounding pressures. Moreover, externally; Organizations are exposed to fierce competition and technological, political, and economic changes.
- Contemporary business organizations depend on modern organizational structures that reduce or sometimes cancel the supervisory level available for training to reach senior management.
- What the world is currently facing from crises such as the Covid-19 pandemic, which suddenly put many lives in danger and annihilation, causing vacant leadership positions resulting from the death or illness of their owners. Organizations that did not follow the Succession Planning strategy faced a catastrophic situation.

2.2.2. The Most Important Question is How Can Succession Planning Strategy be Effectively Applied Within Contemporary Organizations? It is worth noting that most organizations do not know where to start implementation, so here will be explained the most important methods and strategies to help build and implement Succession Planning strategy:

- Discussed (Rothwall, 2010) that there are six methods of Succession Planning strategy that are presented in the following Figure 4:

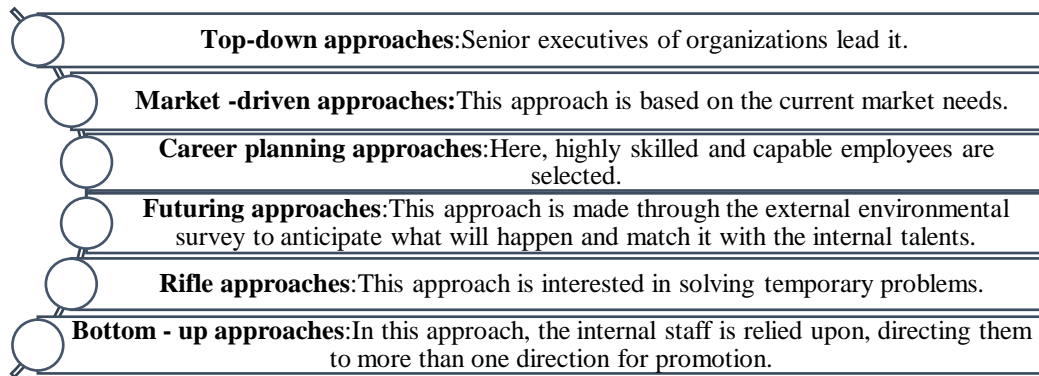


Figure 4. The Six Methods of Succession Planning Strategy

Source: Rothwall, 2015

- Reliance on the framework proposed by (Sobal, Harkins, & Conely, 2007) includes (success, progress, development). It is a continuous cycle that contains four distinct designs (**Figure 5**):
- New system or modification of the existing system analyzes the available resources, order execution, monitoring and measuring.

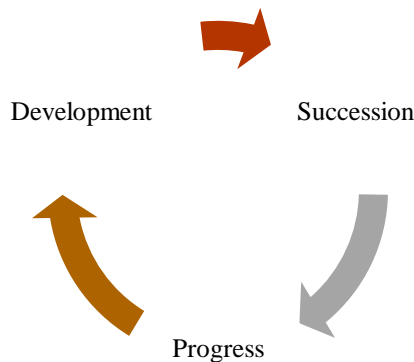


Figure 5. The Framework Proposed by Sobal, Harkins, & Conely (2007)

Source: Sobal, Harkins, & Conely (2007)

- Smooth transition to leadership positions. Hargreaves & Fink, 2006 argued that reliance on internal leadership models in organizations is one of the best ways to secure successful succession. Through this method, the culture of leadership can be spread and expanded among individuals in a way that is reflected in distribution and development.

After the literature review of the NLP and Leadership Succession Planning strategy is completed, the study hypotheses can be formulated.

H.1: NLP pillars have a positive and significant effect on the effectiveness of leadership succession planning strategy. This central hypothesis is divided into six sub-hypotheses.

H_{1.1}: Sensory Awareness has a positive and significant effect on the effectiveness of the leadership succession planning strategy.

H_{1.2}: Outcome Thinking has a positive and significant effect on the effectiveness of leadership succession planning strategy.

H_{1.3}: Well-Built Rapport has a significant positive and significant effect on the effectiveness of the Leadership Succession Planning strategy.

H_{1.4}: Behavioural flexibility affects the effectiveness of leadership succession planning strategy.

H_{1.5}: Familiarity has a positive and significant effect on the effectiveness of leadership succession planning strategy.

H_{1.6}: Feedback has a positive and significant effect on the effectiveness of leadership succession planning strategy.

Based on the hypotheses and the research variables, a proposed model was prepared for the study that explains the nature of the relationships between the variables, and this appears in the following Figure 6.

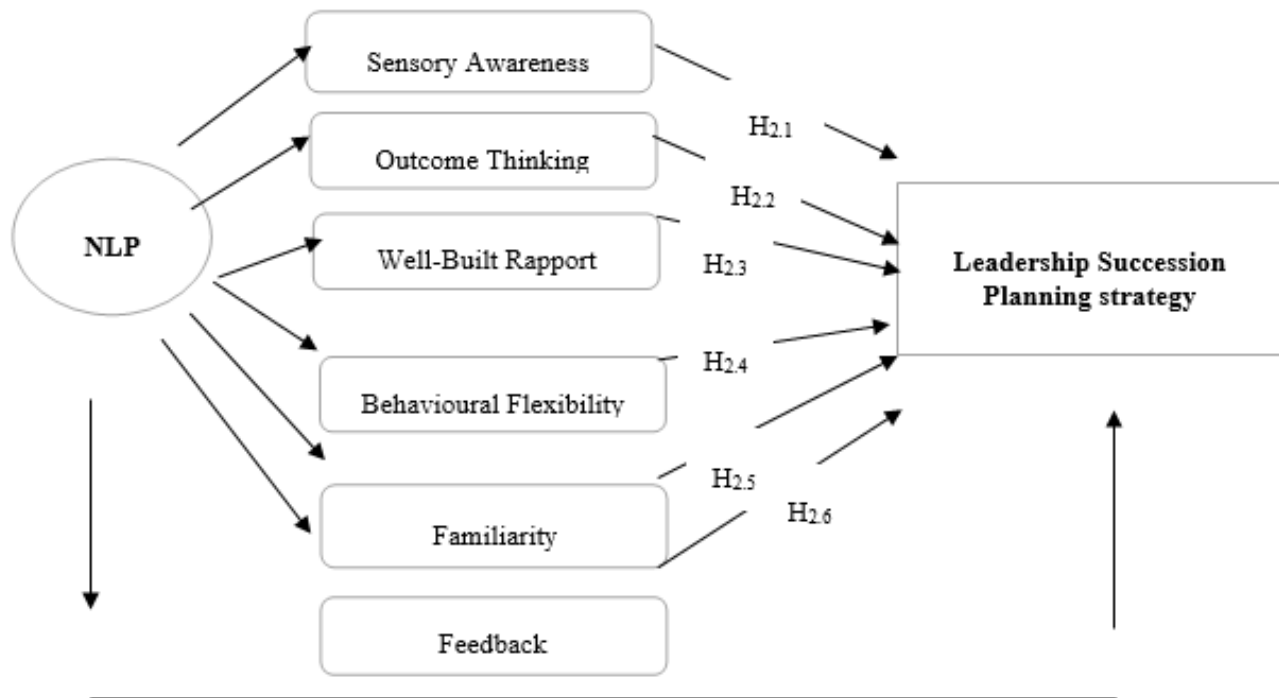


Figure 6. The Proposed Hypothetical Model for the Study

Source: Compiled by the authors

3. Methodology

3.1. Method. The research has relied on a hypothetical-deductive approach based on a review of previous studies and a theoretical framework. This approach determines the study's problem, objectives, and importance. The causes and the different dimensions of the problem and formulates it in the form of a set of hypotheses that are tested using statistical and mathematical measures. It is possible to judge the validity or incorrectness of the hypotheses. The researchers explained these steps in the following Figure.7:

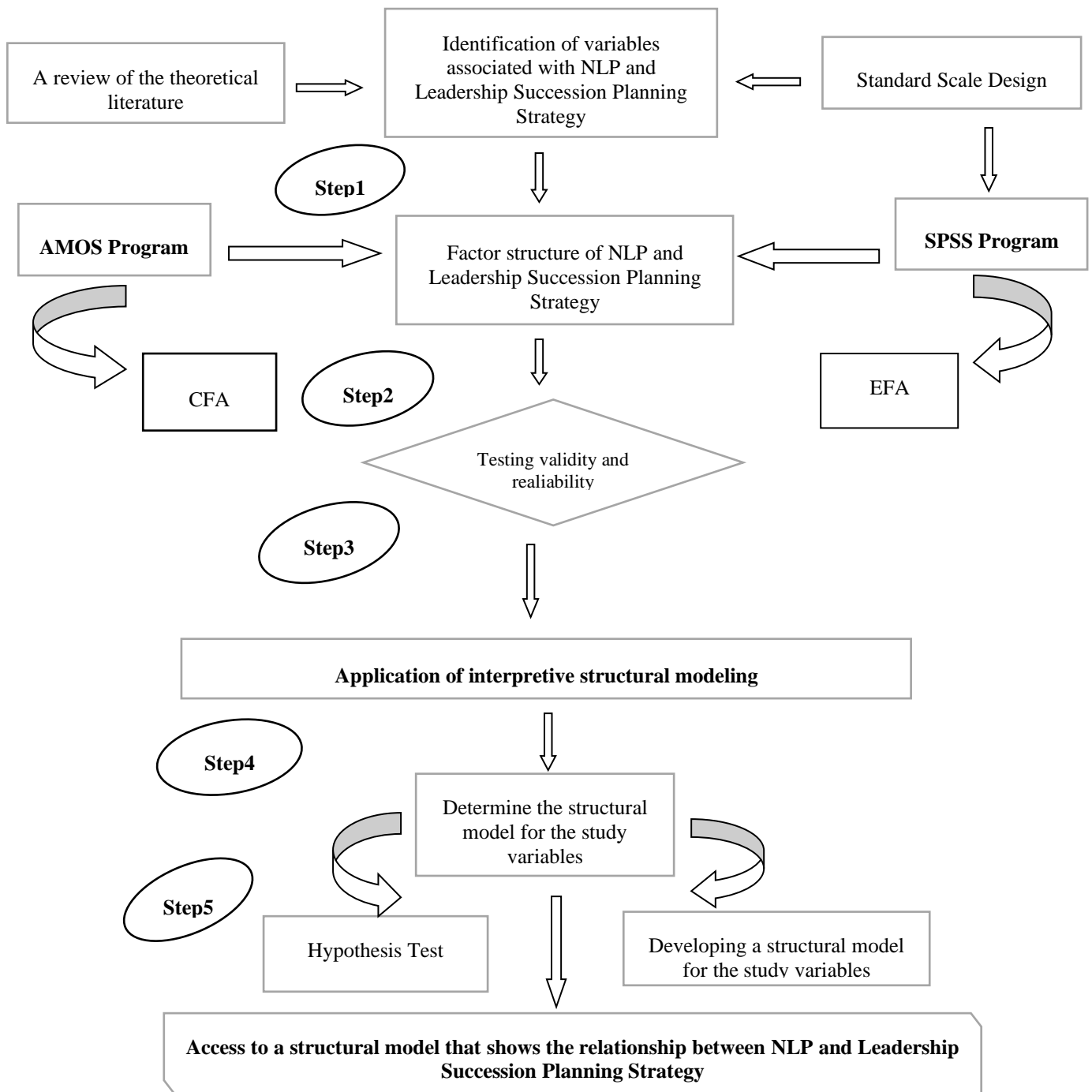


Figure 7. The Methodological Steps of FA-ISM-SEM for Systematizing the Relationship Between NLP and Leadership Succession Planning Strategy

Source: Compiled by the authors

3.2. Sample and Data Collection. The study population is represented by the deans and vice deans of the university and colleges at King Khalid University in Saudi Arabia, who hold the highest leadership positions in the university, and heads of departments in the university faculties.

- The Confidence level of results is 95%.
- The percentage of the phenomena under study in the sample is 50%, and the percentage of non-existence is 50%.
- The allowable error percentage is within (± 0.05) because of the large size of the research population, difficult of enumerating all the numbers of deans, deans of the university, colleges, and heads of departments, which amount to 409 items. The study relied on selecting a random sample of 100 individuals, distributed to all colleges and deanships of the college understudy. However, the responses were 82, or 82% of the total questionnaires.

Table 2 shows the nature of the study sample's distribution and the study sample's demographic profile.

Table 2. The Job Position Profile of Participants

The job position profile	Population Frequency	Respondents Frequency	Percentage (%)
Current position			
Deans	38	16	20%
Vice Dean	87	28	34%
Head of department	284	38	46%
	409	82	100%
Period of work			
Less than 5 years		23	28.1%
More than 5 years and less than 10 years		21	25.6%
More than 10 years		35	46.3%

Source: Demographic components on the questionnaire

3.3. Study Instrument. The survey list includes two parts. The first part contains respondents' work data, such as current position and work period. While the second part included the study variables, it included 39 items to represent the survey phrases selected based on previous studies and using some global criteria associated with each variable for this independent variable, and they were distributed as follows. An independent variable in NLP, divided into six sub-dimensions (sensory awareness, thinking outcomes, Well-Built Rapport, behavioural flexibility, familiarity, feedback). Twenty-eight items were developed to represent these dimensions, divided into five items for sensory awareness, five items for thinking about outcomes, four items for well-structured harmony, five items for behavioural flexibility, five items for feedback. Finally, the dependent variable is leadership succession planning strategy. it included 11 items. A 3-point Likert scale (1 disagree, 2 neutral, 3 agree) was conducted to measure the variables.

3.4. Factor Structure of NLP and Leadership Succession Planning Strategy. A principal component factor analysis with varimax rotation a method of exploratory factor analysis (EFA) by SPSS 25 was undertaken to estimate the validity, as the factors are dependent on one another. The results were examined using confirmatory factor analysis (CFA). The validity of the developed scale was confirmed besides content validity. For this, AMOS 26 program was used.

3.4.1. Exploratory Factor Analysis (EFA). This study relied on the Principal Component Analysis method, which aims to extract the maximum possible variance using the orthogonal rotation method in the Varimax method. It aims to ensure the independence of factors from each other and thus avoid the problem of multicollinearity at Eigenvalue =1.5 to improve the strength of factors. According to researchers in this field, the loadings should be greater than 0.4 to ascertain the validity of the factors and the reliability of the combined loadings (Yu et al., 2020). Accordingly, 12 factors were extracted that included 27 items were excluded. Four items with a loading coefficient less than 0.4, which explained 50.469% of the total variance, were excluded. After that, Bartlett's sphericity, and Kaiser-Meyer-Olkin (KMO) test were conducted to measure the adequacy of the samples to evaluate the factors. It was 0.7; this is a perfect indicator, as the (KMO) index should range between (0<KMO<1), and Bartlett's test showed that (P<0.05), which indicates the significance of the data. The stability of the study tool was verified by the Cronbach alpha coefficient, as it is clear from Table (6) that the reliability coefficients ranged from 0.747 to 0.911, and the total stability of the coefficients reached 0.799. Their convergent and discriminatory validity assessed the structural validity of the scales. The coefficients have convergent validity, as the individual factor loading ranged from 0.517 to 0.882. along with the composite reliability scale (SCR), where results were more significant than 0.70, and the mean extracted variance (AVE) is in the range of 0.556 and 0.732. It indicates that all coefficients used in this study meet the requirements, and all the constructs in the study have a high convergence validity. as shown in table (3).

Table 3. The Factorial Structure Along with, Reliability, AVE and CR

Items of variables	Factors					communalities	Cronbach's Alpha (α)	AVE	CR
	1	2	3	4	5				
sensory awareness							0.792	0.585	0.875
SA1					.693	8.531			
SA2					.671	5.062			
SA3						4.454			
SA5					.676	2.462			
thinking outcomes							0.911	0.566	0.867

Table 3 (cont). The Factorial Structure Along with, Reliability, AVE and CR

TH1			.592			2.024			
TH2			.682			1.770			
TH3			.632			1.716			
Rapport							0.803	0.556	0.848
RAP1			.552			1.262			
RAP2			.721			1.182			
behavioural flexibility							0.936	0.586	0.876
BF1			.634			.920			
BF2		.670				.898			
BF5			.757			.731			
familiarity							0.845	0.672	0.887
FAM1			.643			.701			
FAM2		.689				.576			
FAM3		.516				.562			
FAM4		.522				.500			
feedback							0.747	0.601	0.891
FB1		.678				.426			
FB2		.535				.370			
FB3		.592				.303			
FB4		.663				.291			
Leadership succession							0.894	0.732	0.897
LSP1	.758					.277			
LSP2	.847					.254			
LSP3	.781					.232			
LSP5	.743					.172			
LSP6	.668					.128			
LSP11	.763					.050			

Source: AMOS program

3.4.2. Confirmatory Factor Analysis (CFA). This analysis aims to measure the structural validity of the proposed theoretical model that explains the relationships between the study variables, which were developed in the light of research theory and a review of the relevant literature. The CFI (Comparative Fix Index) compares performance on our suggested model to performance on baseline or the null model that assumes zero correlation between all observed variables. The GFI (Goodness of Fit Index) is based on discrepancies between observed and predicted covariances; practical experience indicates that a value of the RMSEA of about .05 or less would indicate a close fit of the model in relation to the degrees of freedom. Figure 8 shows the proposed structure of the study.

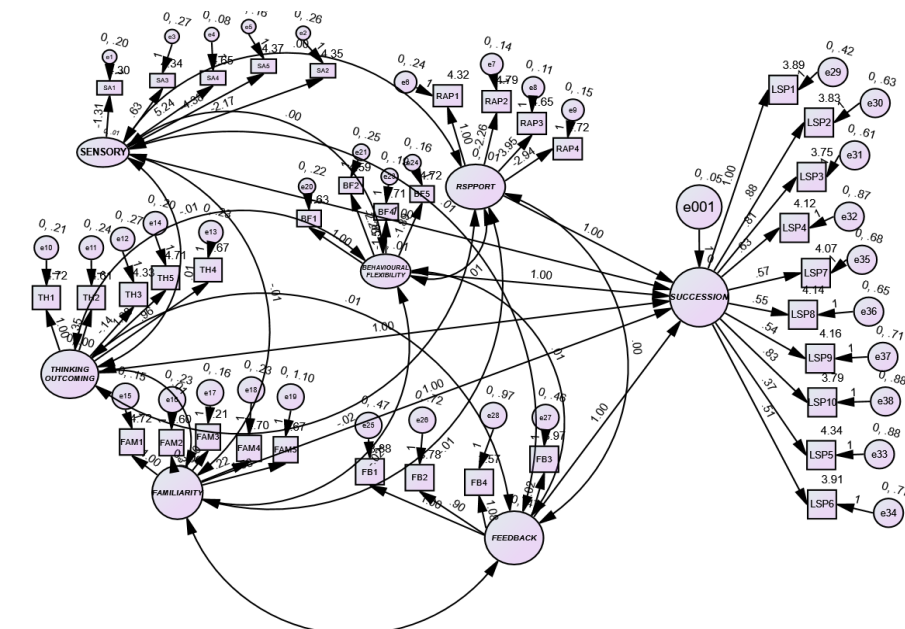


Figure 8. The Interpretive Structural Equation Model After Modification

Source: Compiled by the authors based on AMOS program

Table 4. Fitting Index of Confirmatory Factor Analysis of Model

Index	Goodness of Fit Rule	Model
Chi Square test Significance level	>0.05	0.000
Goodness of Fit (GFI)	>0.9	0.534
Comparative Fit Index (CFI)	>0.9	0.626
Root Mean Square Error of Approximation (RMSEA)	<0.05	0.104
CMIN/DF	<5	2.088

Source: AMOS program

It is clear from the previous Fig.8 that the construction model does not match the data - as most of the matching statistics did not fall within the acceptable range, which indicates that the model does not fit the data, as shown in table (4). Accordingly, this model must be modified to achieve good conformity. It is done by reviewing and deleting most of the viewing variables that have proven weak, unrelated, or bifurcated on the building model to which they belong. To become the general model. as shown in Figure 9.

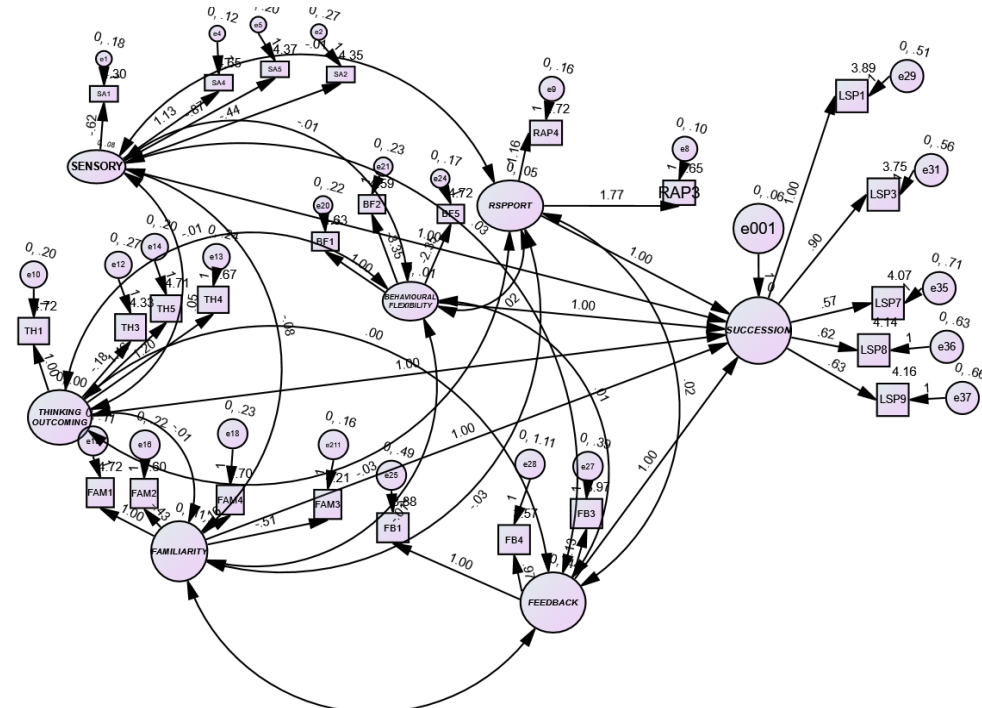


Figure 9. The Interpretive Structural Equation Model After Modification

Source: Compiled by the authors based on AMOS program

Table 5. Fitting Index of Confirmatory Factor Analysis of Model

Index	Goodness of Fit Rule	Model
Chi Square test Significance level	>0.05	0.07
Goodness of Fit (GFI)	>0.9	0.980
Comparative Fit Index (CFI)	>0.9	0.963
Root Mean Square Error of Approximation (RMSEA)	<0.05	0.045
CMIN/DF	<5	1.547

Source: AMOS program

Table 5 shows that CFA results indicate an adequate fit, and the model satisfies the goodness of fit rules. All elements of the model latent variable components were statistically significant. The GFI = 0.980 (98% is the percentage variance explained), CFI = 0.963 (96.3% is the suggested model compared with the model on baseline or the null model that assumes zero correlation between all observed variables), and RMSEA = 0.045 (about 4.5% discrepancies between observed and predicted covariance).

3.5. Study Hypotheses Test. In this part, the results of the study hypotheses will be discussed as follows: Results of the first hypothesis: H.1: NLP pillars have a positive, significant, and statistically significant effect on the effectiveness of leadership succession planning strategy. This main hypothesis is divided into six sub-hypotheses, which will be clarified in detail:

The first sub-hypothesis *H1.1: Sensory Awareness has a positive and significant effect on the effectiveness of the leadership succession planning strategy*. The hypothesis was accepted, as the results proved a direct and consequential effect between Sensory Awareness and leadership succession planning strategy. By looking at the results, we find that Estimate = .058 has a positive sign, which means a positive relationship. When the independent variable is increased by 1.00, the dependent variable increases by 458, and vice versa. We find CR = 2.473, which indicates an effect and a relationship between them, where the value exceeds 1.96. In addition to that, this relationship is significant because ($P \leq 0.05$).

Second sub-hypothesis *H1.2: Outcome thinking positively and significantly affects leadership succession planning strategy*. The results showed a positive and significant positive impact between Outcome thinking and development and leadership succession planning strategy; the results were as follows (Estimate = .0233, CR = 2.555, $P \leq 0.05$).

This is followed by the third sub-hypothesis *H1.3: Well-Built Rapport has a positive and significant effect on the effectiveness of the leadership succession planning strategy*. This hypothesis was accepted based on the following results, which confirmed the existence of a positive direct impact between Well-Built Rapport and leadership succession planning strategy (Estimate = .204, CR = 2.466, $P = 0.14$), but the relationship between them is significant, and $P \leq 0.05$.

The fourth sub-hypothesis *H1.4: Behavioral flexibility has a positive and significant effect on the effectiveness of leadership succession planning strategy*. This hypothesis was accepted, as the results revealed a positive and significant impact between behavioral flexibility and leadership succession planning strategy. Looking at the results, we find that Estimate = .1125 with a sign Negative, as we find that CR=3.216; in addition to that, this relationship is significant because $p=0.03$.

H1.5: Familiarity has a positive and significant effect on the effectiveness of leadership succession planning strategy. The results clarify that there is a positive and significant positive effect between Outcome thinking and development and leadership succession planning strategy; the results were as follows (Estimate = .383, CR = 2.693, $P \leq 0.05$).

The sixth sub-hypothesis, *H1.6: Feedback has a positive and significant effect on the effectiveness of leadership succession planning strategy*. This hypothesis was accepted, as the results showed a positive and significant effect between the feedback and the effectiveness of the succession planning strategy. The reason for this is that all the results of the hypothesis confirm the strength of the effect between the two variables. We find the estimate = .147, CR = 3.249, and $P \leq 0.05$; In addition, this relationship is significant because $p = 0.04$, and based on these results, the hypothesis was accepted.

From the foregoing, all hypotheses are acceptable, and there is a positive effect. Morale between all pillars. The central hypothesis of the study can be accepted, which is H.1: NLP pillars have a positive, significant, and statistically significant effect on the effectiveness of leadership succession planning strategy.

4. Discussion and Contributions

4.1. Discussion. The hypothetical model of the research is passed, which was converted into a hypothetical model according to the structural equation modeling (SEM), where the quality indicators of conformity required for the structural validity test passed. According to these indicators, and from here, this scheme or model can be adopted. The value of the indicators ranged between (acceptance or fit acceptance) of the model, and from this, we conclude that the hypothetical model is structurally acceptable.

Based on the results that were reached by using the structural equation modeling (SEM) program, these results proved a set of items that were used in the survey list to measure both the independent variable (NLP) and the dependent variable (leadership succession planning strategy). Statistical analysis of the study results confirmed the existence of a significant positive effect between all dimensions of NLP and leadership succession planning strategy. It also confirmed the construct validity through analysis of Cronbach's alpha, above the threshold value of 0.5 (from 0.670 to 0.857) for CR, above the threshold value of 0.6.

All hypotheses that confirmed a positive effect between the NLP dimensions and leadership succession planning strategy were accepted. NLP emphasized its re-formulation of standard mental models to understand and facilitate the process of thinking and training, which helps successive leaders understand the ideas and beliefs of current leaders and their ways of thinking in solving problems and facing crises. NLP helps successive leaders reveal underlying assumptions about the causes and persistence of success for unique leaders. NLP helps activate the value of learning, which encourages the dissemination of knowledge

and promotes an organizational culture aimed at developing leadership. NLP plays a vital role in increasing the successive leader's sense of the need to establish their reputation for outstanding performance after similarity and learning from the model.

The novice leader needs a model and role model to help him control the way he feels, transforming it into positive thinking that stimulates energy and focuses on goals. It is what the application of NLP practices does. NLP makes the individual overcome the adverse effects of previous experiences and replace them with valuable habits that expose the individual to competence, confidence, and effective communication. So, it is a practical methodology for human change. NLP focuses primarily on individual learning, which increases the individual's knowledge and perceptions, improves the individual's chances of obtaining better positions, and highlights his personality to leaders. NLP also helps leaders share their tacit knowledge of others, their ways of thinking, their behaviour.

4.2. Contributions. It is necessary to have a leadership academy within King Khalid University that has an integrated approach to the succession planning strategy. It works to provide junior leaders with adequate experience and training. It considers the Academy's goals with the university's general approach and links it to future strategic development. This Academy will be considered a substantial investment that enhances organizational sustainability and activates the university's role in achieving the 2030 vision.

The importance of this Academy is due to the following reasons:

- The Academy will be an essential tool for searching for individuals with high potential and leadership skills that qualify them to occupy senior positions.
- The Academy's presence will reduce the costs spent on obtaining external consultations importing experiences and skills from the external environment.
- The Leadership Academy is a powerful tool for promoting cultural understanding across business units. It is possible to provide intense, multi-functional educational experiences to employees with higher potential.
- The Academy will activate work-oriented development activities; Those designed to enhance leadership competencies aligned with the organization's strategic objectives.
- The Academy will help increase the university's ability to see the talent that may exist, but that executives and senior management managers cannot see up close.

The essential requirements for applying a leadership succession planning strategy are the conviction of the senior leaders in the university of the importance of this strategy, adopting it, and providing its requirements, which can be implemented by relying on NLP practices. NLP helps leaders improve their communication skills with junior leaders and how they are effective with them. NLP skills such as fixation, reflection, model, relationship, feedback, calibration, and paraphrasing improve the relationship between leader and followers and develop leadership skills.

NLP is attention to nonverbal language cues, the movements of her eyes, hands, and legs, and the volume of her voice. It helps the leader to know his impression of others. If this impression is negative, then the leader can improve it. If that impression is positive, the leader can create a strong communication channel. (NLP) improves the sensory acuity of each teacher or leader by calibrating, which expresses that the person must pay attention to all non-verbal communication. In the end, when the teacher as a leader is flexible, has a good relationship with his students or colleagues, and has sensory acuity, he will achieve his goal or achieve the best results. Systems to motivate employees in developing their leadership skills should be included in managerial job expectations and performance evaluation criteria to ensure that leadership succession planning strategy is operationalized and given the highest priority among managers.

Adopting Leadership Succession Planning strategy by doing some general management practices such as:

- Preparing the job description for academic leadership positions at the university
- Preparing a guide to the technical and behavioural competence of the academic leaders at the university.
- Building objective criteria for selecting academic leaders
- Encouraging the university's senior leaders by giving developed training courses to junior leaders.
- Building indicators to measure the performance of the targeted leaders in the knowledge and skill transfer program.

Conclusion

This paper examines literature reviews regarding impending NLP practices and leadership succession planning strategies. This study clarified the importance and impact of having a leadership academy within universities that works to provide future leaders with the skills and capabilities that qualify them to occupy leadership positions. These skills and capabilities can be supported through NLP practices (sensory awareness, thinking outcomes, Well-Built Rapport, behavioural flexibility, familiarity, feedback) that enhance the behaviour of individuals towards better change based on the modeling method.

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