Post-Succession Leadership:

Factors Affecting New Leader Ability to Impact Change

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Abstract

Executive level turnover is an unavoidable challenge for organizations in every sector. The challenges associated with leadership turnover have been explored in a variety of contexts, most frequently focused on how turnover impacts organizational performance, yet very little research has focused on post-succession leadership. This evidence based dissertation found that a transitioning leader's efforts to affect change impacts performance and identified those factors that impact a post-succession executive leader's ability to implement change. .

Current research focuses on whether or not leadership turnover affects performance and whether or not the performance is affected negatively or positively. There is a lack of consistency in the findings that turnover itself impacts performance or that turnover either has a negative or positive effect. This inconsistency in overall findings suggests that the impact on performance following a leadership transition is not due to the transition itself, but other factors. One of the primary leadership actions taken to affect performance following executive-level leadership transition is the new leader's initiation of change during the transitional period.

This dissertation to provide context as to how leadership actions affect change in a post-transition organizational environment and thereby impact performance following an executive-level turnover. Through systematic review of 53 articles, including primary research studies and gray literature, studies identified 19 elements that pointed to the leader's ability to influence the organization, the organization's susceptibility to the leader's influence, and the methodology the new leader uses to influence. An assessment tool for post-transition leaders was developed to assist in informing executive-level leader's change initiatives following a leadership succession.

Keywords: executive succession, change, leadership transition, executive-level turnover, new leader assimilation, organizational performance, theory of executive succession

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Chapter 1: Introduction and Management Problem

Leadership turnover and its subsequent impacts on organizational performance are an

unavoidable challenge facing organizations in every field in both the private sector and

government. Executive-level turnover is on the rise, having increased 15% to 20% from 2010 to

2014 (Pedderson & Madden, 2014; Walberg, 2014). The abundant opportunities for executive

transitions to different organizations and lucrative retirement incentives have created an

environment where executives are leaving their current posts with higher frequency than ever

before (Green & Hymowitz, 2013).

Executive level turnover of an organization's TMT or senior-level positions impacts an

organization's performance (Messersmith, Lee, Guthrie, & Ji, 2014; Murnieks, Allen, &

Ferrante, 2011; Watrous, Huffman, & Pritchard, 2006). In the public sector, several failures in

homeland security programs are linked with top-level turnover (Markon, Nakashima, & Crites,

2014), and the United States Government Accountability Office (USGAO) attributes the failure

of effective budget management (United States Government Accountability Office (USGAO),

2014b), the lack of effective implementation of sexual harassment and assault prevention

programs (USGAO, 2014a), and the mismanagement of medical facilities (USGAO, 2012) to

leadership turnover. In the private sector, executive-level turnover has hampered the

implementation of strategic initiatives in the medical industry (Morgan, 2013), affected stock

performance (Friedl & Resebo, 2010), and impacted organizations' ability to perform effectively

(Audas, Dobson, & Goddard, 2002).

Organizations in a post-transition state face unique challenges that can affect their ability

to successfully meet the needs and demands of their stakeholders (Giambatista, Rowe, & Riaz,

2005). Many of the variables impacting performance during the period following a turnover of

leadership come from external or environmental variables that are outside the span of a leader's

control and influence (Denis & Denis, 1995). However, many of the variables are internal to the

organization and can be controlled and moderated by leadership actions (Boyne & Dahya, 2002).

Executive-level leaders significantly impact the ultimate performance of organizations

through their daily decisions, philosophies, and behaviors (Smith, Carson, & Alexander, 1984).

They do this by setting the organizational goals, influencing innovation and organizational

culture, and enforcing standards (Grobler & du Plessis, 2016). When there is executive-level

turnover in an organization, the effects can be either positive or negative depending on the

context and the leader's actions (Gabarro, 2007). A key performance-impacting action that a

leader frequently takes following transition is the introduction of organizational change. In some

cases, a new executive leader can make immediate changes to the organization's structure or

mission, which can result in knowledge loss due to subordinate leader departure (Fee & Hadlock,

2004; Kesner & Dalton, 1994), morale impacts on the workforce (Bayless, 2004; Friedman &

Saul, 1991; Lubatkin, Schweiger, & Weber, 1999), and program failures. In other cases, the new

executive can make changes to programs and structures that contribute to innovation (Bayless,

2004; De Paola & Scoppa, 2012) and overall improved performance (Miller, 2013; ter Weel,

2011). These differing outcomes following turnover contribute to the notion that leadership

turnover in and of itself may not be the cause of performance changes, rather it may be the

leader's actions, specifically the initiation of change, following the turnover that ultimately

impacts organizational performance.

These actions may have different effects than they would if endeavored by a tenured

leader. During a transition period, new leaders are in a unique environment where they

frequently lack internal support from employees and subordinate managers (Heller, 1989;

O'Keeffe, 2012) and the new leaders' own leadership – these new leaders and shareholders are under pressure to demonstrate an impact on organizational performance (O'Keeffe, 2012). Adding to the complexity during this period, the new leader frequently lacks the in-depth organizational knowledge to completely understand the nuances of the change or decision (Kangas, 2013; Tibau & Debackere, 2008).

This research endeavor seeks to identify those variables and factors that impact a new leader's ability to manage change and to provide context as to how leaders impact post-transition performance following an executive-level turnover. These factors will be examined through a systematic review of primary research studies, case studies, and other academic literature. The results of this study will shed light on the intermediate outcomes that occur as a result of management activity following transition to inform management practice for post-transition leaders. Specifically, this research will provide insight into the factors that affect a manager's ability to make strategic changes, how those changes affect performance, and which factors pose a threat to those strategic changes. In support of these study goals, this dissertation will provide a tool for executive level leaders to assess their change efforts following the transition.

Background

The inevitability of executive-level turnover coupled with its potential impact on an organization's ability to meet the demands of its stakeholders makes executive-level turnover a critical topic for management studies. Executive-level departure rates are higher than ever before and steadily increasing (Green & Hymowitz, 2013; Pedderson & Madden, 2014). For example, a study conducted by the American College of Healthcare Executives found that beginning in 2013 and continuing into 2016, hospital CEO turnover rates across the U.S. averaged around 20 %, the highest steady turnover rate in decades (Gooch, 2016).

The importance of understanding the effects of management turnover is exemplified by the ever-increasing body of literature addressing it. Research into the effects of leadership turnover has been increasing since at least the 1960s (Giambatista et al., 2005). Oscar Grusky's (1960, 1963) early works brought the issue of leadership turnover's effects on organizational performance to the forefront and marked the beginning of an in-depth investigation into all aspects of leadership succession that continues today. There was a 250% increase in literature on executive succession between 1970 and 1990 (Kesner & Sebora, 1994), and another 200% increase from 1991 to 2016 (Thompson Reuters Web of Science, 2016).

This growing body of literature examines the issue of turnover from many perspectives and through many lenses. Succession planning, the effort to ensure that the right leader is selected and that there is a smooth transition between leaders (Cespedes & Galford, 2004; Sharma, Chrisman, & Chua, 2003) is paramount to understanding how turnover and the transitioning leader's actions affect performance. Within this field of research, there is a focus on the effects of the succeeding executive's origins, whether they have been promoted from within or brought in from outside the organization (Beatty, 1987; Intintoli, 2013), as well as the leadership traits and styles of the succeeding executive (Armstrong, 1993). There are also views on turnover that posit timing of turnover is a determinant of its effects on performance (Rowe, Cannella Jr., Rankin, & Gorman, 2005), that frequency of turnover determines how significant the effects will be (Beadles, 2000; Hill, 2009), and that the tenure of the previous executive can predict performance effects following turnover (Garrett & Pavan, 2012). The culmination of the research examining the variables related to this issue reveals that in some cases, executive-level turnover performance is affected positively, such as when a soccer team is losing and the coach is fired and replaced by a different coach (De Paola & Scoppa, 2012). In other cases,

organizational performance of a well-functioning organization is affected negatively, such as when a turnover occurs due to the routine departure of an executive (Murnieks, Allen, & Ferrante, 2011).

Performance can be influenced by internal and external variables (Furtado & Karan, 1990; Hargreaves, Moore, Fink, Brayman, & White, 2003). The internal variables include workforce perceptions (Lubatkin et al., 1999) and behaviors (Bons & Fiedler, 1976) and how they are affected by executive-level actions following a turnover. The overarching consensus in the literature is that executive-level turnover causes a disruption to the workforce that can lead to positive or negative outcomes (Bayless, 2004; Boyne, 2011). However, leadership change initiation and its impacts on post-transition performance have not been thoroughly examined. For this research issue, change initiation is operationalized as any modification, alteration or adjustment to an existing structure, process, product, or mission.

Problem Statement

Management exists to impact organizational performance. Whether for profit or not, most organizations strive to perform in such a manner that the organization meets or exceeds stakeholder expectations. Management research helps to explain, predict, and provide a way to improve performance by identifying the factors and variables that impact it. One such factor is managerial turnover and more specifically, the post-transition leader's efforts to enact change.

Leadership turnover has been found to be highly impactful on organizational performance even to the point of causing crisis situations in organizations (Messersmith, Lee, Guthrie, & Ji, 2014; Sinnott, 2008). Following an executive-level turnover there have been impacts on workforce morale (Giambatista, Rowe, & Riaz, 2005; Mascall & Leithwood, 2010), communication (Murnieks et al., 2011), trust (Ballinger, Schoorman, & Lehman, 2009), and

organizational commitment (Fee & Hadlock, 2004), all of which impact organizational

performance.

Current research returns mixed results as to the direction of the effect of turnover on

performance; research in different contexts shows both performance upturns and performance

failures following a turnover. Because not all turnover has negative consequences on

organizational performance (ter Weel, 2011), it is possible that there are certain variables

associated with turnover and leadership change efforts that result in negative performance and

other variables that result in positive performance, all of which could be attributed to the

succeeding leader's management of change.

Executive-level turnover is steadily increasing (Pedderson & Madden, 2014; Walberg,

2014). Evidence demonstrates that executive-level turnover can impact organizational

performance (Friedl & Resebo, 2010; Morgan, 2013; USGAO, 2012; USGAO, 2014a; USGAO,

2014b). Grusky (1963) proposed that when performance suffers following an executive-level

turnover, it increases the likelihood that the organization will replace the executive-level leader

to improve performance, creating a "vicious cycle" (p.30).   This cycle serves to exacerbate the

negative effects on performance by creating additional executive-level turnover, when the

executive is unable to improve performance.

Understanding that some variables are outside the realm of a leader's influence, it is

important to identify those that are within a leader's span of control in order to inform managers

of post-transitional organizations, as well as the boards and stakeholders that make decisions

related to the hiring and firing of executives. For a leader, knowledge of the intermediate effects

of their actions to induce changes and how those actions impact performance can provide

information that contributes to their successful tenure. For decision-making stakeholders, this

information can provide insight into the context in which they place individual and organizational performance responsibility on the executive-level leader, thus prevent a potential vicious-cycle scenario.

Understanding how leadership efforts impact change and affect performance in a post-transition organization represents a research gap. Specifically, while literature concludes that leaders have an impact on organizational performance following a turnover, there is a gap in understanding the factors impacting a new leader's ability to affect change that can ultimately impact performance. An analysis of the factors affecting a new leaders' ability to impact change following a turnover will provide executive-level leaders with insight as to how leadership actions following a turnover result in positive or negative effects on organizational performance.

Purpose of the Study

Influences and variables affecting a new leader's efforts to impact change following succession will be explored. The purpose of this study is to investigate what factors, following a leadership turnover, impact that leader's ability to effect change in the context of individual and organizational behavior. This dissertation will provide executive-level leaders with the information necessary to take action that positively impacts organizational performance. The focus is on the interrelationships between executive-level leadership actions, workforce reactions, and organizational performance or ability to meet stakeholder requirements. The scope will be post-transition executive-level management positions in "advanced economies" (International Monetary Fund, 2015). The term "advanced economies" refers to industrialized countries with diversified exports and globally integrated banking (International Monetary Fund, 2015).

A model will be developed identifying the factors associated with executive-level turnover, their relationship to one another and the new leader's actions to effect organizational change in the context of post-transition, or in a state following a leadership turnover. Primary research studies and other academic literature via systematic review will be used to identify the variables and their relationships to employee and organizational performance as it relates to a new leader's introduction of change. The outcome will be a context-driven categorization of how leadership efforts at managing change are affected by both the leader and the leader's environment. This categorization will provide post-succession leaders with a synthesized analysis of the factors affecting their ability to make a strategic change and an organization's ability to succeed.

Importance to Management

Matters associated with leadership turnover are relevant and researched in the fields of education (Baker, Punswick, & Belt, 2010), medicine (Jones, 2008; Knight, Broome, Edwards, & Flynn, 2011), and finance (Engel, Hayes, & Wang, 2003), and the public sector (Boyne & Dahya, 2002), to name just a few. The theory of executive succession states that an organization's performance following a leadership transition is affected by how a leader manages the internal and external constraints (Boyne & Dahya, 2002). These constraints include variables that impact the leader's ability to act or impact the strength of the effect, such as organizational construct, board decision-making power, and market conditions. With a solid understanding of what contexts contribute to which effects, leaders taking the reins of an organization can better understand the circumstances surrounding the issues affecting organizational performance and actively engage to positively affect organizational change.

As a contribution to the growing field of Evidence-Based Management (EBMgt), the results from this systematic review of the empirical evidence, theoretical assertions, and gray literature can provide key information to management practice. This research aims to provide an executive-level manager with a tool to inform their initial actions following succession. The outcome of this study will provide evidence-based guidance on how leadership efforts to make changes following a transition can affect an organization's performance, potentially changing the way leaders approach their organizational management decisions and change efforts following a turnover.

Research Question(s)

Following an executive-level leadership transition, organizations are in a state where changes can have unexpected impacts on performance. The Context, Intervention, Mechanism, Outcome (CIMO) framework provides a construct that assists with structuring a research question involving such complex interventions (Briner, Denyer, & Rousseau, 2009). In this framework, the context depicts the scenario of the study, the intervention is the event or activity, and the mechanism is the element or factor that causes or contributes to the outcome (Briner et al., 2009). While there are many mechanisms that can ultimately affect the outcome of performance, from an organizational behavior and management perspective, leadership actions are the mechanisms that can be adjusted to ensure positive change implementation and ultimately a positive impact on performance. These actions are moderated by other factors in an organization, making them complex interventions involving more than simply the leader's actions, but also the context in which the actions occur. To determine what affects a new leader's ability to impact change that affects performance following a turnover, the following research question (RQ) is posed:

RQ: What organizational and individual factors affect a post-transition leader's ability to implement change?
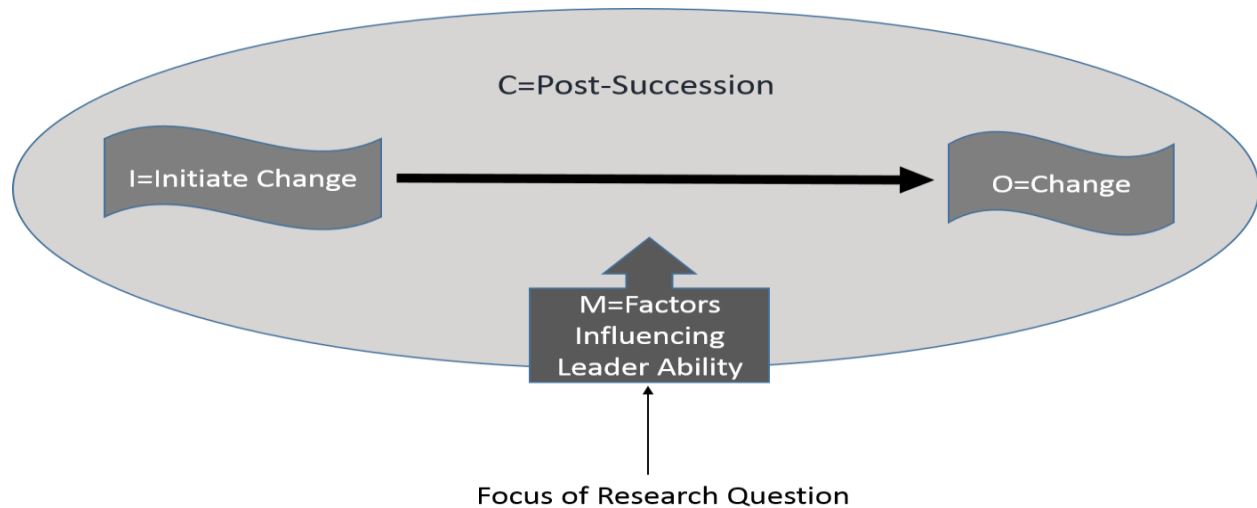
Figure 1. A depiction of how the issue of leadership initiation of change fits into the CIMO framework.

Study Scope and Limitations

The scope of this study includes organizations with hierarchical leadership structures that have had a turnover in their executive-level leadership, excluding specialized types of organizations such as family firms or political hierarchies. The executive-level leadership includes any member of the TMT, a Chief Executive, or a senior leader in the public sector or field of education, such as the principal or superintendent of organizations in countries with advanced economies. While certain cultural differences in management exist in different countries, globalization has affected human resources management and created some baseline similarities (Paik, Chow, & Vance, 2011) in advanced economy countries. These similarities or common practices enable a comparison of organizational effects following a turnover in multiple geographic regions. Initiation of change includes any attempt to modify, alter, adjust, or reform a pre-existing process, procedure, product, or structure that could impact overall performance.

There are some limitations inherent to viewing performance in any study. The measurement of performance is inconsistently evaluated (Pitcher, Chreim, & Kisfalvi, 2000). For example, if one researcher uses net sales as a measure of performance and another uses net profit, the outcome of the study could be drastically different from the same populations with the measured or observed variables. Inconsistent definitions of performance are a limiting factor in the conclusions developed based on performance outcomes. Another limitation to a study on what affects performance is the inability to attribute causation of behavior. Researchers seeking to identify effects on performance are routinely assessing predetermined variables and therefore conclude that one of those variables caused the outcome. It is possible that a variable the researcher was not aware of was responsible for the outcome and the researcher's causation conclusion is uninformed or incorrect.

For these reasons, the focus of the research for this effort is on the factors impacting a post-transition leader's implementation of change and not the ultimate outcome of performance. More specifically, this study focuses on what affects a leader's ability to implement change following a turnover. To avoid some of the limiting factors discussed above with relation to measuring performance outcomes, the research focused on the change itself as opposed to the final performance outcome. Focusing on the change alleviates the need for consistency in performance measures in this study, as performance outcome will not be measured.

Discussion of Themes/Concepts and Relevant Literature

There is a significant amount of literature that studies the effects of leadership turnover. Frequently the focus of the literature is on the outcome of the performance. Contextually viewing the studies, consisting of qualitative and quantitative research on multiple organization types, it is clear that the context is important and it is possible to explore the outcome of the

individual effects through these studies. While the outcome of leadership-enacted change is performance, this study's focus is on the variables associated with implementing the change.

Impacts to Performance

Oscar Grusky is a seminal author in the field of succession research. Grusky's (1960) paper on the various ways in which leadership turnover causes disruption to an organization has been the cornerstone of many research efforts since. This original work notes that leadership succession is both disruptive and inevitable, making it an important phenomenon to investigate (Grusky, 1960, p. 105). Grusky (1960) posits that there are many aspects of a succession that affect an organization both positively and negatively, and many of the effects are attributed to the successor. Grusky followed his 1960 work with 1963's "Managerial Succession and Organizational Performance." Here, he takes his view of succession's disruptive effects a step further than his original work and conducts primary research to test a theory that performance is affected by succession and succession can be affected by performance (Grusky, 1963). Grusky's research was later explored as the vicious-cycle theory.

While a substantial amount of literature focuses on the overarching effect of leadership turnover and its potentially negative impact on performance (Messersmith et al., 2014; Murnieks et al., 2011), there is a body of research that attributes turnover to improved performance. For example, "using data from North Carolina schools… student achievement typically rises following the installation of a new principal" (Miller, 2013, p.71). Also, when performance was already in a decline in sports teams, the result of turnover was improved performance (ter Weel, 2011).

Literature reveals that some of the intermediate outcomes following turnover and new leadership actions to produce an organizational change are decreased morale, institutional

knowledge loss, communication issues, and decreased levels of trust. These outcomes could impact or be impacted by any of the other outcomes, and can ultimately affect organizational performance.

Intermediate Outcomes of Turnover Associated with Organizational Change

The morale of employees undergoing leadership change can be affected and subsequently have effects leading to decreased performance (Bayless, 2004; Mascall & Leithwood, 2010). Morale is affected due to employee perceptions of the leader, the leader's actions, and the disruption caused by the transition. Decreased morale can subsequently result in further organizational turnover, which can have additional effects on performance.

Organizations losing personnel, especially those in senior leadership positions, face a deficit of institutional knowledge (Cannella & Hambrick, 1993) and "organizational memory" (Murnieks et al., 2011, p. 483). Institutional knowledge is the specific understanding derived from managing, along with the "key social connections both within and on the outside of the organization may represent important sources of organizational capital and value" that is lost when a leader departs an organization (Messersmith et al., 2014, p. 787).

The initial period of learning that all new managers experience generates a situation where decisions must be made based on limited information before the new manager is fully familiar with the new organization (De Paola & Scoppa, 2012). This situation creates a gap, during which the new executive is not yet operating at full capacity (Murnieks et al., 2011). Communication is challenging during this period as well until the leader becomes familiar with the organization's cultural norms (Murnieks et al., 2011). New leadership operates in an environment where the workforce may not have a level of trust that facilitates communication in

an effective way. "Most stage models predict that it takes at least five to seven years to build relationships of trust" (Mascall & Leithwood, 2010, p. 370).

Market and Environmental Causes of Post-transition Performance

Performance can be directly affected by a post-transition leader's actions to change the organization or indirectly affected by the intermediate outcomes described above. Also, the market and environment can impact performance regardless of any action taken by an executive-level leader. For example, the perception created by a leadership transition can result in an immediate drop in value due to the market reaction (Citrin, 2012), giving the appearance of a performance decline. The market itself can be affected by environmental circumstances, as was the case with many home improvement stores, following the housing crisis in 2008, resulting in devastating effects on sales performance (Ghosh, 2011).

Internally, the organization's construct can impact a leader's ability to affect change or impact performance. For instance, in organizations where the board can override a CEO's decision or make decisions of their own, there is a decrease in the executive-level leader's ability to effect change and impact performance (Patricof, Henderson, Marcus, Smale, & Johnson, 1995). The organization's level of centralization also impacts the amount of power an executive-level leader has to influence performance (Villadsen, 2012). Both internal and external variables affect the outcome of the performance directly or indirectly via an intermediate outcome. They also affect executive-level activity and ability to impact performance through the initiation of change.

Definitions/Terminology

Advanced Economy: The International Monetary Fund (2015) categorizes countries as advanced, emerging and developing based on their integration and success in the world economy. An

"advanced economy" is one that exists in a diversified, industrial nation interacting on the global economy.

Duality: Holding more than one position, for example, a CEO who is also a board member.

Executive-level leader: A Chief Executive Officer (CEO), a member of the Top Management Team (TMT), or a person in a senior position in an organization. Senior positions are defined as those that are key decision makers in an organization with levels of subordinate leaders, such as school principals, sports' teams' head coaches or General Managers (GM), or ministers at a church.

Human Capital: People who contain "knowledge, skills, health, or values" contributing to an organization's goals (Becker, 2008).

Leader Assimilation: "A planned leadership development intervention used to help leaders accelerate their adaptation to a new organization and their team" (Manderscheid, 2008, p. 686).

Organizational Capital: "Organizational capital is a sub-dimension of the intellectual capital which is the sum of all assets that make the creative ability of the organization possible" (Bozbura & Beskese, 2007).

Organizational Knowledge: "The capability members of an organization have developed to draw distinctions in the process of carrying out their work, in particular, concrete contexts, by enacting sets of generalizations whose application depends on historically evolved collective understandings" (Tsoukas & Vladimirou, 2001).

Organizational Performance: The ability to satisfy the demands of key stakeholders (Boyne & Dahya, 2002).

Organizational Socialization: The process of acquiring the knowledge and skills associated with organizational roles in specific organizational settings (Miller, 2006).

Post-transition period: For this paper, the post-transition period is defined as one year following a new leader's absorption of the role. The first year of an executive's tenure is the "crucial" time for strategy development (Davidson & Gravestock, 2012). Also, performance measurements are frequently annual, making a study of executive-level turnover's effects on performance more reliable when measuring a full year. Furthermore, substantial cultural impact leading to change within the common "100 days" is not realistic or lasting (Karaevli & Zajac, 2012, p. 17).

Succession: The process of one leader is leaving, and another is assuming the position. In this paper, succession is considered complete once the new leader is in the position.

Turnover: The introduction of a new leader following the departure of another.

Organization of Dissertation

This dissertation is presented in five chapters. Chapter 1 identified the topic, key concepts, management relevance, research question, and the problem. Chapter 2 will review the theoretical and empirical literature contributing to the knowledge base of leadership turnover. Chapter 3 will discuss the methodology for the systematic review, the process of a thematic synthesis used to answer the research question and address the propositions. Chapter 4 presents the systematic review findings and alternative perspectives. Chapter 5 discusses the conclusions, implications for practitioners and researchers, and provides recommendations for future research.

Chapter 2: Literature Review

The purpose of this study is to identify, contextually, what affects the ability of a new leader following a turnover to impact an organization's performance by examining the factors influencing their ability to implement a strategic change. There are multiple variables involved in the outcome of performance, and it is important to identify contextually how those affect and are affected by a post-transition leader's efforts at making an organizational change. This paper seeks to answer the question: What organizational and individual factors affect a post-transition leader's ability to implement change?

To address the research question, a review of how performance is affected following a turnover and how leadership change efforts impact performance follows. This chapter will describe the research on leadership turnover's effects on performance, the internal and external factors that impact performance, whether or not leadership actions and behaviors impact performance following a turnover, how the workforce is affected and some of the independent variables viewed as impactful to the outcome of organizational change and ultimately performance.   Also, there is a review of the theories surrounding turnover, leadership relevance to performance outcomes, and workforce reactions to leadership actions following a turnover.

Discussion of Theoretical Framework

The theoretical framework that contributes to the understanding of leadership actions and their effects on performance in a post-transition organization are divided into two categories. First, it is important to analyze whether or not a leader has an impact on an organization's performance following a turnover or is just a figurehead at the mercy of environmental factors and external influences. Second, there is an explanation of how and why there is an undertaking of leadership activities involving the introduction of change.

Theories on Leadership Ability to Impact the Organization Following a Turnover

  The theory of executive succession. The theory of executive succession states that an organization's performance following a leadership transition is affected by how a leader manages the internal and external constraints (Boyne & Dahya, 2002). Boyne and Dahya (2002) found that a new manager can affect organizational performance if the manager has the motivation, means, and opportunities. They also posit that some external and internal constraints are outside of the control of the manager and therefore organizational performance is not entirely in the hands of the manager. Some of the external constraints can be related to legislation and market conditions. Internal constraints include the organizational construct and how the CEO as manager and board interact.

  Through the lens of the theory of executive succession, Parker-Chenaille (2012) examined student performance in rural school districts following superintendent turnover. Specifically looking at the variable of *means* based on the theory of executive succession, Parker-Chenaille (2012) considered state-aid for the rural schools involved in the study as one of the constraints outside the span of the superintendent's control, or an external constraint. Using student achievement scores from the New York Department of Education and superintendent succession data, the average student performance was calculated for years preceding a superintendent succession and the years following a superintendent succession (Parker-Chenaille, 2012). The measure of performance change was the difference between these averages compared with the records of state aid for each school district. The study found that while state aid did not influence whether or not a superintendent turnover impacted performance, it did influence the extent performance change was experienced. In low state-aid receiving

districts, performance improvements were only 10% as significant as in high state-aid receiving districts (Parker-Chenaille, 2012).

Hill (2005) tested Boyne and Dayha's (2002) theory on public school performance as well. Like Parker-Chanaille (2012), he used student achievement scores as the measure of performance. Hill's constraints on the manager were measured as non-certified teachers in the school district and the number of low-income students. Comparing performance data from 1000 Texas public schools with superintendent turnover and with those that did not have turnover, the author was able to conclude that despite constraints, leadership turnover impacted performance over the long run (Hill, 2005). The impact to performance was more pronounced when the new leader was brought in from the outside, and measuring performance changes one year following succession there was a performance downturn; however, three years later, performance improved (Hill, 2005).

Villadsen (2014) capitalized on Hill's (2005) finding that *outsiderness* was a variable to consider in the context of Boyne and Dahya's (2002) theory and sought to test the theory on Danish municipality leadership with a focus on the succeeding leader's origins. Villadsen focused on the motives of the leader measuring performance through corporate capacity or ability to engage in administrative spending (Villadsen, 2014). Like Hill (2005), Villadsen (2014) found performance impacts were significantly different between new executives brought in from outside the hierarchy than those who promoted from within. Villadsen (2014) took a closer look at the data when the leader was an outsider, and noted that not all outsiders had pronounced effects on performance. Those that came from a different industry altogether had the most significant effect (Villadsen, 2014).

The theory of executive succession is an important lens through which to view the effects of leadership turnover. While some aspects of managing an organization following a succession are beyond the span of influence of any individual leader (Boyne & Dahya, 2002), many that are within the scope of the leader's reach and the leader's means, motives, and opportunities following a turnover can have a significant impact on an organization's performance (Hill, 2005; Parker-Chenaille, 2012; Villadsen, 2014). While some of the post-succession performance was heavily impacted by the means available to the leader (Parker-Chenaille, 2012), other effects were magnified by the motives (Hill, 2005; Villadsen, 2014). Executive-level turnover, as Boyne and Dayha (2002) propose, impacts performance and the impacts are related to the leader. Previous research also highlights the need to identify the context in which turnover occurs.

Contingency theory. Contingency theory informs the issue of leadership actions' impact on organizational performance following a turnover as context dependent. Fiedler's contingency model proposes that leaders are relationship-motivated or task-motivated and that neither type of leader is necessarily more effective than the other (Fiedler, 1967). Rather, Fiedler (1967) demonstrates that each type of leader is effective in certain contexts. Fiedler's contingency model was pioneering, and one of the first to acknowledge that leadership traits are not necessarily a predictor of effectiveness, but that context and situation are the difference-making variables (Vroom & Jago, 2007). Another theory related to contingency theory, path-goal theory, expands the concept that leadership effectiveness is contingent on context, or "situational moderators," by acknowledging that leadership actions themselves must be context driven to be effective (House, 1971). Vroom and Jago (2007) view the sum of contingency theories as indicators that leadership actions are highly impactful and that actions must be tailored to context

to be effective. They also noted that there variables that are simply outside a leader' control but that there are also variables controlled entirely by the leader and his or her decisions and actions.

Boyne, James, John, and Petrovsky (2011) tested contingency theory and performance effects of leadership turnover using organizational performance as the contingent variable, and one outside of a leader's control. Using public sector local governments in the United Kingdom as the sample, they gathered data related to TMT turnover from government websites and publications. The performance was defined using the scores assigned by the English Audit Commission's Comprehensive Performance Assessment (CPA) and Core Service Performance (CSP) evaluations (Boyne, James, John, & Petrovsky, 2011). The findings were that "the negative impact of turnover in high-performing organizations is almost twice as strong as the positive impact in low-performing organizations" (Boyne et al., 2011, p. 577). The performance history of the organization impacted how much change a leader made following a succession.

Theories on Leadership Initiation of a Change and the Impacts Following a Turnover

To differentiate why a leader's initiation of change following a turnover may have different impacts on an organization than a leader's initiation of change at any other point during that leader's tenure, theories related to why leaders take certain actions and why other personnel react differently provide clarity. Specifically, theories related to leader-follower relationships and leader decision making processes provide a valuable lens through which to view post-transition situations. For example, in a post-transition environment, a leader is not committed to any particular path or course of action enacted by a previous leader, which may create an environment where changes to existing programs and processes are made where they might otherwise have not been affected.

The theory of escalating commitment. The theory of escalating commitment states that commitment to a decision will increase as time passes, whether the decision results in success or negative consequences (Staw, 1976). This increased commitment is attributed to a "self-justification process in which individuals seek to rationalize their previous behaviors" (Staw, 1976, p. 16). In the case of executive-level turnover, this theory is tested in reverse, in that new executives do not have a commitment to the decisions made by their predecessors and therefore will be more apt to make changes to the organization or programs. This lack of commitment is increased when the new leader is selected from outside the organization, possibly due to an insider having some level of pre-existing commitment to the previous leader's decision (Staw, 1997).

The United States Government Accountability Office conducted a study to find the reasons for failure at Department of Defense and Department of Veteran's Affairs medical facilities (2012). Turnover in leadership on the Senior Oversight Committee was cited as a cause for reform failure in these facilities (USGAO, 2012, p. 27). The turnover resulted in "commitment…that was not replicated by subsequent leadership" (USGAO, 2012, p. 27). In international politics, leadership turnover and the frequent lack of commitment by a new leader to the previous leader's decisions and agreements can create world crises (Mattes, 2012). Changes to employee morale have also been attributed to a new leader's lack of commitment to a previous leader's decisions (Hargreaves et al., 2003; Mascall & Leithwood, 2010).

Abdel-Hamid (1992) conducted an experiment to determine the effects of managerial turnover on software development programs. Because these programs are extremely time and cost constrained, the focus was on the impact of turnover on the cost and resourcing decisions made by the incoming manager. The experiment used a software program that simulates

software development lifecycles and was conducted using 36 software design graduate students divided into 18 groups of two. In each group, one student was the manager and was replaced by another student as the successor at the midway point; both were instructed to ensure the project was on time, with cost as a less important factor. The data was altered upon succession to ensure that all successors took over a project that was significantly behind schedule. Following the conclusion of the experiments, which included interviews with the subject to clarify why certain managerial decisions were made, the researchers found that leaders who did not have a particular commitment to decisions that they were not involved in making elected to ignore the more important task or meeting the time constraint in order to meet the cost limit. Interviews revealed that they did so because the time limit seemed "undoable" and the cost seemed more realistic at the point in time they took over the projects.

As managers are more likely to make changes to programs, based on the evidence from the theories of escalating and deescalating commitment, employees are more likely to react differently to a new leader's decisions than to the same decisions made by a leader that had been in place for some time. Multiple theories provide background to this phenomenon. The first theory relates to, middle managers who may perceive their standing in the organization has changed, which can impact their behaviors and even their willingness to remain with the organization.

The theory of relative standing. The theory of relative standing helps to explain why subordinate leadership and personnel depart an organization following executive-level turnover. Lubatkin, Schweiger, and Weber (1999) tested the theory of relative standing, initially developed by R. Frank in 1985. This theory, applied to turnover, posits "the status that individuals feel for themselves in a social setting is based on how they compare their status to others in a proximate

social setting" (Lubatkin et al., 1999). The authors tested the theory on an acquisition scenario where the acquiring and acquired firms' managers were surveyed at the point of acquisition and then three years following the acquisition. The findings from this study showed that when new leadership was introduced, in this case, through acquisition, and subordinate leadership perceived a cultural difference, subordinate leadership turnover was high. This results in knowledge loss for the organization, decreased morale in the workforce, and ultimately affected performance (Lubatkin et al., 1999).

Riad (2009) examined the theory of relative standing using the merger of two New Zealand government organizations. She analyzed the effects of relative standing through interviews and a case study (Riad, 2009). Hambrick and Cannella (1993) also studied the theory of relative standing in the context of acquisition, finding that senior leadership falling under the acquiring management's senior leadership were apt to depart the organization. Also, they found that this effect was immediate, following the announcement of the new manager (Cannella & Hambrick, 1993). Riad (2009) found similar results, in that the cultural minority of the organizations felt a "diminished" standing long after the announcement was made and well into the new leader's tenure (p. 179). While the timing of the perceptions of diminished standing is different, both studies identified that when the leader came from a cultural or organizational size majority, the minority members of the organization felt undervalued.

Fee and Hadlock (2004) studied both CEO and non-CEO departures of 443 large firms over a five-year period to see the correlation between CEO departures and subordinate executive departures. They found a "significant spike" in non-CEO departures in the months following the CEO's departure (Fee & Hadlock, 2004, p. 24). Their position was that the new CEO "cleans out" the subordinate management team (Fee & Hadlock, 2004, p. 24). Kesner and Dalton (1994)

note that the fears of remaining top management following a CEO departure are "geometrically increased," due to concern for their job security and status with a new CEO (p. 704). They also note that CEO succession is a "statistically significant indicator of [subordinate] managerial turnover" (Kesner & Dalton, 1994, p. 708).

       Leader-member exchange theory. A new leader's actions, behaviors, and decisions can be highly impactful on employees. Trust plays a significant role in communication efficacy, and therefore decisions and actions by a new leader will be more heavily scrutinized than those by a tenured leader. Multiple theories related to how individuals react to one another and how those reactions' impact on organizational efficacy help to frame this issue.   The leader-member exchange theory, rooted in the early vertical dyad linkage theory, posits that leadership is based on the relationships between superiors and subordinates (Dansereau Jr., Graen, & Haga, 1975). The premise of the theory is that the relationship between the leader and follower is based on trust and respect and in turn, becomes a partnership (Graen & Uhl-Bien, 1995). At its core, this theory identifies the importance of relationship building between leaders and subordinates (Dansereau Jr. et al., 1975; Graen & Uhl-Bien, 1995; Kangas, 2013) where the first year of a new leader's tenure is critical (Kangas, 2013).

       Over the course of the initial year of a new leader's assimilation into an organization, Kangas (2013) conducted interviews aimed at determining how the relationship building process occurred, what its effects were, and how this impacted the organization's performance. Kangas (2013) found that relationship building did more than encourage a partnership between leaders and followers, it was a critical part of the leader's knowledge building in the new organization, allowing the leader to make more informed decisions. Through the development of relationships with their reports, leaders learned key information about the organization (Kangas, 2013). This

study also highlighted the importance of trust in the process of relationship building. "Trust is

the glue which binds the leader to her/his followers and provides the capacity for organizational

and leadership success" (Mineo, 2014, p. 1).

Through various surveys, individually testing different factors, Li and Tan (2013) sought

to determine why trust impacts performance. Their study found that trust in leadership

motivated employees (Li & Tan, 2013). This relationship is based on Kahn's 1990 seminal work

that describes psychological meaningfulness, psychological safety, and psychological

availability. The authors used this theory to identify leadership trust's role in meeting those

psychological needs of the workforce. "By obtaining trust from followers, leaders activate the

fundamental psychological forces sustaining employees' job activities and create an environment

facilitating productivity in the workplace" (Li & Tan, 2013, p. 422).

Trust takes time to build between a new leader and subordinates and is influenced by

both the leader's actions and the subordinates' perceptions and expectations (Ballinger, 2005;

Ballinger & Schoorman, 2010). Beginning in the 1940s, Magna Arnold developed multiple

affective, appraisal and cognitive theories related to how people react differently to the same

situation (Watson & Spence, 2007). Ballinger and Schoorman (2010) conducted a study of a

succession event to develop a model that demonstrates that employees or subordinates affective

reactions or appraisals to a succession event affect their performance, morale, task

accomplishment and ability to build a relationship with the new leader.

Leader Turnover and Effect on Performance

The departure of one executive followed by the introduction of a new executive, or a

leader turnover, has been studied for decades from multiple vantage points, on many different

organization types, and through multiple theoretical lenses. Turnover is an inherent issue that

every industry faces, whether planned or not. The prevalence can differ by sector and type of

executive. For example, in retail, the average manager spends less than five years in any given

position (Russell Reynolds Associates, 2011). Changes in Medicare, Medicaid, and the

Affordable Care Act are attributed to the medical community experiencing a nearly 50 % higher

executive-level succession rate than most other industries (The Advisory Board Company,

2013).

Executive-level turnover in the government is constant based on planned career

progression and the quantity of military leaders in senior positions. The cumulative of all

industries combined indicates that executive-level turnover is increasing. This increase can also

be attributed to baby-boomers reaching retirement age (The Improve Group, 2013), lucrative

retirement packages incentivizing departure (Green & Hymowitz, 2013), and increasing

opportunities for executives to move to new positions and organizations (Pedderson & Madden,

2014).

Turnover is viewed from many perspectives such as from the succession standpoint,

including planning for a succession, selecting the right successor (Intintoli, 2013), and

conducting a planned turnover. Turnover prevention in the form of retention is viewed along

with examinations of the factors that cause a turnover (Fiordelisi & Ricci, 2014; Jones, 2008;

Knight, Broome, Edwards, & Flynn, 2011). Numerous studies have been conducted to

determine whether or not leadership turnover impacts performance. These studies have been

conducted in multiple fields such as education (Baker, Punswick, & Belt, 2010), medicine

(Jones, 2008; Knight, Broome, Edwards, & Flynn, 2011), finance (Engel, Hayes, & Wang,

2003), the public sector (Boyne & Dahya, 2002), and religious organizations (Smith et al., 1984).

The studies of leadership turnover's effects on performance have reported mixed results. For example, Lieberson and O'Connor's (1978) study, measuring performance as sales, net income, and profit margins, found that leadership turnover had minimal effect on organizational performance. De Paola and Scoppa (2012), using an average number of points earned per match as a measure of performance, found that performance improved following leadership turnover in Italian soccer teams. When measuring academic performance following a principal turnover, Miller (2013) found that performance was negatively affected.

The mixed results could be the result of a few different factors. First, turnover itself may not be the reason for the performance change. The performance change could be caused by a variable that was not reviewed in the study resulting in a misplaced causation conclusion. Another factor is the variation in how performance is measured between different professions and organizations and even within the same fields. The measures of performance are frequently inconsistent (Pitcher et al., 2000). Pitcher et al. (2000) examined the variables used to determine how CEO succession was affected by performance and succession subsequently affected performance. Analyzing frameworks from various empirical studies, Pitcher et al. (2000) demonstrated the inconsistent definitions of "performance" as well as several other variables used in multiple studies. In other studies performance was measured as net income (Lieberson & O'Connor, 1972), sales growth (Beadles, 2000), or wins and losses of a sports team versus a cumulative number of points in a season (ter Weel, 2011). A combination of factors including Pitcher's (2000) findings related to the inconsistency in how performance is measured, the possibility that context is important, and that the presence or absence of certain variables are likely the cause of impacts on performance rather than the fact that there was a turnover. These factors may have resulted in inconclusive findings on the impact of turnover on performance.

Some researchers have investigated leadership turnover effects using athletic teams as subjects. The study of sports team performance is an effective way to provide quantitative evidence of the effects through the use of scores and wins surrounding a transition. In a study on coach turnover in Italian soccer teams, there was no pattern to indicate the turnover of a coach negatively impacted the teams' performance, rather the results showed a mix of no impact, positive impact, and instances of negative impact (De Paola & Scoppa, 2012).

To measure the impact of leadership turnover on performance, ter Weel (2011) conducted a study on Dutch soccer teams' performance before and after coach and leadership turnovers. Acknowledging that previous research on sports teams' performance measurements used wins and losses to determine performance, ter Weel (2011) elected to use the cumulative number of points the team scored as the performance measure, regardless of whether or not there was a win or loss. The findings demonstrated that turnover did impact performance in certain contexts. Specifically, on teams where there was a decline in scores before a turnover, there was an improvement in performance shortly after the turnover (ter Weel, 2011). In situations where performance was steady before a turnover, performance remained consistent following the turnover (ter Weel, 2011). However, in a study on baseball team managers, there was a definitive correlation between management turnover and team performance. Hill (2009) found that while any turnover had some negative effects, frequent turnover had notable and exaggerated negative effects on performance, as measured by games won and runs scored.

The impacts of turnover have been investigated in other fields, such as education. Mascall and Leithwood (2010) surveyed more than 2000 teachers from 80 schools in the U.S. to assess the effects of a principal's turnover on a school's culture and student achievement, equating this to performance. The results revealed a path from a principal's turnover to

organizational culture, affecting curriculum and instruction, which ultimately impacted student

achievement (performance) (Mascall & Leithwood, 2010, p. 375). The authors subsequently

examined this path through case studies. In one elementary school, the organization was

constructed so that the teachers were encouraged to assume leadership roles within the school,

which ultimately resulted in a minimal impact on student performance throughout multiple

principal successions (as these principals did not change the organizational structure). In another

elementary school, frequent leadership turnover accompanied by leaders with significantly

different philosophies on organizational management resulted in "cultural and emotional

turmoil" (Mascall & Leithwood, 2010, p. 377).

Haveman (1993) gathered data from rural Iowa phone companies that spanned 17 years

to do a longitudinal study on organizational performance following a turnover. She specifically

sought to examine leadership turnover in small organizations, where the turnover would have a

bigger effect on performance (Haveman, 1993). The results of Haveman's (1993) statistical

analysis on the performance of small organizations following turnover demonstrated that

turnover affected performance. The disruption following the turnover, in small organizations in

Iowa, negatively affected performance but was mitigated over time (Haveman, 1993).

Organizations were able to bounce back after time had passed and performance returned to

normal.

Performance did not improve, on average, in a study conducted to determine if leadership

turnover in poor-performing organizations would improve an organization's performance (Audas

et al., 2002). Audas et al. (2002) conducted a quantitative analysis using data from soccer teams

in the UK who experienced a managerial change during a season. The data for matches before

and after the turnover was analyzed using regression. Because the authors analyzed match-by-

match data, the study also demonstrated that the short-term performance effects were not always indicative of the long-term effects.

A study was conducted to determine if leadership turnover had impacted organizational capital, as an indicator of its effect on performance (Eckardt, Skaggs, & Youndt, 2014). The authors sought to determine whether or not employee and leadership turnover had an impact on the loss of organizational knowledge by analyzing the results of a survey of top-level management at several firms in the business of service and manufacturing. The study found that in service industries, employee turnover was significantly more detrimental than manager turnover and in production industries, the impact of the turnover of both employees and managers was largely the same and not as detrimental due to the organizational capital aspect of production and manufacturing. These studies demonstrate that while measures of performance may be inconsistent, a leadership turnover impacts an organization. That impact can be seen in improved performance or a performance decline.

Proposition 1: Post-transition organizational performance is affected following executive-level leadership turnover.

Context of a Leadership Turnover

Frequency of Turnover

Frequency has been found to exacerbate the adverse effects of leadership turnover (Hill, 2009). A case study conducted at an elementary school where there were nine leader transitions over a ten-year period highlighted the effects of frequent leadership turnover on organizational members (Bayless, 2004). Through investigation of records and workforce interviews, Bayless (2004) found that trust and morale were deeply affected. Also, persistent changes to the way the

school operated, brought about by each new leader's corresponding organizational changes, left programs in chaos following too many directional shifts (Bayless, 2004).

The effects of leadership turnover in Saudi Arabian schools revealed that frequent turnover was the norm, but that it had a significant impact on the schools (Bonn, 1998). Using a questionnaire designed to measure the efficacy of an individual school and scores on student achievement tests, the author concluded that turnover affected both student performance and parent and student perception of school efficacy (Bonn, 1998). Additionally, the tenure length of any given administrator correlated to the success of the school in many cases (Bonn, 1998), indicating that while any turnover can disrupt an organization, the organization can overcome the disruption over time. However, frequent turnover does not allow the time needed for the organization to adjust to the new leadership.

Frequent leadership turnover experienced in the majority of democratic governments served to make democracies' reliability in international agreements less reliable than would be expected (Mattes, 2012). This reliability is attributed to the manner in which international agreements were forged and the successors' desires to honor them, which is consistent with the theory of de-escalating commitment. Mattes' (2012) study found that formalized agreements with significant specificity could eliminate the lack of reliability due to the leadership transition.

Organization Insider/Outsider

Whether the new leader is an outsider or an insider has been investigated to determine if this context has different effects on an organization following a turnover. One study determined that, on average, long-term performance of an organization was the same whether a successor was chosen from within an organization or brought in from outside the organization (Karaevli & Zajac, 2012). The study used data from a 30-year period of 90 single-business organizations.

The companies sampled for the study met the inclusion criteria if they "reached $100 million in sales at any point" during that 30-year period (Karaevli & Zajac, 2012, p. 15). During that time, with that sample, there were 140 successions – (80 insiders and 60 outsiders). While the on-average finding demonstrated little difference between outsider and insider performance impact, more contextual analysis revealed that outsiders improved performance more than insiders when there was past poor performance and when the whole executive team was replaced (Karaevli & Zajac, 2012).

In an examination on how turnover impacted shareholders, Furtado and Karan (1990) examined multiple empirical studies that analyzed a firm's stock performance before and after a key leader turnover occurred. This literature review focused on the type of turnover, for example, whether the leader departed voluntarily or involuntarily, and what the effect was on the firm's financial performance and stock price. While not the purpose of the study, a key trend was identified as impacting the performance of a firm following a turnover: the insiderness of the successor. Regardless of the turnover reason, several studies indicated a decrease in performance occurred when the successor came from outside the organization (Furtado & Karan, 1990).

To analyze workforce reactions to CEO successions, Friedman and Saul (1991) conducted a mail survey of human resources professionals in Fortune 500 companies. They sought to specifically test their hypothesis that the CEO turnover caused significant disruption and affected morale. The survey results revealed some findings related to outsider successions. First, the successions that brought in outsiders caused the most disruption (Friedman & Saul, 1991, p. 633). However, there were examples that in the case of a poor performing organization, outside succession, while disruptive, actually improved the performance or the employee

perception of the disruption was positive (Friedman & Saul, 1991). Where the succeeded leader

had been in place for a long time, regardless of whether the leader came from outside or inside,

the morale of the organization decreased following succession (Friedman & Saul, 1991).

Using data from news articles and severance disclosures in corporate proxy statements

related to CEOs and other senior executives from more than 400 firms in the United States, Fee

and Hadlock (2004) examined the nature of CEO turnover and its potential effect on subordinate

leaders and the organization.   The authors found that "the elevation in non-CEO departure rates

is significantly higher when the replacement CEO is an outsider" (Fee & Hadlock, 2004, p. 20).

Analyzing several factors surrounding outsiderness/insiderness revealed that "the value of an

executive to a firm depends on how he fits in with other team members, and it indicates that this

team-specific human capital is significantly altered when an outsider is brought in to run the

firm" (Fee & Hadlock, 2004, p. 21).

Not all turnover is the same, and there are many different variables to consider in any

leadership change. The new leader's origin and the organization's state at the time of the

change, which could already be tumultuous due to frequent previous transitions, can impact the

ability of a new leader to effect positive organizational change following a leadership transition.

Intermediate Outcomes in Post-transition Organization

There are multiple intermediate outcomes from change efforts following executive-level

leadership turnover. Some of the factors that are affected following a turnover are: trust

(Bayless, 2004; Hargreaves et al., 2003; Mascall & Leithwood, 2010), morale (Beatty, 1987;

Haveman, 1993), innovation (Al-Adaileh & Al-Atawi, 2011; Eckardt et al., 2014), loss of ground

(Bayless, 2004; Hargreaves et al., 2003), knowledge loss (Canella & Hambrick, 1993), and

communication (Hargreaves et al., 2003; Murnieks et al., 2011) - all attributed at least in part to actions new leaders have taken following a turnover.

Trust

To test what contributes to trust or the lack thereof following leadership turnover, a group of researchers used pre- and post-turnover surveys administered to the workforce at a group of veterinary clinics in four areas throughout the US (Ballinger, Schoorman, & Lehman, 2009). Noting that trust is of critical importance to the development of leader-member exchange (LMX) or communication, the authors sought to determine what factors impacted trust-building during and after a leadership transition. Ballinger et. al (2009) found that there was a significant correlation between the way an employee felt about the departing leader and their willingness to trust a new leader. These results indicate that a new leader entering an organization where there was a high level of LMX with the previous leader will have more difficulty building trust with the workforce. Since trust impacts communication, which ultimately impacts a leader's ability to enact organizational change, this research provides contextual evidence that leaders attempting to make organizational changes following transition are at a disadvantage when compared to tenured leaders.

Lee, Gillespie, Mann, & Wearing (2010) sought to identify how trust impacts organizational performance through its impact on knowledge sharing in teams. They collected their data through surveys of engineering teams at an Australian automotive firm (Lee et al., 2010). Through statistical analysis of survey results and interviews with the respondents, the authors concluded that trust in leadership fosters information sharing and communication in teams. This indicates that turnover effects on trust can affect new leader change efforts.

An analysis of manufacturing and service industry teams in Taiwan highlighted the impact of leadership trust on performance (Shen & Chen, 2007). The researchers sent surveys to 1000 firms, 500 each to manufacturing and service-oriented firms. They found that the type of leadership impacted trust, specifically, "concerned" leadership had the most positive effect on trust (Shen & Chen, 2007). The leadership style also directly impacted performance (Shen & Chen, 2007, p. 654). This study not only provided evidence of trust's impact on performance, but it also explained how turnover affects trust if the incoming leader has a different leadership style than the previous leader.

Proposition 2: Reduced levels of trust inherent in leader-subordinate relationships in a post-transition environment impact a new leader's ability to implement change.

Morale

The morale of employees undergoing leadership change can be affected (Waltrous, 2006). An interview with medical executives revealed "85% and 78% of respondents correspondingly indicated that their departures had adverse effects on employee morale and hospital culture" (Khaliq, Thompson, & Walston, 2006). When interviewing teachers that had undergone multiple leadership transitions of the school's principal, the interviewer stated, "the teachers believed that constant turnover definitely affects employee morale" (Bayless, 2004, p. 132).

The disruption of turnover alone can impact morale (Rowe, Cannella Jr., Rankin, & Gorman, 2005), sometimes due to the workforce's uncertainty about the future and their standing due to the introduction of a new leader (Al-Adaileh & Al-Atawi, 2011). In another study, also related to school principal turnover, the researcher concluded that "cultural and emotional turmoil was apparent in Molina because principal turnover was accompanied by fundamental

changes in philosophy and leadership style" (Mascall & Leithwood, 2010, p. 377). There is also

a stage of interpersonal conflict until roles are understood or learned (Murnieks et al., 2011) that

affects workforce morale.

However, there was literature that indicated that not all leadership turnover resulted in

decreased morale. In an examination of sports teams' performance following turnover, one

researcher noted "the new coach may be able to motivate the players better" (De Paola &

Scoppa, 2012, p.2).

Innovation Under New Leadership

While there is the potential for a leadership change to result in loss of ground or the

regression of previous innovations, there is also the opportunity for innovation to flourish under

new leadership. "With excessive turnover…there is a constant stream of new ideas" (Bayless,

2004, p. 133). Leadership turnover, or the introduction of new leadership, can result in

significant innovation. As it relates to personnel attempting to prove themselves, a study on a

sports team noted "for example [the new leader] may not take into account past positions in

defining team composition and, as a consequence, the players have to provide a higher effort in

order to be selected for the next game" (De Paola & Scoppa, 2012, p.2). In this situation, the

lack of organizational knowledge by the new manager may spur innovation or improvement by

personnel.

Loss of Ground

The loss of ground is when a new leader deliberately or accidentally disturbs something

already in progress by making a change. It is likened to the adage "one step forward, two steps

back." In a discussion on frequent leadership turnover, Hargreaves et al. (2003) found that the

changes geared toward improvement efforts were "short-circuited" (p. 80). Bayless (2004)

found that teachers felt as though positively instituted changes were "eroded" following

leadership turnover (p. 80). Structural changes were also regressed in one school studied where

the author noted, "Hierarchical structures such as the department heads group that had dominated

before Andrews' arrival reasserted their authority" (Hargreaves et al., 2003, p. 65). Initiatives

that had been in place but had not become the norm can result in a fall back to old practices upon

the arrival of a new leader (Hargreaves et al., 2003, p. 59).

Knowledge Loss

The loss of institutional knowledge during a leadership turnover is often a concern

(Cannella & Hambrick, 1993). "Turnover results in…loss of organizational memory" (Murnieks

et al., 2011, p. 483). The specific knowledge that is derived from managing, along with the "key

social connections both within and on the outside of the organization may represent important

sources of organizational capital and value" (Messersmith et al., 2014, p. 787) that is lost when a

leader departs an organization. The knowledge loss extends beyond process and company

practice; it affects personnel management practices as well. One study on CEO turnover noted

that new management may not be aware of personnel issues which result in the potential for

promotion of low performers or demotion of high performers (Cannella & Hambrick, 1993, p.

143).

Period of Decreased Efficacy

The initial period of learning that all new managers experience is caused by turnover and

results in some effects on an organization through management actions during this time. "It may

take time for a new manager to acquire all the relevant information and to take charge" (De

Paola & Scoppa, 2012, p. 11). "Training time (includes informal learning of unique roles,

cultural behaviors) causes a period of inefficiency for newcomers" (Murnieks et al., 2011). It is

understood that any incoming leader will require a period to get to know the organization they

are leading. This initial period is a time where the leader is in a state of decreased efficacy and

still learning how to manage the organization that is new to them.

Proposition 3: The lack of organizational/institutional knowledge by a new leader in a post-

transition environment impacts a new leader's ability to implement change.

Communication

There are also communication issues until the leader becomes familiar with the

organization's cultural norms (Murnieks et al., 2011). These issues can result from the new

leader not yet being accepted as a part of the organization. In a study on principal turnover, the

researcher discussed an issue with a new principal taking the lead, stating "Even though she had

the credibility of teaching at Talisman during its 'glory' years, and was seen by most staff as a

caring and capable leader, she had not yet become an insider," which ultimately created a

situation where staff communicated less freely with her (Hargreaves et al., 2003, p. 57).

Studies showing that leadership turnover impacts on organizational performance do not

always seek to identify why that performance has been impacted. The literature demonstrates

that the effects of leadership transition are not always directly oriented at performance, but rather

affect other aspects of the organization, which in turn impact performance.

Leadership Actions that Impact Performance

Parker and Skitmore (2005) conducted a web-based survey to gauge the effects of project

manager turnover on the success of projects. The survey was open to 150 project managers with

67 responses. Notably, 94% of the respondents noted that the project manager had a significant

effect on a project's performance (Parker & Skitmore, 2005, p. 208) and 85% disagreed that

leader turnover had no effect on a project (p. 209). "Organizational success and an employee's

ability to thrive are influenced by a leader's ability to ignite outstanding performance" (Stapleton

et al., 2007, p. 811). In an article on how leaders can influence performance in nursing wards,

Stapleton et al. (2007) managers can impact morale and should take steps to develop the

relationships and conduct themselves in such a way that morale is increased or improved, and as

a result, employee performance benefits.

Smith, Carson, and Alexander (1984) hypothesized that effective leaders impact

organizational performance, while ineffective leaders do not. To test the hypothesis, they

conducted a longitudinal analysis of the careers of senior United Methodist ministers. This

population was selected due to the nature of the ministerial force's frequent reassignments so that

the impact following a transition could repeatedly be measured. The authors assigned the value

of "effective" to 7 out of 50 ministers (Smith et al., 1984). They derived their assessment of

"effective" through an evaluation in which ministers had received bonuses and salary figures

adjusted to the cost of living, noting that this measured efficacy due to the nature of how salaries

and bonuses are configured in the United Methodist structure (Smith et al., 1984). They then

used measurements of attendance, membership, property value, and private giving to determine

the organizational performance of a given church. The authors reviewed this data before and

after an "effective" minister took charge of a church and before and after any other minister took

charge of a church. Their findings demonstrated that when ministers were not determined to be

part of the "effective" group transitioned from church to church, the church's performance

remained unchanged (Smith et al., 1984). However, when the "effective" ministers moved from

church to church, the churches they took charge of experienced notable performance

improvements measured through increased property values, increased attendance at the church,

increased church membership, and giving (Smith et al., 1984). This study demonstrated that

leadership can impact organizational performance following a turnover, but that not all leadership will have the same level of impact.

Beadles (2000) sought to examine the relationship between turnover frequency and functionality with organizational performance. They gathered data regarding sales from a retail chain for a one-year period, along with personnel data (Beadles, 2000). They conducted a correlation analysis, using employee evaluations to rate employees that were higher performing than others and found that the functionality of the employees had a significant impact on sales growth. When high performing employees turned over, sales were negatively impacted. This study indicates that turnover in and of itself is not the issue, and the value of the individual departing is a critical factor. Applied to leaders, this could indicate that the departure of an ineffective leader could have no impact on an organization's performance, or a positive impact if they are replaced by an effective leader.

There is, however, literature that concludes that leaders do not impact performance. For example, a longitudinal study of 167 large corporations found that executive-level leadership transitions did not have a significant impact on organizational performance (Lieberson & O'Connor, 1972). Lieberson and O'Connor's (1972) study measured organizational performance using the performance variables of sales, net income and profit margin and determined that the departure of a leader and introduction of new leader did not significantly affect these variables. Pfeffer (1977) asserted that leaders have limited power to impact performance due to external constraints and environmental factors. He also noted that leaders only affect some of the variables ultimately responsible for performance (Pfeffer, 1977). While these findings seem to contradict the assertion that leadership actions can impact organizational performance, they are actually in line with the theory of executive succession. It is acknowledged that leadership

actions are not the only influence on organizational performance. They are, however, something that can be controlled and modified, making them of critical importance to management research.

While turnover in and of itself can cause impacts to performance, the actions of the new leader are also significantly impactful. There are environmental conditions that have impacts on performance and change-making despite the leader. However, both how the leader responds to the environment and any change-inducing action the leader takes can impact performance either negatively or positively.

Proposition 4: Post-transition organizational performance is affected as a result of the new leaders' actions..

Leadership Action of Making a Change

Following a turnover, the most common actions that leaders take are those geared at making changes to the organization to impact organizational performance. As previously discussed, new leaders are expected to "prove themselves" (Van Buren & Safferstone, 2009, p. 56), securing early or quick "wins" (Bradt, Check, & Pedraza, 2011; Rollin, 2012; Watkins, 2013; Watkins, 2004). Further, new leaders are less committed to a previously enacted course of action than those who have been in the organization for the duration of any given course of action. To accomplish a demonstration of their effectiveness, new leaders must effect change to personnel, programs, resources and practices.

A variety of popular literature exists that posits what a new leader should do to be successful. Most of these prescribe actions to new leaders that are largely context agnostic. There are some recurring themes in this body of literature. These recommendations are

frequently not grounded in theory or empirical data, but contributed to by successful executive-level leaders and informed through experience.

Popular practice literature recommends leaders take action for quick and early wins (Bradt, Check, & Pedraza, 2011; Rollin, 2012; Watkins, 2013). While acknowledging that new leaders can frequently "lack the perspective" to pick a focus for achieving a quick win, Rollin (2012) advises that this be a way for a leader to show the new workforce what is important (p. 47). Watkins (2013) also advises that a new leader must take action to secure an early win, but rather than as a message to the workforce, it should be to demonstrate to the next in line in the chain of command that the new leader supports the boss' priorities (p. 98). Early wins are also encouraged for a new leader to gain credibility and motivate the workforce (Bradt et al., 2011, p. 181). While the motivation or desired impact of the early win differs in each of these examples, the concept of achieving an early win may impact what actions are taken by a new leader following a transition.

Proposition 5: New leaders are inclined to make organizational changes during the early stages of their tenure.

Change Making in a Post Succession Context

The unique situation following a turnover creates a context in which change has different effects than it would when enacted by a tenured leader. Leaders are most vulnerable in their first few months on the job (Watkins, 2013); they frequently lack the institutional knowledge and understanding of the cultural nuances of the organization (O'Keeffe, 2012; Van Buren & Safferstone, 2009).

The subordinate employees and managers in an organization react differently to decisions and actions of a new leader than they would toward a tenured leader in their organization

(Ballinger & Schoorman, 2010).   Specifically, the absence of trust is highly impactful on employee commitment to a new leader's change efforts (Mineo, 2014). Trust is at the core of communication and the ability of a group of people to work together toward a common goal (Rotter, 1967). New leaders generally enter an organization without this trust, which must be built over time, making their efforts to effect change more challenging. This lack of trust also impacts the leader's level of knowledge due to trust's impact on leader-member exchange and communication (Ballinger, Schoorman, & Lehman, 2009). The combination of a new leader's lack of knowledge and their direct reports' lack of trust creates a unique environment – the post-transition environment – in which a leader is operating while attempting to improve organizational performance through change.

"Executive succession is only one of many variables that influence performance, few of which may be disturbed by the appointment of a new top manager. Nevertheless, the difference is likely to be significant because chief executives possess some autonomy from environmental and political constraints, and can use this autonomy to alter organizational behaviour, for good or ill" (Boyne & Dahya, 2002, p. 195). Research demonstrates that many variables can impact performance following an executive-level leadership turnover. Leaders in transition are managing the organizational change associated with their transition and any changes they make as part of their overarching leadership strategy.

Literature Interpretative Model

The literature points to performance changes, in many contexts, following a leadership turnover. Due to the propensity of a new leader to make organizational changes, the observed performance effects can be attributed to the success of the new leader's effective (or ineffective) management of change. It is clear that the new leader in a post-transition environment cannot

control all the variables surrounding a turnover and that many variables can have significant

effects on organizational performance (Boyne & Dahya, 2002; Vroom & Jago, 2007). However,

the literature demonstrates that leadership actions can impact performance (Parker & Skitmore,

2005; Smith et al., 1984). Understanding how post-transition leaders effectively manage

organizational change is critical to the evidence-based manager.   Figure 2 displays a model of

the concepts discussed in the literature review.
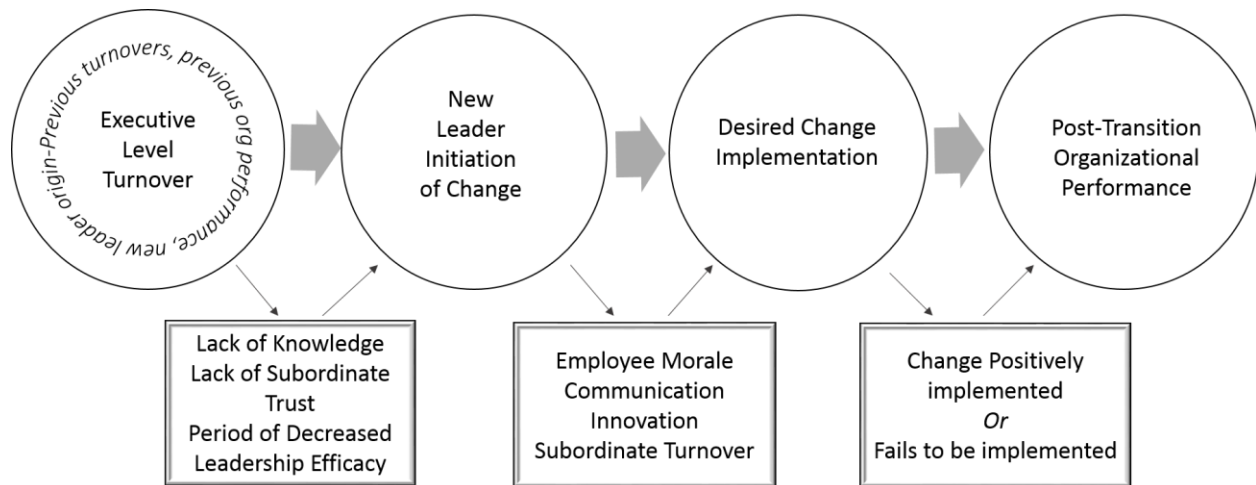
Figure 2. A conceptual model of how executive-level change following a turnover impacts
organizational performance.

Description of Model

The model above depicts the path from executive-level turnover to organizational

performance, specifically focusing on how new leader initiation of organizational change has a

role. The premise is focused on the concept that leadership turnover itself is not the primary

driver of changes in organizational performance, but rather post-transition changes occurring

between turnover and performance outcome are the cause of performance improvements or

decline. For example, when Circuit City appointed their new CEO in 2000, he implemented a

change to the organization to discontinue sales of large appliances, which ultimately resulted in

the loss of a large consumer base and the eventual bankruptcy for the retail chain (Romero,

2013). This exemplifies the premise of this model that while leadership transition is frequently

followed by a performance impact, the changes made by the new leader are the cause of that

impact, not the transition in and of itself.

The context of an executive-level turnover steers what a new leader does immediately

following a transition and likely affects the new leader's change efforts and how they are

perceived. An organization's performance preceding a turnover has overarching impact on an

employee's willingness to accept changes initiated by a new leader. For example, if

organizational performance had been weak or failing, employees may be seeking a change and

be very open to trying something new. When Satya Nadella was appointed the new CEO of

Microsoft, employees were excited to hear about his plans to fix the stack-rank system of

performance evaluation, which the employees perceived as ineffective and caustic (Bort, 2014).

However, if there were no organizational performance issues preceding a turnover, employees

could be resistant to any change, questioning why a new leader is attempting to fix something

that is not broken.

The origin of the successor is also a relevant contextual factor that both impacts

performance and change. Internal successors can be committed to the previous organizational

direction and less inclined to make changes, or to make more substantial changes that stray too

far from the familiar, while external successors may perceive the old ways of the organization to

be without utility and make drastic changes. These contextual transition variables contribute to

the environment in which a new leader initiates change and are commingled into and affecting

the contextual variables impacting the new leader's decision to make a change and what change

to make (O'Keeffe, 2012; Watkins, 2013).

This decision is affected by a new leader's lack of knowledge during their early tenure, which applies both to the insider and outsider. The insider, while possessing information about the organization itself and its culture, is still new to the position, and key pieces of data are still new to them. The outsider may be at a more substantial disadvantage of knowledge.

Exacerbating the lack of knowledge is the absence of subordinate trust impacts both acceptance of any change initiative as well as employee willingness to articulate any feedback that could prevent an inappropriate change or improve implementation success. In this context, a new leader's initiation of change results in the intermediate outcomes of knowledge loss (Cannella & Hambrick, 1993; Fee & Hadlock, 2004; Kesner & Sebora, 1994; Messersmith et al., 2014), morale changes (Bayless, 2004; Khaliq, Thompson, & Walston, 2006; Rowe et al., 2005), communication issues (Hargreaves et al., 2003; Murnieks et al., 2011), further impacts to trust (Ballinger et al., 2009), and promotion or inhibition of innovation (De Paola & Scoppa, 2012). All of the intermediate outcomes impact the final implementation of the new leader's change initiatives. It is this chain of events that ultimately impacts post-transition organizational performance.

The environment of a post-transition leader is much different from that present for a tenured leader. This difference ultimately makes the new leader's actions to influence change produce different outcomes due to the new leader's lack of institutional and organizational knowledge and the subordinates' lack of trust for the new leader and all of the subsequent factors related, such as a decreased level of communication. The ultimate performance outcome is influenced by the context of the intervention of executive-level change efforts. Hence, in the graphic above, and based on the context, intervention, mechanism, outcome (CIMO) model,

mechanisms that impact the implementation of change in the context of this study will be

examined through the systematic review.

Thesis

This dissertation explores the thesis that during the post-transition phase or new-leader

assimilation phase following an executive-level turnover, leaders can take actions that improve

organizational performance by initiating change. As the literature has demonstrated, the

executive leader impacts performance differently in different contexts. In the framework of

CIMO, the context is a post-transition organization, the intervention is the new leader's initiation

of change, the outcome is the effective implementation of that change and the mechanisms are

the factors influencing that effective implementation (the focus of the research question). Each of

the mechanisms discovered as a result of the thematic synthesis are expected to affect the

outcomes differently in different contexts.

Chapter Summary

This chapter has provided an overview of how leadership turnover impacts performance.

The many variables involved in affecting performance are both within a leader's span of control

and outside of a leader's ability to impact.   Both the controllable and external variables have

varying levels of impact on organizational performance depending on the post-transition context.

The literature demonstrates that leadership does impact performance following a turnover, but

does not provide specificity as to which actions in which contexts result in performance impacts.

This is the research gap that will be explored in what follows. The systematic review of the

literature methodology described in Chapter 3 provides the evidence to answer the question of

how a post-transition leader can impact organizational change with a focus on affecting the

performance outcome.

Chapter 3: Research Methods

The purpose of this research endeavor is to make a contribution to Evidence-Based Management (EBMgt).   EBMgt is accomplished through the use of knowledge gained through an examination of facts, analyzed through the lenses of practitioners and scholars, providing managers with evidence-based tools to use in management and decision making (Rousseau, 2012). To inform EBMgt, Evidence-Based Research (EBR) must be undertaken (Leung & Bartunek, 2012; Rousseau, 2006; Rousseau, 2012).

Studies that address the factors surrounding a leader's ability to make a positive strategic change following a leadership turnover can incorporate a significant amount of information and can result in different answers in different situations. There is a body of evidence available from many different fields of study and a significant amount of research related to leadership turnover exists in a variety of contexts. Reviewing information from a diverse assortment of primary research sources and then synthesizing it to answer a question can be a reliable and holistic method for answering a research question (Gough, Oliver, & Thomas, 2012, p.3). This method, referred to as a systematic review, allows for a decrease in the fallibility and bias of any given single study (Gough et al., 2012, p. 3) and provides the benefit of trend identification across both time and context for any given topic.

A robust amount of research affiliated with management issues is qualitative and subjective (Tranfield, Denyer, & Smart, 2003, p. 214). When it comes to the effects of leadership turnover, the research conducted in different settings, using different measurement techniques and focused on various variables associated with turnover cannot be legitimately synthesized quantitatively.   For example, in one study on leadership turnover, the authors measure the effects through Fortune 500 ranking gains and losses following a turnover (Intintoli,

Zhang, & Davidson, 2014). In another, the research is based on a case study involving interview

data from those participating in the turnover (Bayless, 2004). In both cases, the information that

surfaces in the course of the study is relevant to how leadership turnover affects an organization,

however, neither the data nor the research method is similar enough to accurately combine or

compare to form a fitting conclusion through any numerical or quantitative method.

Case studies, in particular, provide a rich source of information pertaining to this research

focus. The accumulation of case study evidence can be "interpretive and explanatory"

(Rousseau, 2012, p. 87) for issues that would be nearly impossible to study in a controlled

scenario, such as is the case when investigating very contextual and nuanced situations like post-

transition organizations. Case studies are "the cornerstone on which modern organization theory

has been built" (Fiss & Zajac, 2006, p. 415), making them appropriate for any study undertaken

for the purpose of EBMgt. While causation is sometimes difficult to isolate in case studies, due

to the lack of the ability to control all of the variables, they provide a resource to EBMgt that

assists in the analysis of contextual factors that might not be present in a controlled type of study

(Girden & Kabacoff, 2011). Using a systematic methodology to identify recurring themes across

numerous case studies and other qualitative literature provides EBMgt with a cumulative,

unbiased by a single author or issue, body of evidence.

Systematic Review

Combining or synthesizing data that includes both qualitative and quantitative findings

will be done through a systematic review. A systematic review differs from a traditional

literature review in that it is "undertaken according to a fixed plan or system or method" and it is

a "critical appraisal and analysis" rather than simply a summary of literature (Gough, Oliver, &

Thomas, 2012, p. 5). This synthesis and analysis of primary research can identify themes and

compare the similarities and differences between multiple sources (Lucas, Baird, Arai, Law, & Roberts, 2007) and integrate information from a variety of study types into one process (Petticrew et al., 2013). A systematic review can incorporate what some may view as mixed methods by using themes and comparisons to "tell a story" (Popay et al., 2006, p. 4). To identify the themes, trends, similarities and differences across contexts, this dissertation follows the methodology of a thematic synthesis to answer the question about what variables impact a post-transition leader's ability to implement change effectively.

This methodological selection, the thematic synthesis systematic review, has a particular value to EBMgt. EBMgt is fostered through the availability of "quality information" (Rousseau, 2012, p. 3). A systematic review brings a practitioner a condensed version of all the latest knowledge with increased reliability due to the ability for the systematic review to overcome the limitations of any given single study (Rousseau, 2012, p. 7). The thematic synthesis specifically allows for the inclusion of a variety of different research types and products, ensuring that all relevant information is brought forward to the study and inform a conclusion that positively impacts practice.

The steps in a systematic review adapted from Gough, Oliver and Thomas (2012) are as follows:

1. Initiate the review (which includes stakeholder engagement).

2. Formulate the research question and conceptual framework.

3. Develop a search strategy and screen literature for eligibility.

4. Conduct a quality and relevance assessment of identified literature.

5. Synthesize the literature.

6. Interpret and communicate the findings with stakeholders.

The remaining sections of this chapter identify in detail how steps 3 through 6 were systematically conducted. Steps 1 and 2 were accomplished in Chapters 1 and 2 of this dissertation, except stakeholder engagement. Stakeholder engagement is discussed in this chapter and informed all chapters of this research paper, and conducted in an iterative manner with chapters revisited throughout the process. The results of step 5 will be presented in Chapter 4 and the outcome of step 6 in Chapter 5. The details that follow in this chapter will enable another researcher to replicate the research findings and provide an evaluator the information required to make a validity assessment of the findings and interpretation based on the appropriateness and design of the research strategy.

Search Strategies

Management literature is found in multiple databases and publications. For the topic of leadership turnover, the literature is not limited to academic journals focused on management issues. Leadership turnover is a topic that is relevant and researched in the fields of education (Baker, Punswick, & Belt, 2010), medicine (Jones, 2008; Knight, Broome, Edwards, & Flynn, 2011), and finance (Engel, Hayes, & Wang, 2003). For this reason, multidisciplinary databases were searched for information on the topic. . The literature included case studies, qualitative and quantitative research papers, books, gray literature, and screened information from the internet.

Search Terms

The use of effective search terms is paramount to gathering the right literature in a systematic review (Gough et al., 2012). Search terms that are too broadly scoped will return an untenable number of research articles, while search terms that are too narrowly scoped will likely exclude a significant amount of relevant literature. Also, different fields of practice and study use different terminology to discuss the same issues, creating the need for the usage of many

synonyms in the search. In the case of executive-level leadership turnover, the search terms

incorporated multiple words for leadership, turnover, and change. Table 1 depicts the exact

terminology used in the search string.

Table 1

Search Terms with Relevance to Research Issue

Reasoning	Terms
To identify literature that discusses the turnover or transition:	Transition OR turnover OR succession OR assimilation OR changeover
To identify literature that focuses on the executive-level leader:	Leader* OR manage* OR executive OR CEO OR chief
To identify literature related to change management:	Change OR Implement OR Initiate OR strategic OR rearrange

These terms resulted in the following search string:

("new leader*" OR "new CEO" OR "new manage*" OR "leader* change") AND
("implement* change" OR "change management" OR "change process" OR "initiat*
change" OR "implement a new" OR "strategic change" OR "rearrange" OR "create
change") AND ("Leader* transition" OR "manage* transition" OR "executive transition"
OR "CEO transition" OR "chief transition" OR "Leader* turnover" OR "manage*
turnover" OR "executive turnover" OR "CEO turnover" OR "chief turnover" OR
"Leader* succession" OR "manage* succession" OR "executive succession" OR "CEO
succession" OR "chief succession") AND (performance OR outcome OR effect).

Excluding undesired literature on succession planning and workforce turnover resulted in

the exclusion of relevant literature and therefore terms such as "succession planning" or

"employee turnover" were not used as exclusion terms in the search, as they were frequently

discussed in the literature that depicts leadership actions in a post-transition environment. Also,

articles were not excluded due to the date of publication. Many articles were included that are

more than ten years old. Articles studying the effects of executive succession are frequently

based on longitudinal data making the date of publication less important. For example, an article

could be written in 2015, but based on data spanning 1990 through 2001. For this reason, date of

publication was not used as a discriminator for inclusion in the systematic review.

Databases Searched

Leadership transition at the executive level is researched in a variety of fields. For this

reason, multiple databases were screened for literature that identified a transition event and the

outcomes associated with leadership actions. Additionally, rather than searching in an

overarching library database, each database was searched individually. The results from each

database were combined into a lump result list, and duplicates were removed, as many databases

use any number of the same journals and sources. The table below shows the databases queried

and the number of results from each database before duplicates were removed.

Table 2

Search Results by Database

Database	Number of initial results
UMUC OneSearch	16
ABI/Inform	216
Business Source Complete	11
JSTOR	225
Science Direct	48

Inclusion Criteria

After the search had been executed, the results were examined to determine which items

were relevant for answering the research question. The inclusion criteria, or those criteria for

which the research must meet to be included in the review, were selected based on factors from

study design to study outcome (Petticrew & Roberts, 2006). In a study examining effects, both

positive and negative, the design was not necessarily a factor for inclusion. The inclusion

criteria for this review was focused on whether or not the study presented primary research

findings, which include impacts on the post-transition leader's ability to manage change, and

whether or not the study demonstrated a relationship between these impacts and an effect on

organizational performance, either directly or indirectly. Exclusion criteria included articles

whose focus was on family firms, conference proceedings or lists of notes and abstracts, articles

on transition of nation-state leaders or political transitions and articles whose focus was on

succession planning or the pre-succession preparations.

The abstracts were screened manually to make these determinations. Articles whose

abstracts were insufficient for such a determination were screened in full text. During screening,

additional literature from the references of the results was identified through a process called

snowballing. This process of identifying literature that did not result from the direct database

search is recommended to ensure that all relevant research is included, through the identification

of key literature that did not contain search key words or may not have been present in the

databases selected for search (Wohlin, 2014). A total of nine articles were identified through

snowballing. Following screening for relevance to the research question, 56 articles remained.

These 56 articles were then subjected to a quality appraisal.

Quality Appraisal of Literature

After the studies had been screened using the inclusion and exclusion criteria, the

remaining literature was rated for quality. The quality of the research assessment must consider

the components of scientific approaches, which are observation, hypothesis formation, prediction

and testing prediction (Girden & Kabacoff, 2011). Appropriateness and meaningfulness are the

main aspects of validity assessments, which begin with an examination of the rationale, purpose,

method and results of the research (Girden & Kabacoff, 2011). Some are very simple, and some

are very complex. The literature associated with leadership turnover is very diverse and largely

qualitative, so an assessment tool developed by the National Institutes of Health for qualitative or

case study literature was used to assess quality. This tool was modified slightly to remove

aspects specific to medical studies and allowed for a consistent and transparent numeric rating

for each article. The outcome of this assessment determined which of the remaining studies were

appropriate for addressing the research question (Petticrew & Roberts, 2006).   The quality

assessment tool used is in the table below.

Table 3

Quality Assessment Tool

Criteria	Yes	No
1. Was the study question or objective clearly stated?		
2. Was the study population clearly and fully described, including a case definition?		
3. Were the subjects comparable?		
4. Was the intervention clearly described?		
5. Were the outcome measures clearly defined, valid, reliable, and implemented consistently across all study participants?		
6. Were the results well-described?		

The National Institutes of Health (2014), who developed this assessment tool, noted that

there was no specific way to determine that any given number of "YES" or "NO" answers to

these questions could be legitimately applied to use quantity to make an overarching assessment.

Rather, if any "NO" answer caused there to be a fatal flaw in the research, the article would be

considered of low quality (National Institutes of Health, 2014). To apply a consistent measure to

all literature included in the systematic review, a determination was made that three or more

"NO" answers automatically indicated an overarching fatal flaw resulting in a determination of

low quality. Articles with six "YES" answers were considered high quality. Articles with four

or five "YES" answers were considered average quality. Articles with three or less "YES"

answers were considered of low quality and therefore excluded from the review for lack of

quality. Gray literature was not screened for quality. Three articles were excluded from the

review for scoring three or less "YES" answers.   Appendix A contains the summary of ratings

for each article.

Weight of Evidence

The remaining literature was weighted based on the quality assessment. Articles that

were rated as high quality in the quality appraisal process were given a weight of three, articles

with average quality were given a weight of two, and articles that were of low quality were not

used and scored as zero. Gray literature, while not subject to the research quality appraisal tool,

was weighted as one.

Table 4

Weight of Evidence (WOE) Results Summary

Weight of Evidence (WOE) Summary		
Gray Literature (1)	Average Quality (2)	High Quality (3)
3	21	29

Summary of Included Literature

The diagram shown in Figure 3 depicts the articles included or excluded and the reasons

for exclusion.
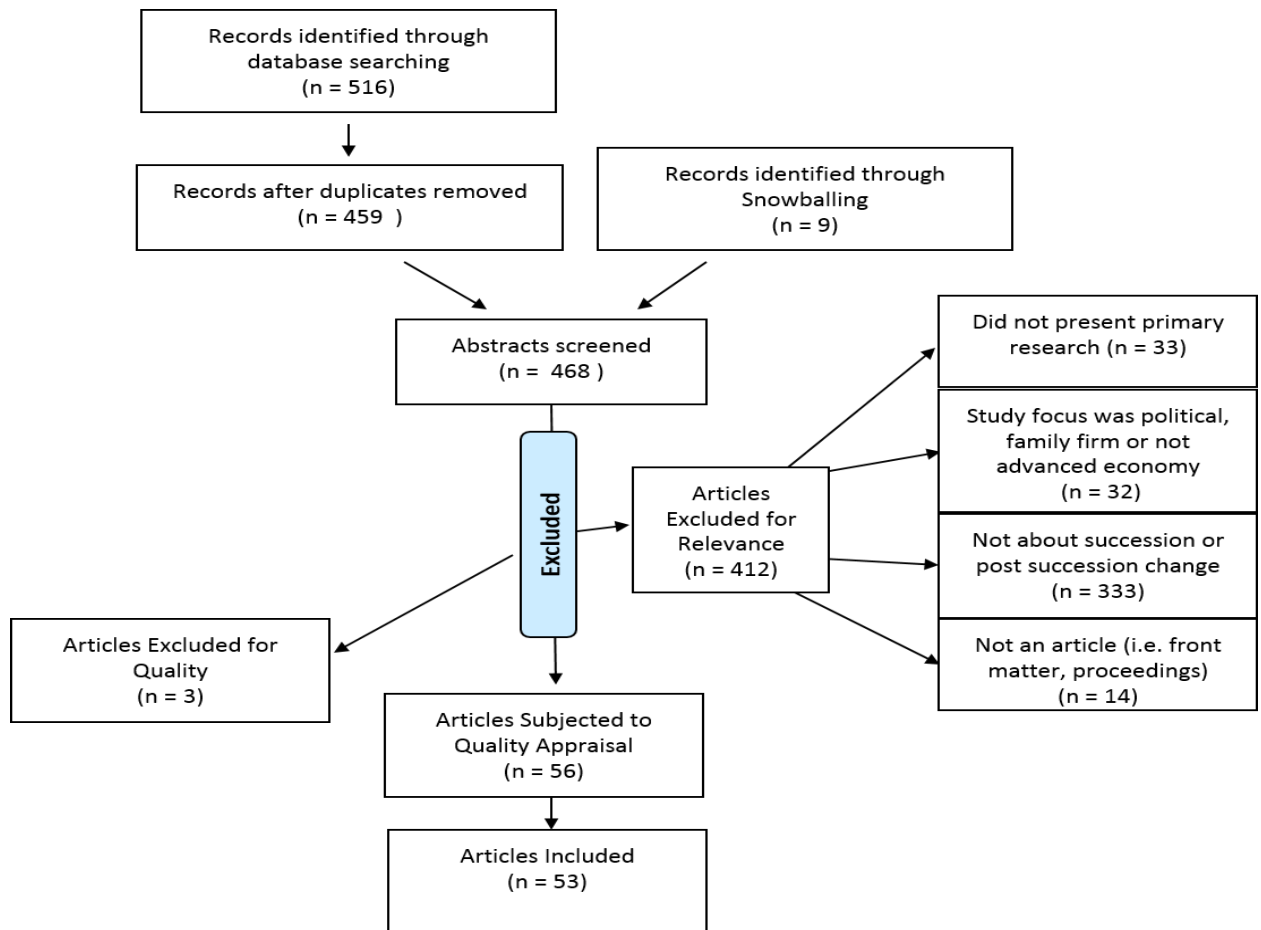
Figure 3. Modified PRISMA diagram of articles included

After duplicates were removed, articles were scanned and excluded if they were not primary research, the focus was not appropriate for the study (i.e. they were about political leader successions or family firms), they did not discuss succession or post-succession change, or they were not research (i.e. they were a list of proceedings or table of contents). Additionally, articles were excluded if they scored low on the quality assessment. Appendix B contains a listing of excluded articles and the reasons for exclusion. Included articles came from a variety of literature sources. A listing of journals and how many articles were published in each source follows in Table 5.

Table 5.

List of journals that published literature used in systematic review

Journal	# of Articles	Journal	# of Articles
Strategic Management Journal	8	International Journal of Knowledge, Culture and Change Management	1
Organization Science	4	Journal of Applied Behavioral Science	1
The Academy of Management Journal	3	Journal of Developmental Entrepreneurship	1
The Leadership Quarterly	3	Journal of Educational Administration	1
Administrative Science Quarterly	2	Journal Of Educational Change	1
Organizational Dynamics	2	Journal of Management and Organization	1
Advances in Developing Human Resources	1	Journal of Management Issues	1
American Journal of Sociology	1	Journal of Organizational Change Management	1
Asia Pacific Journal of Management	1	Journal of Research & Development in Education	1
British Journal of Management	1	Journal of Small Business Management	1
California Management Review	1	Leadership & Organization Development Journal	1
Cambridge Journal of Education	1	Long Range Planning	1
Canadian Journal of Higher Education	1	Management Science	1
College Quarterly	1	MIT Sloan Management Review	1
ERS Spectrum	1	Nankai Business Review International	1
European Management Journal	1	Nonprofit Management & Leadership	1
Harvard Business Review	1	Nurse Leader	1
Human Resource Management	1	Sloan Management Review	1
International Business Review	1	The Journal of Applied Behavioral Science	1

The articles span a significant period of time, and as previously, discussed, no literature was excluded solely based on date of publication. The following chart depicts the literature by date of publication.
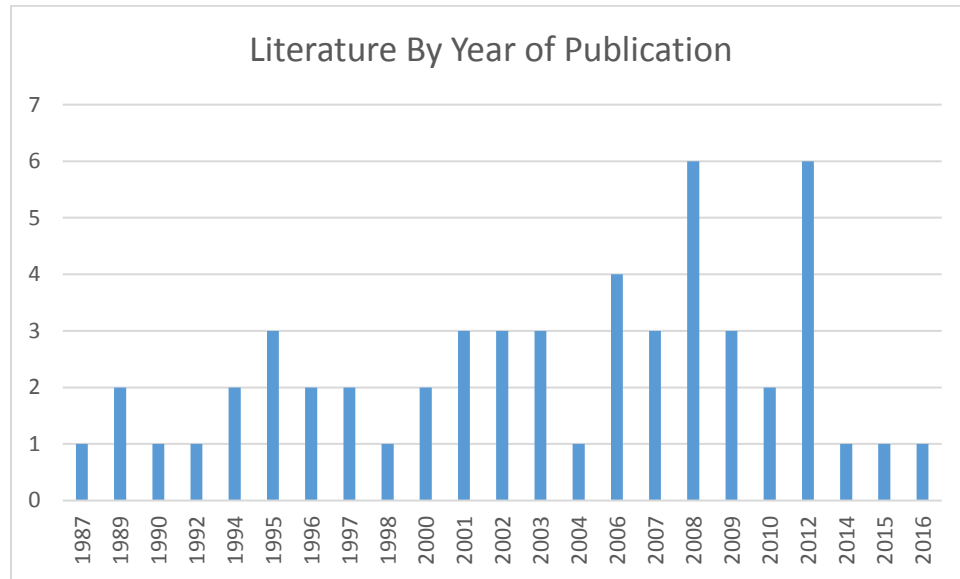
Figure 4. Chart depicting literature by publication year

Synthesis Methodology

Case studies and primary academic research were analyzed to identify what factors affected post-transition leaders' ability to make changes using a manual coding strategy. All articles were printed and bound in three ring binders. Each article was read in full text and relevant passages were highlighted with codes written in the margins. All codes were then recorded in an excel spreadsheet. The context of each factor was identified and coded, as well as the outcome, in order to identify the factors that affected the leadership effort to initiate or implement change. The coding methodology used was descriptive coding, sometimes called topic coding (Saldana, 2013). Each study was analyzed to identify when a change was initiated and what factors in context affected the change's efficacy, implementation or reactions to the change.

First Cycle Coding

The first stage of descriptive coding entailed an in depth review of each article. Each instance of a factor affecting change was identified and recorded in a spreadsheet in the way in which it was articulated in the literature. For example, if an article's finding was that a leader had difficulty initiating a change when the rest of the TMT was long tenured and remained in place following a turnover, it was recorded as such in the first descriptive coding field on the spreadsheet. After all of the initial findings were described on the spreadsheet, each was subsequently categorized with a descriptive summary label in the form of a word or phrase. In the second field of the spreadsheet, initial descriptions were characterized and coded into words or phrases. For example, in the finding discussed above, the subsequent second characterization was coded as "TMT Tenure." This cycle resulted in 134 descriptive codes that were organized into 21 descriptive labels (see Appendix C).

Second Cycle Coding

The second category characterizations from the Stage 1 descriptive coding process were grouped into final categories in Stage 2. Second cycle or second stage coding is intended to "develop a sense of categorical, thematic, conceptual, and/or theoretical organization from your array of first cycle codes" (Saldana, 2013, p. 207). All of the descriptive labels identified in the first stage were categorized using pattern-coding methodology. The data were grouped conceptually to identify the major management issues that each fell into, which made up the final outline for the research findings analyzed in Chapter 4.

The initial coding of the literature resulted in 134 preliminary descriptions of factors impacting a new leader's ability to impact change that were subsequently assigned labels and sorted into 21 categories (see Figure 5). The 21 categories (descriptive labels), derived from

evidence presented in the literature, were subsequently grouped into 19 elements. The change in

quantity is due to the combination of TMT turnover and personnel turnover into one element as

well as the combination of divestiture of culture and status quo into one element. The elements

were then grouped into three main findings 1) the ability to influence, 2) the susceptibility of the

organization to be influenced, and 3) the methods used to influence. The results of the coding

process are depicted in Figure 5 below with a full version of the descriptive codes in Appendix

D.
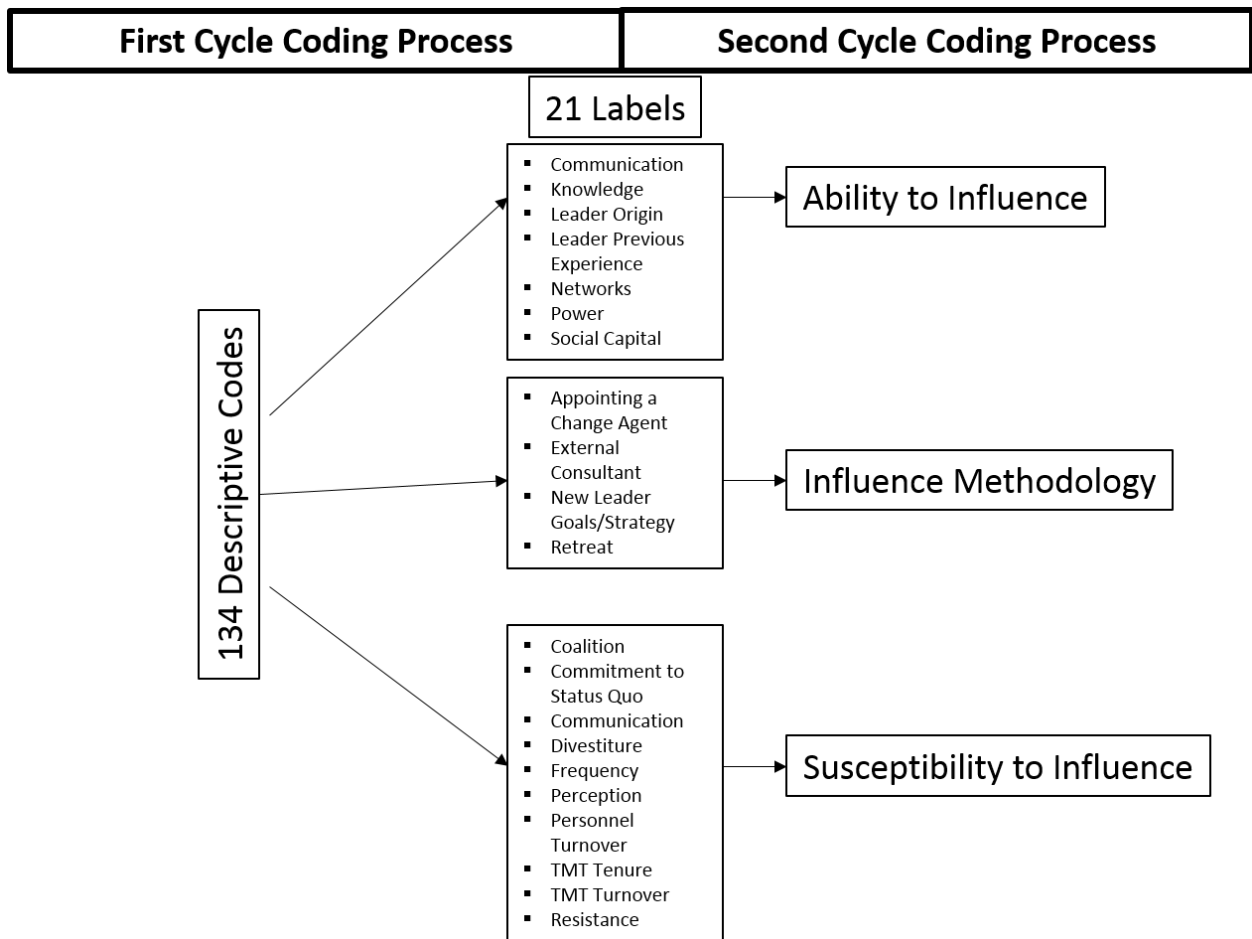
Figure 5. Coding results organized by cycle

       An analysis of findings grouped by publication year is displayed in Figure 6, conducted

to ensure that use of literature more than ten years beyond its publication did not alter the results.

The intention was to discard any findings that were clustered into a timeline earlier than 2006.

However, no results clustered into any given period, and therefore all factors remained included

regardless of year of publication. Figure 6 shows the scatter plot of findings by year and

demonstrates a fairly even array, none clustered into any given timeframe. In the chart below

turnover of both personnel and TMT members is represented as "TMT turnover."
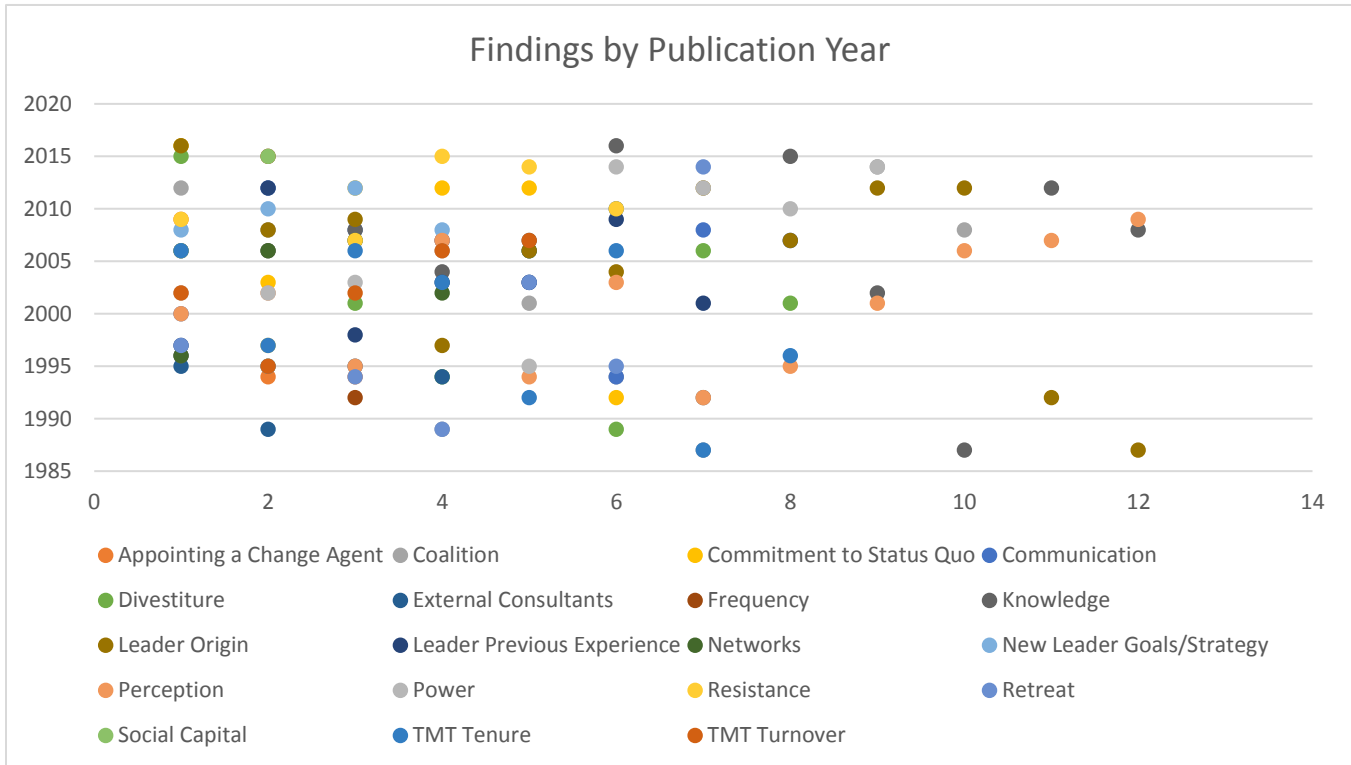
Figure 6. Scatter plot of descriptive codes by publication year

Additional Coding

In addition to the qualitative coding methodology described above, a secondary and

peripheral coding activity which involved quantifying the results was conducted. Each of the

descriptive labels identified in Stage 1 was tallied and weighted according to their score

developed in the quality assessment phase. This coding produced a strength of factor

comparison which allows for an alternate way to view the data. Each factor discussed in Chapter

4 contains a table that describes the number of findings related to the quality of findings for that factor.

Expert Panel Review

Stakeholders should be incorporated into every aspect of the systematic review in order to ensure that the final product has utility to EBMgt (Stewart & Oliver, 2012, p. 243). Stakeholders for EBR were both practitioners and scholars. An abbreviated version of the literature review, study purpose, and proposed methodology were sent to scholarly experts in the study of leadership turnover and succession and practitioners who have experienced a leadership transition, and have the practical knowledge of what affected their abilities to initiate change.

The subject matter experts were asked to evaluate the relevance and methodology of the study and provide any suggestions to better the study based on their recognized expertise. The panel consisted of both scholars and practitioners who are listed with a short biography in Appendix D. They were provided a questionnaire containing the questions listed in Table 6.

Table 6

SME Panel Questions

1.	<u>Clarity of the Study Problem</u> – Is the topic's relationship to the field of management practice made clear and explained?
2.	<u>Significance of this Study</u> – To what extent would this study contribute to the practice of management? How original is this study?
3.	<u>Scope of this Study</u> – Is the scope of this study made clear? Is it focused on management issues that can be realistically investigated?
4.	<u>Literature informing this Study</u> – Does the type and relevance of literature reviewed here provide the proper direction for this study?
5.	<u>Conceptual Framework</u> – Does the student present a clear picture of how key factors are related, and how those factors would be explained through research?
6.	<u>Research Approach</u> – Is the research approach clearly described in a logical manner?

Table 6 Continued

7.	<u>Overall Written Quality</u> – Does this study present a clear line of reasoning consistent with other management research materials with which you are familiar?
8.	<u>Overall Practical Value</u> – Does this study offer a clear and recognizable opportunity to produce results that would impact a management practice?
9.	<u>Overall Strengths of this study</u>
10.	<u>Overall weaknesses of this study</u>
11.	<u>Other open-ended comments that would be helpful to this student:</u>

The SME panel provided feedback via both in-person discussion and correspondence via electronic mail, through review of a summary paper describing the dissertation topic and concept and answering the questions depicted in Table 6. All of the SMEs regarded the study problem as a relevant issue and supported the concept of the paper. One SME described sections of the paper as "speaking directly to him" as he had recently been involved in the substantial restructuring of a large government agency. Another SME noted that she agreed that many leaders feel inclined to make changes in the early stages of their tenure and hadn't previously considered that as the cause of ultimate performance changes associated with turnover. In addition to providing additional literature, in some SME feedback, the SMEs provided constructive feedback that informed changes throughout the dissertation.

One SME noted that they believed it was of critical importance to identify the insider/outsider aspects of the transitioning leader in the context of their efforts to impact performance. To address this, Chapter 4 highlights when the evidence pointed to this variable as relevant to the outcome of change. SME feedback included commentary on the diversity of literature, specifically noting that there were multiple articles from the same author which might decrease the overall diversity of results, or add bias to the process and analysis. In order to ensure that no single author biased the outcome, findings were compared to ensure that no single

researcher was responsible for the entirety or majority of any given finding. There were

modifications to the research question, the literature review concept model and the scope of the

study based on SME feedback.

Chapter Summary

This chapter discussed the steps taken to conduct a systematic review using thematic

synthesis methodology. A discussion on the value of the systematic review to evidence

management was described along with the specific means by which the analysis effort was

undertaken. This included the detailed coding methodology and preliminary results as well as

how SME feedback was used to inform the endeavor.

Chapter 4: Findings and Discussion

A thematic synthesis of the available studies provided evidence for what occurs between a new leader's initiation of change and the actual implementation of that change. Following a systematic search for evidence and a quality appraisal of resulting literature, 53 pieces of literature were included as evidence for synthesis. As described in Chapter 3, each article was read and analyzed for factors that impacted a post-succession leader's implementation of change.

Analysis and Results

The initial coding of the literature resulted in 135 preliminary descriptions of factors impacting a new leader's ability to impact change that were subsequently assigned labels and sorted into 21 categories (see Figure 5). The 21 categories (descriptive labels), derived from evidence presented in the literature, were subsequently grouped into 19 elements. The change in quantity is due to the combination of TMT turnover and personnel turnover into one element as well as the combination of divestiture of culture and status quo into one element. The elements were then grouped into three main findings based on an analysis of how they contributed to answering the research question: *What organizational factors affect a post-transition leader's ability to implement change*? The grouping of the three findings are: the ability to influence, the susceptibility of the organization to be influenced, and the methods used to influence.

Within each of the three main findings in this chapter, there are multiple elements that contribute to the analysis, derived from the literature included in this systematic review. The ability to influence contains seven elements, organizational susceptibility to influence contains eight elements and methods used to influence contains four elements. Each piece of literature resulted in at least one code that informed at least one element, however, some literature resulted in multiple codes informing multiple elements and findings (see Table 7).

Table 7

Literature Aligned to Element and Finding

Literature	Ability to Influence							Organizational Susceptibility								Methods			
	Leader Power	Leader Origin	Previous Experience	Communication	Knowledge	Networks	Social Capital	Tenured TMT	Internal Resistance	Building Coalitions	Communication	Divestiture/Status Quo	Frequency	Subordinate Turnover	Perception	Strategy/Goals	Use of offsite/retreat	External Consultant	Change Agent
Alexander, J. A., & Lee, S. D. (1996).					x	x													
Angwin, D. N., & Meadows, M. (2009).		x							x						x				x
Bamford et al. (2006).							x	x					x						
Barker, B. (2006).								x				x		x				x	
Baron et al. (2001).												x							
Beer, M., & Eisenstat, R. A. (2000).				x											x				
Beugelsdijk et al. (2002).	x													x	x				
Bigley, G. A., & Wiersema, M. F. (2002).	x																		
Boeker, W. (1997).		x	x		x			x											
Brockmann et al. (2006).	x	x				x		x											
Card, M. A. (1997).								x									x		
Chen, G., & Hambrick, D. C. (2012).		x	x																
Chiu et al. (2016)		x			x							x							
Datta et al. (2003).			x																
Elsner, R., & Farrands, B. (2012).					x												x		
Galperin, M. (2010).									x									x	
Gilmore, T. N., & Ronchi, D. (1995).														x			x		x
Gioia et al. (1994).														x			x		x
Greiner, L. E., & Bhambri, A. (1989).										x							x	x	
Greiner et al. (2003).	x			x				x			x	x			x		x		
Grinyer, P., & McKiernan, P. (1990).					x										x				
Hambrick, D. C. (1995).														x			x		
Hart, A. W. (1987).		x			x			x	x										
Heller, T. (1989).												x							
Karaevli, A. (2007).		x																	
Lee, L. C. (2015).							x	x				x	x						
Levin, J. S. (1995).	x											x			x			x	
Li, W., & Xu, J. (2014).	x																		
Lin, W., & Liu, Y. (2012a).		x										x							
Lin, W., & Liu, Y. (2012b).												x							
Manderscheid, S. V. (2008).					x														
Miller, P. (2006).												x			x				
Morcom, A. (2012).										x	x								
Ndofor, H. A., & Rathburn, J. A. (2003).			x		x														
Ndofor et al. (2009).			x																

Table 7 Continued

Literature	Ability to Influence							Organizational Susceptibility								Methods			
	Leader Power	Leader Origin	Previous Experience	Communication	Knowledge	Networks	Social Capital	Tenured TMT	Internal Resistance	Building Coalitions	Communication	Divestiture/Status Quo	Frequency	Subordinate Turnover	Perception	Strategy/Goals	Use of offsite/retreat	External Consultant	Change Agent
Poulin et al. (2007).										x	x			x	x				
Quigley, T. J., & Hambrick, D. C. (2012).	x											x							
Ready, D. A., & Conger, J. A. (2008).				x						x						x			
Robert & Flynn. (2014).	x																		
Roche, E. (2010).	x																		
Shearer et al. (2001).										x		x			x				
Shen, W., & Cannella, A. A. (2002).					x	x								x					
Simons, R. (1994).										x	x	x						x	x
Thompson, R. M., & Flynn, C. (2014).	x								x	x							x		
Tibau, J., & Debackere, K. (2008).		x		x	x					x									
Tushman, M. L., & Rosenkopf, L. (1996).								x											
Virany et al. (1992).		x						x				x	x						
Westerberg, M., & Wincent, J. (2008).																x			
Westphal, J. D., & Fredickson, J. W. (2001).			x																
Yokota, R., & Mitsuhashi, H. (2008).		x	x		x														
Zhang, Y., & Rajagopalan, N. (2004).		x			x														
Zhang, Y., & Rajagopalan, N. (2010).																x			
Zimmerman, J. A. (2007).							x	x	x	x		x			x				

Under each finding and element there is a weight of evidence chart to contribute to the validity assessment of each individual factor. Figure 7 shows the number of articles that represented each descriptive label and the number of each of the quality ratings within the total. The weight of evidence is represented in the tables that follow each category and each sub-category and includes the percentage of total articles that addressed each.

Findings by WOE
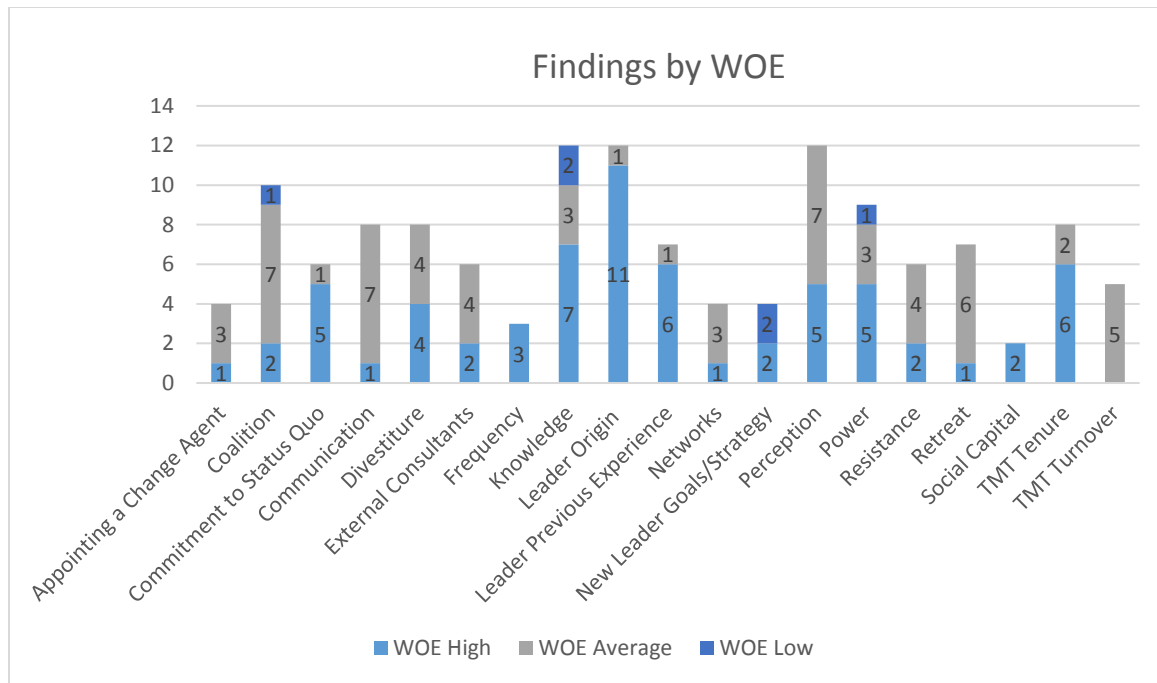
Figure 7. Individual elements by number and quality strength

Finding 1: Ability to Influence

The first of three main findings from the systematic review is *the ability of a new leader to influence an organization*. The ability of a new leader to influence an organization following a transition is dependent on several variables. The new leader can control some of the variables and others the leader cannot necessarily control, but must take action to steer in a given direction or must take action to overcome adverse effects or to harness and exploit the positive effects. A systematic review of the literature revealed that the ability to influence an organization and its members to implement change following a transition includes the following elements of the leader and the organization: leader power, leader origin, leader previous experience, communication, knowledge, networks and social capital. Each of these elements are described below. Thirty-eight of the total pieces of literature used in this systematic review contained evidence supporting this finding (see Table 8).

Table 8.

Weight of Evidence Summary for Evidence Contributing to the Ability to Influence Finding

Weight of Evidence (WOE) Summary: Ability to Influence		
Gray Literature	Average Quality	High Quality
3	11	24
72% (38 of 53) of Total Literature		

The individual elements of the organization and the leader that contribute to the new leader's ability to influence an organization begin with power.

Leader power. A post-transition leader's ability to influence change is significantly affected by the power that the leader has. A leader's power was associated with duality, processes, the board, and the perceptions of the workforce. In all aspects of a post-transition leader's power to effect change, the leader largely had no impact on the factors, but rather was affected by them. The weight of evidence is depicted in Table 9.

Table 9.

Weight of Evidence Summary for Evidence Contributing to Power

Weight of Evidence (WOE) Summary: Power		
Gray Literature	Average Quality	High Quality
1	3	5
17% (9 out of 53) of Total Literature		

The first key topic associated with post-transition leader power is duality. Duality is described as the CEO also holding a seat on the Board (Brockmann, Hoffman, & Dawley, 2006). In a study on the effects of CEO duality and origin on post-bankruptcy strategic change, the authors found that post-succession outsider CEOs with duality had the most effect on strategic

change (Brockmann et al., 2006). The authors attributed this to the CEO's ability to mandate change due to the power they have by virtue of duality (Brockmann et al., 2006).

Duality was again examined in a study of Chinese firms; the authors found that post-succession CEOs were likely to make strategic changes but that the presence of a tenured independent board moderated the scope of the changes (Li & Xu, 2014). And while this study found that new-CEO efforts at making a strategic change early in their tenure were damaging to long-term performance, their findings contribute to the notion that power impacts post-succession change efforts.

The Board of Directors can moderate a new leader's power or they can increase a new leader's power (Roche, Benton, & Chizen, 2010). A new community college president, fully supported by the board during his tenure, made sweeping changes to the organization (Levin, 1995). When that board membership changed, the same president was asked to resign due to the new board's views of his performance as "damaging to the institution" (Levin, 1995, p. 35). The Board's views of the leader and support of the leader's initiatives are critical to empowerment. "Without complete backing from the board, it's hard for a new CEO to initiate major changes in the firm's strategy or organization" (Greiner, Cummings, & Bhambri, 2003, p. 4). In addition, the Board's effects on a new leader's ability to implement change can be influenced by the composition of the Board, in particular, when the former leader who has been replaced becomes a member of the board. When the predecessor CEO remains in a position of authority in the organization, it is difficult for the new leader to make changes that the predecessor would not have done if still in the position (Beugelsdijk, Slangen, & Marco van Herpen, 2002).

Quigley and Hambrick (2012) studied 181 successions in the high technology sector to analyze whether or not a new CEO's ability to effect strategic change was affected by their predecessor remaining on the board. They analyzed comparable transitions where the former CEO became a member of the Board of Directors and then compared the amount of resource reallocation, acquisitions, divestitures and TMT additions and departures and found a strong correlation between these variables and the predecessor's presence on the board (Quigley & Hambrick, 2012). Their findings suggest that "predecessor retention suppresses several types of strategic change" and restricts the new CEO's actions (Quigley & Hambrick, 2012, p. 853).

Processes in place that are outside the control of the new leader can also inhibit a new leader's power. Senior executives who transitioned from the private sector to the public sector identified top-down processes that were agency-predetermined and that inhibited their ability to implement changes (Robert & Flynn, 2014). In addition to processes that create obstacles for a new leader, the perception of the leader can also either increase or moderate a new leader's power.

When subordinate organizational leaders perceived that a new CEO was temporary, the new CEO's change efforts were largely ignored and the perceptions of subordinates decreased his power (Beugelsdijk et al., 2002). Perceptions of the workforce are further explored under the finding for organizational susceptibility to influence.

In sum, power is a factor that influences a leader's ability to implement change, as in cases where the previous leader remains on the board or when subordinates perceived the leaders as being temporary, subordinates affected the implementation. Thus, providing leaders with structure and processes that empower them to implement change can help boards and subordinates support the change.

Leader origin. Whether or not a new leader originates from within or from outside an organization can impact their ability to initiate change. This impact is the result of the leader's experiences and how they are viewed by those that must implement any change. While neither outsider nor insider successions were definitively shown to be better or worse for change implementation, each brought its own set of both benefits and detrimental aspects. The weight of evidence and total amount of literature contributing to the impacts of a leader's origin is shown in Table 10.

Table 10.

Weight of Evidence Summary for Evidence Contributing to Leader Origin

Weight of Evidence (WOE) Summary: Leader Origin		
Gray Literature	Average Quality	High Quality
0	1	11
23% (12 out of 53) of Total Literature		

Outsider successions can act as the change impetus (Brockmann et al., 2006; Tibau & Debackere, 2008). Outsiders bring "exposure to different strategies and different products" (Boeker, 1997, p. 230). Chen and Hambrick (2012) found that in turnaround situations, new CEOs who originated from outside of the organization had more success when improving performance than those who originated from within the organization in situations of turnaround following severely poor performance. Angwin and Meadows (2009) found that outsiders are associated with higher levels of "strategic interdependence" which means they were more likely to make use of external resources, knowledge, and networks to accomplish their post-succession changes.

The findings associated with outsider success were countered by one study on succession in the microcomputer industry during the turbulent times for this industry in the early 1980s that noted that insider successors were better able to influence sweeping changes to impact

organizational performance than outsider successors (Virany, Tushman, & Romanelli, 1992).

This finding could be the result of the insider's knowledge and their importance in this particular

industry. An outsider's lack of knowledge related to institutional norms can hinder change

efforts (Hart, 1987), and can create a situation where even effective implementation of a change

initiative may not improve performance (Zhang & Rajagopalan, 2004).

The lack of firm-specific knowledge of an outsider successor can sometimes be

advantageous in defeating the repercussions of the desire to maintain the status quo.   On the

other hand, it can cause the successor to initiate changes that are not healthy for the

organization's ultimate performance (Zhang & Rajagopalan, 2004). Insiderness and outsiderness

were also a factor in divestiture, explored in depth in the section of this chapter on organizational

susceptibility to change.

A study on firms endeavoring to voluntarily divest revealed that while insider successors

made more divestitures overall, outside successors made more scope changes, divesting the firm

in a more focused way (Chiu, Johnson, Hoskisson, & Pathak, 2016). This was found to be

important in actually bringing a firm into focus more effectively on its core business and was

attributed to the outsider's lack of commitment to the status quo and previous resourcing

decisions (Chiu et al., 2016). In a study on how outsiderness impacted change following a

succession, another study viewed the factor of internalization as a measure of change and found

that organizations with outside successions subsequently made more significant changes to the

degree of a firm's international scale than insiders (Lin & Liu, 2012b).

In summary, while outside successions brought new knowledge and experience into an

organization and resulted in more significant changes than inside successions, insiders benefitted

from their organizational knowledge when implementing change. Both insiders and outsiders

were faced with unique challenges as well a unique opportunities associated with their origin.

Insider/outsider factors can be moderated by a leader's previous experiences and positions,

reviewed in the next section.

Leader's previous experience. A leader's previous experiences include education, time

in industry, previous successes or failures, and variety of professional endeavors. These

experiences impact the way in which a leader views any given situation and the way they act and

react. The weight of evidence summary for this aspect is shown in Table 11.

Table 11.

WOE Summary for Evidence Contributing to Methodology Used to Leader Previous Experience

Weight of Evidence (WOE) Summary: Leader Previous Experience		
Gray Literature	Average Quality	High Quality
0	1	6
13% (7 out of 53) of Total Literature		

A leader's previous experiences, both as leaders and with a given industry, coupled with

their past successes and failures, impact how they behave when taking the helm of a new

organization or moving into a new position in their current organization. For instance, when a

new leader's experience is different than that of the rest of the top management team, an

organization can benefit from thought-diversity. In a study designed to test the hypothesis that it

is not necessarily the number of successions in a leadership team, but rather the diversity of the

team that breaks organizational inertia, Yokota and Mitsuhashi (2008) examined the portfolio

diversification of Japanese textile firms in comparison to the educational and functional

backgrounds, or attribution, of the successors. They found that "a firm experiencing attributive

change of executive displays a great propensity to redirect corporate diversification activities"

(Yokota & Mitsuhashi, 2008, p. 309). Similarly, in a study focused on identifying leader

characteristics based on industry characteristics, the research revealed that boards selected CEOs "with lower levels of organizational tenure" because of their "cognitive orientations generally associated with openness to change" (Datta & Rajagopalan, 1998, p. 847).

This association with a new leader's previous organizational experiences' effects on their change initiatives was explored in another study, which noted that outside successions produced strategic changes to the new firm that resulted in the new firm becoming strategically similar to the successors previous firm (Westphal & Fredrickson, 2001). This may explain why organizational tenure gives the appearance of openness to change, in that rather than openness to change; it is a propensity to carry on with what is known to that particular leader. It appears to be change to the new organization, but it is continuing with a known course of action to the new leader. That is that the new leader brings what was enacted from their previous organization to the new organization; it is a change to the new organization but a continuation of that individual leader's previous experiences simply being applied to a new situation.

Boeker (1997) conducted a study on the migration of top executives that measured the transitioning executives' time in the industry, size of the firm that the manager originated from, and the managers' positions in their previous firms. The data was compared with the level of strategic change post-transition, measured by the firm's entry into new markets. The findings of this study demonstrated that managers whose time in the industry was extensive and who came from high positions in large firms had a significant impact on the strategic change of their new firms (Boeker, 1997). This was attributed to their experiences and ability to influence, but ultimately demonstrates that a new leader's background is a factor in their ability to implement change post-succession.

In a study on the suitability of successors compared to incumbents, Chen and Hambrick (2012) studied the characteristics of both the new and incumbent CEOs compared with the performance of U.S. firms in a turnaround situation, examining the industry from which the successor originated, whether or not the successor was from within the organization itself, and the length of time the successor had in the industry overall. Their findings revealed that successor leaders with long term experience in the industry associated with their new firm were able to effect change that positively impacted performance at a significantly higher rate than those with short tenures in the industry (Chen & Hambrick, 2012).

A study conducted on National Football League (NFL) head coaches' success at impacting change following succession found that coaches that had prior experience as head coaches were more successful than coaches that were promoted, without prior head coach experience, into the positions (Ndofor & Rathburn, 2003). In another study on NFL head coaches, findings revealed that "new head coaches with recent top-job success were better able to accomplish major resource deployments successfully than were other new head coaches," which was an indicator of ability to implement change (Ndofor, Priem, Rathburn, & Dhir, 2009). This was attributed to the new head coach's confidence resulting from their previous experiences (Ndofor et al., 2009).

Using variables of education and organizational tenure as measures of "openness to change," Datta, Rajagopalan, and Zhang (2003) found that CEOs with a lower organizational tenure and higher education were more likely to "challenge the status quo post-succession" (p. 110). This was identified through statistical analysis that found a negative correlation between "openness to change" and firm strategic persistence (Datta, Rajagopalan, & Zhang, 2003).

To summarize, a post-transition leader's experiences impact the way they lead in a new organization. Previous success can instill confidence to make changes, and educational background coupled with leadership and industry experiences can affect what kind of changes a leader makes, these factors may also affect the way in which a new leader communicates.

Communication to and from a new leader. The aspect of communication and its impact on a leader's ability to influence a post-transition organization is interwoven throughout all of the factors. There are, however, some key elements of communication related to a leader's ability to influence that merit attention. While the quantity of literature that identified these key elements is limited (see Table 12), they are the elements that were not inherently incorporated into other aspects of the overall discussion of each individual factor.

Table 12.

WOE Summary for Evidence Contributing to Communication Applied to Ability to Influence

Weight of Evidence (WOE) Summary: Communication 1		
Gray Literature	Average Quality	High Quality
0	3	1
8% (4 out of 53) of Total Literature		

A new leader's communication style, both deliberate and subconsciously executed, is influenced by the leader's background and experiences and has an effect on their ability to effectively implement change. It also impacts their ability to receive communication and feedback, and even their efforts to identify opportunities or recognize a need for such bilateral communications. In a study on new leader assimilation, recently transitioned leadership noted the need for communication with their subordinate leadership and personnel to understand the organization's dynamics and norms (Manderscheid, 2008).

This communication need was not limited to one sector of the organization, such as trusted advisors or subordinate leadership. One study on two CEOs in multinational corporations

found that most of the information that informed their initiation of change was "supplied by organization members who do not have prominent positions in the firm" (Tibau & Debackere, 2008, p. 228). CEOs are better able to effect change when they are "open to input from those affected" and any personnel required to implement the change (Greiner et al., 2003, p. 6). In some situations, a new leader is at an advantage compared to their predecessor. A study found that personnel can sometimes be more open to communicating problems with a new leader that they would not have communicated with the predecessor due to their attribution of the problems to the predecessor (Beer & Eisenstat, 2000).

In summary, communication underlies many aspects of a leader's ability to influence an organization for the purpose of change. Specifically, however, influence requires deliberate and widespread bidirectional communication. Additionally, communication is one of the factors that leads to understanding the organization and the knowledge required to implement change effectively, explored in the next section.

New leader knowledge. A successor can bring knowledge from other areas in industry, other experiences, and a diverse background (Boeker, 1997; Grinyer & McKiernan, 1990; Hart, 1987; Ndofor & Rathburn, 2003; Robert & Flynn, 2014; Yokota & Mitsuhashi, 2008). These aspects of knowledge can impact a new leader's change efforts, providing the new leader with insights that the previous leader did not have. However, the absence of organizational knowledge can moderate the benefits of a new leader's background. One of the reasons communication was found to be important was that it was required in order to enhance a new leader's organization-specific knowledge. The weight of evidence summary for new leader knowledge is depicted in Table 13.

Table 13.

WOE Summary for Evidence Contributing to Knowledge

Weight of Evidence (WOE) Summary: Knowledge		
Gray Literature	Average Quality	High Quality
2	3	7
23% (12 out of 53) of Total Literature		

The absence of organizational knowledge can lead to a new manager's incorrect assumptions of a situation causing the new manager to attempt implementing a change that is ultimately not going to succeed (Hart, 1987). In a study on a new principal's attempts to change the way parent-teacher conferences were held, the new principal, absent organizational knowledge, implemented evening conferences only to face blowback from the Teacher's Union and was forced to de-implement the change due to regulations related to the allocation of teacher's work hours (Hart, 1987). Another study found that new CEOs' actions in the very early stages of their tenure actually caused a decline in performance due to the absence of appropriate levels of knowledge of internal routines and organizational nuances (Alexander & Lee, 1996). A lack of firm-specific knowledge impacts a new leader's decisions on what changes to initiate (Chiu et al., 2016) and can result in initiated changes that do not align with the organizational culture or dynamics causing a failure to implement (Hart, 1987).

When a new leader understands that they are absent sufficient knowledge, research demonstrated that there were methods to overcome the shortfall. In order to overcome the lack of knowledge due to being both an industry and organizational outsider, a new CEO in a Belgian multinational corporation allowed subordinate executives to choose which new projects they would work on (Tibau & Debackere, 2008). This type of behavior also contributed to another factor influencing a leader's ability to implement change, the building or identifying social and professional networks, described in the following section.

Social and professional networks. A new executive's change efforts may be difficult to implement due to the absence of social and professional networks as they relate to a particular organization (Alexander & Lee, 1996; Brockmann et al., 2006). Networks can compensate for both a lack of communication by subordinates and subordinate leadership as well as lack of knowledge about the organization or industry. The weight of evidence summary for this aspect is displayed below in Table 14.

Table 14.

WOE Summary for Evidence Contributing to Networks

Weight of Evidence (WOE) Summary: Networks		
Gray Literature	Average Quality	High Quality
0	3	1
8% (4 out of 53) of Total Literature		

One researcher studied four different school leader successions and found that in all four cases the new leaders made specific efforts to identify the internal networks of their new organizations in order to effectively plan and implement change (Zimmerman, 2007). The findings of this study noted that newly appointed leaders "must develop a network of supporting relationships not only within but also outside the organization" (Zimmerman, 2007, p. 41).

Networks, both social and professional can moderate the effects of a lack of knowledge. This can extend beyond simply organizational knowledge, and enable a new leader's ability to influence an organization by compensating for industry knowledge and any other information that a new leader may not be directly privy to but through their networks. Network building also contributed to the accrual of social capital, which can impact a new leader's ability to influence a post-transition organization.

Social capital. A new leader's relationships impact organizational performance as well as that leader's ability to influence change. While this aspect of the overarching finding was

only directly discussed in two pieces of literature, they were both high quality (see Table 15).

Social capital and networks can be frequently discussed as one and the same, even though the

differ in part due to the connotation of *capital*, versus simply a relationship, which may explain

the limited amount of literature that discussed this aspect in terms of the phrase "social capital."

Table 15.

WOE Summary for Evidence Contributing to Social Capital

Weight of Evidence (WOE) Summary: Social Capital		
Gray Literature	Average Quality	High Quality
0	0	2
4% (2 out of 53) of Total Literature		

In an effort to determine if social capital is a factor that influences a firm's ability to

succeed, Bamford, Bruton, and Hinson (2006) conducted a study on start-ups whose founder

CEO had been succeeded by a new leader. From a social capital perspective, they posited that

the relationships of the founder CEO were critical to organizational success, and therefore,

replacing the founder CEO would impact performance. The study demonstrated that a new CEO

was better able to make positive performance-improving changes when there were other TMT

members that stayed on board, leading to a conclusion that the other members' social capital was

able to substitute for the departing CEO's (Bamford, Bruton, & Hinson, 2006).

Following an unplanned succession at an elementary school, the new principal found that

her efforts to make decisions regarding staff changes and resource allocations were hindered by

her lack of knowledge of the organization specific information at that school (Lee, 2015).

Having previously worked as a citywide administrator, she had developed substantial social

capital and was able to use her networks and resources to get answers to fill in many of her

knowledge gaps (Lee, 2015).

A leader's ability to influence an organization is rooted in multiple factors that include their own background, the power they have to execute unilateral action, and their opportunities to gain knowledge and cooperation through communication, networks, and capital. However, in a post-transition environment, the organization's susceptibility to the leader's influence is another critical aspect to positive change implementation.

Finding 2: Organizational Susceptibility to New Leader Influence

There are multiple variables in a post-transition environment that contribute *organizational susceptibility to a new leader's attempts to implement change*. In many situations, these variables are affected by those discussed previously as the leader's ability and in other cases the variables are independent of the previously discussed variables. Throughout the section that follows, interrelationships will be highlighted that show the connections and the nuances of contextual importance of each element and its effect on a new executive's ability to implement post-transition change. The elements associated with organizational susceptibility to new leader influence are a tenured TMT, internal resistance, building coalitions, communication to the organization, divestiture/culture change, frequency of succession in an organization, personnel and subordinate leader turnover, and both leader and personnel perceptions. Seventy-five percent of the literature contained evidence supporting this finding (see Table 16).

Table 16.

Weight of Evidence Summary for Evidence Contributing to Organizational Susceptibility

Weight of Evidence (WOE) Summary: Susceptibility to Influence		
Gray Literature	Average Quality	High Quality
1	21	18
75% (40 of 53 pieces) of Total Literature		

Organizational susceptibility to a new leader's influence begins with the personnel, and more specifically, members of the top management team. The tenure of this group of subordinate leaders is highly impactful on the organization's receptiveness to a new leader's initiation of change.

Tenured TMT. An organization's top management team (TMT) is an influential group who set the tone for the rest of the organization's subordinate leadership. As such, they play a critical role in affecting an organization's susceptibility to a new leader's influence. This element's weight of evidence summary is displayed in Table 17.

Table 17.

WOE Summary for Evidence Contributing to TMT Tenure

Weight of Evidence (WOE) Summary: TMT Tenure		
Gray Literature	Average Quality	High Quality
0	2	6
15% (8 out of 53) of Total Literature		

Brockmann et al. (2006) and Tushman and Rosenkopf (1996) conducted studies that demonstrated that CEOs are able to affect post-succession strategic change more frequently when the rest of the top management team remains on board. This was attributed to the need for the TMT's networks and organizational knowledge or institutional knowledge, which improves the ability to implement the changes (Brockmann et al., 2006; Tushman & Rosenkopf, 1996). A tenured TMT also has pre-existing networks and social capital that a new leader may not. A case study detailing the succession of a principal at a Junior High School found that the long-tenured vice principal was able to dissuade dissention in the ranks due to the new principal's changes by using his own existing trust with the rest of the teachers (Hart, 1987).

In contrast, Boeker (1997) identified that a shorter-tenured TMT increased the likelihood that a new leader would engage in strategic change. Another study identified the need for the

TMT to be replaced when an insider succession occurs in order for sweeping change to succeed (Virany et al., 1992). This shorter-tenured TMT impact on strategic change is attributed to their commitment levels to the status quo; that is that they are more open to the changes brought about by a new CEO (Boeker, 1997) because they are "less attached to past practices and better able to cope with transformational change" (Greiner et al., 2003, p. 11). Additionally, an untrusting TMT that is committed to the previous leader can stand in the way of change (Barker, 2006).

In summary, TMT tenure, as demonstrated by the evidence, has both positive and negative effects on a new leader's ability to implement change. The context under which a tenured TMT remains when the top executive is succeeded is critical to the impact the TMT will have. In some cases, the tenured TMT was beneficial, having organizational knowledge, trust, and networks, and in other cases, a tenured TMT was an obstacle to change due to resistance. Resistance is key factor in an organization's susceptibility to change.

Internal resistance. Resistance to change is a common organizational issue, however, in the context of post-succession, the causes of resistance can be due to more than simply change itself. Eleven percent of the literature used in this systematic review highlighted resistance as factor impacting a new leader's ability to implement change (see Table 18).

Table 18.

WOE Summary for Evidence Contributing to Internal Resistance

Weight of Evidence (WOE) Summary: Internal Resistance		
Gray Literature	Average Quality	High Quality
0	4	2
11% (6 out of 53) of Total Literature		

In the context of resistance, one CEO stated the following when discussing how personnel at his new organization felt about his attempts to bring about change: "We've always

done it this way. Don't interfere, boss" (Angwin & Meadows, 2009, p. 372). The new CEO of the UJA Federation was charged with making sweeping changes to the way the organization did business and his early observation was that "many people were territorial and resisted change; they cared about a limited agenda and fought against attempts to be incorporated into a larger vision" (Galperin, 2010, p. 13). When a new principal took charge of an elementary school that had been performing well, personnel resisted any change attempts, viewing them as unnecessary; this was resistance in the form of complacency (Lee, 2015). New leaders have to identify where the pockets of resistance will come from in order to develop a plan to overcome such resistance (Card, 1997; Zimmerman, 2007).

In sum, resistance to change is a common organizational issue, however, in a post-succession organization, there are unique aspects of this resistance. Namely, personnel may view the new leader's efforts as unnecessary or meddling and new leaders may lack the institutional knowledge required to pinpoint the core of resistance. Because the resistance can be attributed to the leader themselves, in addition to routine resistance to change under non-succession conditions, coalition building can impact the level of resistance.

Building coalitions. Building coalitions of people within the organization, especially with those that are informally influential, helped to garner support for change initiatives (Card, 1997; Hart, 1987; Poulin, Barbarasa-Mihai, & Hackman, 2007; Zimmerman, 2007). Building coalitions is used to gain "organizational allegiance to the new agenda" following a new leader's initiation of change (Simons, 1994, p. 176). Nineteen percent of the literature from this systematic review pointed to coalition building as key factor impacting a new leader's ability to implement change (see Table 19).

Table 19.

WOE Summary for Evidence Contributing to Building Coalitions

Weight of Evidence (WOE) Summary: Building Coalitions		
Gray Literature	Average Quality	High Quality
1	7	2
19% (10 out of 53) of Total Literature		

As an example of a new leader's use of coalition building to enhance their change-making efforts, one new CEO engaged with the TMT and tasked them to develop a strategy to implement a change he proposed; their requirement to come to a consensus together coupled with their direct involvement made them feel empowered and committed to the new strategy (Greiner & Bhambri, 1989). The building of relationships is not limited solely to personnel within the organization.

Relationship building must occur both within and outside of the organization (Robert & Flynn, 2014). This aligns with the earlier finding related to networks and their impact on change implementation. "The personal level of relationships enabled a collective increase in understanding of the company's new direction…" (Morcom, 2012, p. 243). The relationship aspect of reducing resistance through the establishment of coalitions requires substantial levels of communication.

Communication to the organization. Communication as an element of organizational susceptibility is related to the organizational understanding of the proposed changes a new leader endeavors to initiate. As was the case with communication's role in a leader's ability to influence, in organizational susceptibility it also underlies many of the other elements. The specific aspects of communication that stand out as unique concepts under the organizational susceptibility finding were identified in four pieces of literature (see Table 20).

Table 20.

WOE Summary for Evidence Contributing to Communication to the Organization

Weight of Evidence (WOE) Summary: Communication 2		
Gray Literature	Average Quality	High Quality
0	4	0
8% (4 out of 53) of Total Literature		

Communicating changes and planned implementation to personnel following a turnover can prevent employee dissatisfaction and refusal to implement any changes (Morcom, 2012; Poulin et al., 2007). Communication at all organizational echelons is important, which means that the communication must be meaningful and articulated in a way that is understood at all levels (Greiner et al., 2003; Simons, 1994). The Chief Knowledge Officer at Goldman-Sachs refers to this communication strategy as the "Gardner Test," meaning all personnel must understand the change, even down to the groundskeeper (Greiner et al., 2003). Communication also plays a role in divesting an organization from its previous culture.

Divesting old culture/status quo and cultural conversion. As a factor that contributes to organizational resistance, a new leader frequently faces organizational inertia. Divesting an organization from a long-standing culture or the status quo is a post-succession leader's challenge when that leader proposes a change. Divestiture was addressed in 15% of the literature (see Table 21).

Table 21.

WOE Summary for Evidence Contributing to Divestiture

Weight of Evidence (WOE) Summary: Divestiture		
Gray Literature	Average Quality	High Quality
0	4	4
15% (8 out of 53) of Total Literature		

Part of divestiture is associated with changing an organization's culture to become more comfortable with movement away from the status quo. Seven pieces of literature discussed how the propensity to follow the status quo affects a new leader's ability to affect change (see Table 22).

Table 22.

WOE Summary for Evidence Contributing to Status Quo

Weight of Evidence (WOE) Summary: Status Quo		
Gray Literature	Average Quality	High Quality
0	1	5
11% (6 out of 53) of Total Literature		

A State University football coach took over a team that had been experiencing significant losses and made a conscious effort to revamp the whole program, starting with changing the climate altogether (Miller, 2006). By doing this, the coach changed the organizational culture and essentially re-socialized the team, creating an openness to the drastic changes he made to the program (Miller, 2006). In another example, a school leader noted the need to "break the mold" in order to introduce changes following succession (Barker, 2006, p. 283).

When asked in an interview what the biggest challenge with implementing change had been, a new principal said, "The hardest thing to change is values and beliefs, and it's really values and beliefs transformation that those people will have to go through to get on board with what needs to happen" (Lee, 2015, p. 272). Following a leadership transition in a chemical company, the new leader removed all "artifacts" of the previous culture, which he deemed inappropriately casual (Shearer, Hames, & Runge, 2001). This included everything from photographs to manuals and memoranda from the previous CEO. At the same time, he began to slowly integrate new "norms" into the organization, specifically focusing on the TMT's behavior

and activities (Shearer et al., 2001). The workforce began to change their behaviors, including the way they dressed, without even realizing the changes were occurring, according to researcher interviews with them (Shearer et al., 2001).

Removing the cultural constraints that work against a new leader's change efforts include both physical and mental efforts. "Boundary systems, either as stand-alone information systems or incorporated as part of planning guidelines, demanded that organizational participants unlearn past behaviors" (Simons, 1994, p. 177). In a case study that revolved around one leader departing and a new leader arriving in the middle of the organization's efforts at launching a new storefront, Heller (1989) describes how the new leader was able to make drastic changes to the project, the organization's procedures and the overarching operations through the creation of a paradigm shift. The new leader began to articulate why the previous leader's plans were either faulty or even dishonestly constructed. He relayed a story over and over again at all levels while slowly integrating the new plan for change into the narrative (Heller, 1989). The polarization caused by succession amplified the effects of the new leader's campaign that resulted in the workforce and most of the board both repudiating and annihilating the previous leader's plans, opening the door for the new leader's change efforts (Heller, 1989).

It should be noted in this particular scenario that the new leader used tactics that involved annihilating not just the project plans but also the previous leader, which ultimately caused a significant turnover of key personnel loyal to the previous leader (Heller, 1989). However, this case demonstrates the divestiture of an old culture as a way to create a clean slate of sorts that leaves an organization open, and even desiring change. While demeaning one's predecessor may be unpalatable, efforts to divest an organization from previous cultural issues without

demonstrating why the previous culture or behaviors were unsuccessful may not produce the same outcome.

In a study about a presidential succession at a community college following a period of decline under the previous president, the staff and administration were eager for the changes anticipated to occur due to the succession (Levin, 1995). The new president began a program of "indoctrination" that was intended to cause "destruction" of the old culture by constructing a new one (Levin, 1995). Unlike the Heller (1989) case, this president did not make an attempt to convince the staff that the changes were better than the past through a process of ritual convincing, rather he instituted immediate and drastic process changes in an effort to change the culture (Levin, 1995). As a result, staff and administration that were once eager to engage in organizational change became resentful of the new president, referring to his efforts as "terrorism" and referred to the president as "maniacal" (Levin, 1995, p. 30). They noted that this was "an environment where they lost both their dignity and their effectiveness" (Levin, 1995, p. 31).

Both of the previous studies show that efforts to create a cultural shift can be necessary, but the way in which this shift is achieved can either reinforce support for change efforts or create opposition where there would otherwise not be. In a study on how post-succession changes impact employee turnover, for example, the researcher posited that when a new CEO changed the organizational structure, the disruptive effects would cause more employee turnover (Baron, Hannan, & Burton, 2001). What they found, however, was that employee turnover increased when the structure shifted from a less bureaucratic or autocratic model to a more bureaucratic or autocratic model but the reverse was not true (Baron et al., 2001). The authors determined that this unexpected finding was the result of an "offset" of the disruptive effects of a

large change by the "attractiveness" of such a change (Baron et al., 2001, p. 991). This study

demonstrates that creating a cultural shift in order to produce change can in fact be positively

received. If the new culture is viewed as better than the old, such as the case in Heller's (1989)

study, the transition may be more accepted.

In summary, divesting an organization of its previous culture opens the door for the

personnel in the organization to accept movement or departure from the status quo. Divestiture

is a culture shift in the organization. Another contributing factor to an organization's culture and

behavior is the number of times changes have been made.

Frequency of succession in an organization. The volume of executive-level turnover in

an organization is part of the organizational history that affects the organization's culture and

mindset. This element of an organization's susceptibility was addressed in three high quality

pieces of literature (see Table 23).

Table 23.

WOE Summary for Evidence Contributing to Frequency

Weight of Evidence (WOE) Summary: Frequency		
Gray Literature	Average Quality	High Quality
0	0	3
6% (3 out of 53) of Total Literature		

A study focused on determining the relationship with executive-level turnover and

reorientation in the form of strategic change found that of the studied firms that had substantial

executive-level turnover repeatedly, the successors were unable to effectively reorient the

organization in order to improve performance, even when under the same conditions as similar

firms who had not undergone multiple successions (Virany et al., 1992). Bamford, Bruton, and

Hinson (2006) studied the departures of founder CEOs and discovered that when repeated CEO

replacements occurred following the departure of the founder, performance suffered. The

authors attributed this to subsequent CEOs' inability to have the time to develop social capital in

the organization and with stakeholders (Bamford et al., 2006). As discussed earlier, social

capital contributes to post-succession change implementation.

Frequency impacted the confidence of the workforce and their commitment to making

changes. An elementary school principal, assuming the role following four successions in five

years noted that her administrators resisted her change efforts wondering "if she 'will still be

here' long enough to make it worthwhile to invest energy in changing" (Lee, 2015, p. 277).

Frequency of top executive turnover is not the only type of turnover that plays a role in change

implementation reception; the turnover of other personnel and the TMT can impact positive

change implementation.

Personnel/subordinate leader turnover. The departure of subordinate leadership and

other personnel affects a new leader's ability to implement change. In particular, the new

leader's efforts can cause this effect or the turnover can create a loss of institutional knowledge.

The weight of evidence summary for this element is shown in Table 24.

Table 24.

WOE Summary for Evidence Contributing to TMT Turnover

Weight of Evidence (WOE) Summary: TMT Turnover		
Gray Literature	Average Quality	High Quality
0	5	0
9% (5 out of 53) of Total Literature		

Disagreements related to changes in the organizational strategy and structure when there

is a new leader can result in the departure of other TMT members (Barker, 2006; Baron et al.,

2001; Beugelsdijk et al., 2002; Hambrick, 1995). This however can result in a new staff that is

more innovative and less likely to be aligned with the status quo (Barker, 2006). The downside

of TMT turnover is the loss of their institutional knowledge and informal networks.

Instrument Supplies Limited, a New Zealand firm, experienced a leadership succession

brought about with the intention to turn the firm around (Poulin et al., 2007). Where previous

leadership had been very inclusive, the new CEO failed to include the TMT in decision-making

related to organizational change, which resulted in the remainder of the TMT resigning and

actually starting a competing firm (Poulin et al., 2007). This is another demonstration of the

interrelationships of the factors contributing to the implementation of change in a post-

succession environment; communication, coalition-building and resistance all played a role that

contributed to TMT turnover, resulting in loss of organizational knowledge and adding a level of

frequency to overall leadership turnover. All of these variables are affected by perceptions.

New Leader and Subordinate Perception. Nearly one-fourth of the literature addressed

perception as a factor affecting a new leader's ability to implement change in a post succession

organization (see Table 25). Both the new leader's perceptions and the perceptions of the rest of

the personnel in the organization impacted many of the other elements discussed in this

systematic review, as well as the leader's ability to implement change.

Table 25.

WOE Summary for Evidence Contributing to Perception

Weight of Evidence (WOE) Summary: Perception		
Gray Literature	Average Quality	High Quality
0	7	5
23% (12 out of 53) of Total Literature		

Perceptions can be both beneficial and detrimental, depending on the context, to a new

leader's change initiation. Both how the leader is perceived and how the leader perceives are

both important aspects. The perception by both the organization and the new leader when a new

CEO is appointed following a period of poor performance can be that the board or stakeholders are looking for change, which can create some acceptance to changes brought about by a successor (Grinyer & McKiernan, 1990; Miller, 2006). A case study on a presidential succession at a community college that occurred after a period of poor performance found that the staff, board, and administrators were "highly receptive" to a new presidency and the changes that would accompany succession (Levin, 1995, p. 26).

Additionally, leaders also perceive that they are expected to make changes in order to "pull businesses back into shape" (Angwin & Meadows, 2009, p. 371). One study revealed that outsider successors were more positive when it came to their perceptions of the ability to achieve strategic objectives and gain market share (Angwin & Meadows, 2009). The leader's perception in essence empowered them to take actions to make changes.

Organizational history impacts perception. When past change efforts have failed in a given organization, the members can be wary or skeptical of a new leader's efforts to make changes (Gilmore & Ronchi, 1995; Thomas, Clark, & Gioia, 1993). A new executive in charge of a state youth correctional agency encountered employees who were predisposed to resist his change efforts due to many previous leaders' attempts to make substantial changes that failed (Gilmore & Ronchi, 1995). A study of numerous organizations and CEO transitions found that organizations that have gone through past transformations with positive results are more receptive to new CEO changes than organizations that have experienced "half-starts" or even "modest incremental changes" (Greiner et al., 2003, p. 11).

In addition to organizational history, the mere newness of a post-succession leader can result in organizational perceptions. A CEO stated in an interview that when he attempted to make changes, he noted that the employees and subordinate managers "were very suspicious" of

him (Angwin & Meadows, 2009, p. 372). Another study noted that subordinate leaders are anxious and uncertain when a new CEO comes on board (Greiner et al., 2003). Communication and coalition building can create positive perception contributing to organizational openness to change.

Inclusion of members of the organization in decision-making and change implementation creates a perception that the new leader is fair (Zimmerman, 2007). For example, in one study, when a new CEO initiated a change to the operational system that the company used in order to improve efficiency, he allowed the employees to select the equipment they would use, thereby giving them the perception they were part of the change decision and implementation and were "trusted" by the new leadership (Shearer et al., 2001).

Perceptions can also be beneficial to communication and trust-building. Employees may perceive the new leader's presence as an opportunity to surface issues that inform the new leader's change efforts due to the new leader's lack of affiliation with the problems of past leaders (Beer & Eisenstat, 2000). On the other hand, when personnel perceive there is a disparity between what they believe should be happening and what is actually happening, there are issues with job satisfaction and morale (Poulin et al., 2007). Finally, factors outside of a leader's control can impact perception. When Freddy Heineken left his post as CEO of Heineken Inc. after a twenty-year tenure, his successor was perceived as transitory or temporary due to his age (Beugelsdijk et al., 2002). As a result of this perception, members of the subordinate management team did not feel inclined to focus on his change efforts because they assumed those efforts would be interim.

Understanding the contextual factors and relationships between the leader's ability to influence organizational change, coupled with the organization's susceptibility to change in a

post-succession situation, evidence shows that there are also factors related to the methodology a

new leader uses to implement change. These methods can be impacted or moderated by any of

the factors already discussed; however, they can also contribute to those factors. This is detailed

in the discussion on the third finding, the methods used to influence an organization.

Finding 3: Methods Used to Influence

The actual *means by which a new leader initiates change* are important factors in the

overall successful implementation of change. The methodology by which the leader acts, and the

tools that the leader uses are impacted by the factors associated with the leader themselves as

well as the organizational state following transition. The methods are the new leader's strategy,

the use of an off-site or retreat, the use of an external consultant, and the establishment of a

change agent. Thirty-two percent of the literature contributed to this finding (see Table 26).

Table 26.

Weight of Evidence Summary for Evidence Contributing to Methodology Used to Influence

Weight of Evidence (WOE) Summary: Influence Methodology		
Gray Literature	Average Quality	High Quality
2	10	5
32% (17 of 53 pieces) of Total Literature		

New leader strategy and goals. The goals of a post-succession leader and the strategy

they develop based on those goals will impact the way in which they initiate any changes within

the organization. The weight of evidence summary for this element is displayed in Table 27.

Table 27.

Weight of Evidence Summary for New Leader Strategy/Goals

Weight of Evidence (WOE) Summary: Strategy/Goals		
Gray Literature	Average Quality	High Quality
2	0	2
8% (4 out of 53) of Total Literature		

A new leader's goals impact what changes they will implement and are affected by the

perceptions of the new leader. If a new leader enters an organization with the goal of changing

the organization for the purpose of improving performance versus creating new arenas, the

outcome is different (Westerberg, 2008). In a study on tenured versus new CEOs' effects on

either honing or enterprising, which are strategic aims and competencies inherent to the

individual, Westerberg (2008) found that new CEOs who elected to make changes related to

enterprising were more successful than tenured CEOs who made changes related to enterprising.

However, new CEOs were statistically less likely to make enterprising changes, focusing on

honing in most situations. In another study, the researchers found that while low levels of

strategic change post-succession improved firm performance, high levels were disruptive and

unsustainable and ultimately hurt firm performance (Zhang & Rajagopalan, 2010). This

demonstrates that a new leader's own strategy impacts their ability to implement strategic

changes post-succession. Some of the methods used to implement this strategy are associated

with changing the environment where the strategy is communicated, such as hosting a retreat or

offsite meeting.

Use of an offsite or retreat. Taking personnel away from the day-to-day location can

afford a new leader the opportunity to gain the full attention of their staff by removing routine

distractions. This is also a way to change the scenery and improve collaboration.   The weight of

evidence summary for this element is detailed in Table 28.

Table 28.

WOE Summary for Evidence Contributing to Retreat

Weight of Evidence (WOE) Summary: Retreat		
Gray Literature	Average Quality	High Quality
0	6	1
13% (7 out of 53) of Total Literature		

Off-site retreats in a post-succession organization can increase collaboration (Hambrick, 1995; Thomas et al., 1993). Workshops that addressed relationships and change and focused on subordinate leaders assisted with acceptance of a new leader's change efforts (Robert & Flynn, 2014). In one study, a CEO hosted an off-site retreat in order to isolate critical members of the team required to implement change from known dissenters (Greiner et al., 2003). In an organization with personnel and leadership that were rebounding from several previous leaders' failed change efforts, the new executive hosted a retreat in order to remove the personnel from the negative environment (Gilmore & Ronchi, 1995). One transitioning senior executive hosted a retreat with subordinate management in order to observe how they worked together as well as learn what they perceived the mission to be (Card, 1997).

The evidence demonstrates that in various contexts, a new leader's course of action to host discussions or introduction to change efforts can impact coalition building, communication, divestiture, resistance, and perception. Another factor discovered in the evidence on post-succession change was the introduction of an external consultant.

Use of an external consultant. Evidence demonstrates that bringing in a third party or an external consultant is an effective way to introduce change as a new leader in an environment where employees or subordinate leaders are still less communicative with the new leader and less trusting of new leader initiatives. It has also been shown as an effective methodology to contend with initial resistance. Eleven percent of the literature discussed this element (see Table 29).

Table 29.

WOE Summary for Evidence Contributing to External Consultant

Weight of Evidence (WOE) Summary: External Consultants		
Gray Literature	Average Quality	High Quality
0	4	2
11% (6 out of 53) of Total Literature		

In one case, a school leader struggling with defiant subordinate leaders brought in an external consultant that enabled the leader to talk through issues with a non-biased expert (Barker, 2006). The absence of bias brought about by an external consultant assisted another new leader with pinpointing the perceptions and emotions associated with historical problems in an organization so that he could move toward fixing them (Gilmore & Ronchi, 1995).

A leader transitioned into an organization filled with long-time members who were entrenched in their ways, thereby increasing their resistance to his proposed changes (Galperin, 2010). He brought in a consultant noting that "one of the most influential factors in the success of the UJA-Federation restructuring was the support we received from consultants…These consultants offered us three different perspectives, rather than having insiders keep talking to themselves. We need to bring in fresh and different voices into the work that we do if we are to change" (Galperin, 2010, p. 14).

The new president at a community college undergoing significant change efforts brought in external consultants as part of an effort to "organize the senior administrators within a context of unified goals and behaviors" (Levin, 1995, p. 27). The consultants were able to participate in discussions as neutral parties, which allowed them to advise the president about who opposed the changes and what the issues were (Levin, 1995).

In addition to relaying information to the workforce or soliciting information from the workforce, consultants can also provide a secondary analysis to eliminate any bias caused by insider transition or organizational inertia due to lack of subordinate leader turnover. A manager engaged in a large-scale strategic change effort "used external consultants to develop databases to analyze markets, test against organizational capabilities, and perform competitor analyses" (Simons, 1994).

External consultants can be vehicles to spur communication, provide an unbiased view of

the organization, and act as an intermediary between a new leader and resistant subordinates. In

addition, nominating someone or a group of personnel from within the organization to act as the

change agent can moderate some of the factors associated with organizational susceptibility to

change.

Establishment of a change agent through organizational position. The creation of a

new position or task force using human resources from within the organization was a tactic

utilized by several new leaders with positive outcomes (see Table 30).

Table 30.

WOE Summary for Evidence Contributing to Change Agent

Weight of Evidence (WOE) Summary: Change Agent		
Gray Literature	Average Quality	High Quality
0	3	1
8% (4 out of 53) of Total Literature		

Healtheries New Zealand experienced a leadership turnover when its CEO was dismissed

due to performance problems, and the Chief Financial Officer (CFO) was promoted to CEO

(Poulin et al., 2007). The newly appointed CEO had to make substantial changes to the

organization's operations and structure in order to turn the firm around, which were initially met

with significant internal resistance. Upon appointing a committee of personnel, termed the Joint

Consultative Committee, to solicit feedback and also relay information related to the change,

employees and the TMT embraced many of the previously resisted changes (Poulin et al., 2007).

In a study conducted during the early tenure of a new President at a University, the

researchers found that the establishment of a "Strategic Planning Task Force" helped to

"preclude undue influence by representatives of the existing structure" (Thomas et al., 1993, p.

366). In post-succession organizations, many CEOs noted that they used task forces and joint committees to implement change (Angwin & Meadows, 2009; Simons, 1994). These change agents assisted with employee perception of the changes, the addition of organizational knowledge that an external consultant might not have, and the ability to gain support through communication that may not be possible for a new leader.

The three main findings from this analysis, the leader's ability to influence the organization, the susceptibility of the organization to influence, and the methods used to influence aligned with the thesis proposed in Chapter 2 and demonstrated that not only does a new leader frequently attempt change early in their tenure, their efforts to impact change at this delicate time in an organization's life-cycle are affected by and affect several overarching factors that can ultimately impact organizational performance. Ultimately, the evidence supports the argument that leadership change initiation in a post-transition organization is performance-impacting and substantially affected by the factors associated with the post-transition organizational environment.

Conceptual Model and Narrative

The evidence that answers the research question, as to the factors impacting a post-succession leader's ability to affect organizational change, provided an interconnected set of variables, some of which a leader can control, such as coalition building, and others that are outside the leader's span of control, such as the leader's previous experience and background. However, even the variables that could not be directly affected by the leader could be either harnessed or moderated in order to improve the potential for the leader to successfully implement change. Additionally, many of the factors are interdependent in that they had a mutual

moderating impact on each another either affected others or were affected by others. Appendix F

provides a diagram that displays these interdependent relationships.

Additionally, a revised conceptual model that depicts the results of the systematic review,

the findings and factors that answer the RQ, is shown in Figure 8. This model focuses on the

notion that a leader's ability to influence a post-transition organization, the organization's

susceptibility to influence, and the methods the new leader uses to influence are all aspects of an

interrelated concept that explains whether or not a post-transition leader can successfully

implement a change following succession.

Figure 8. Model of Post-Transition Change Process
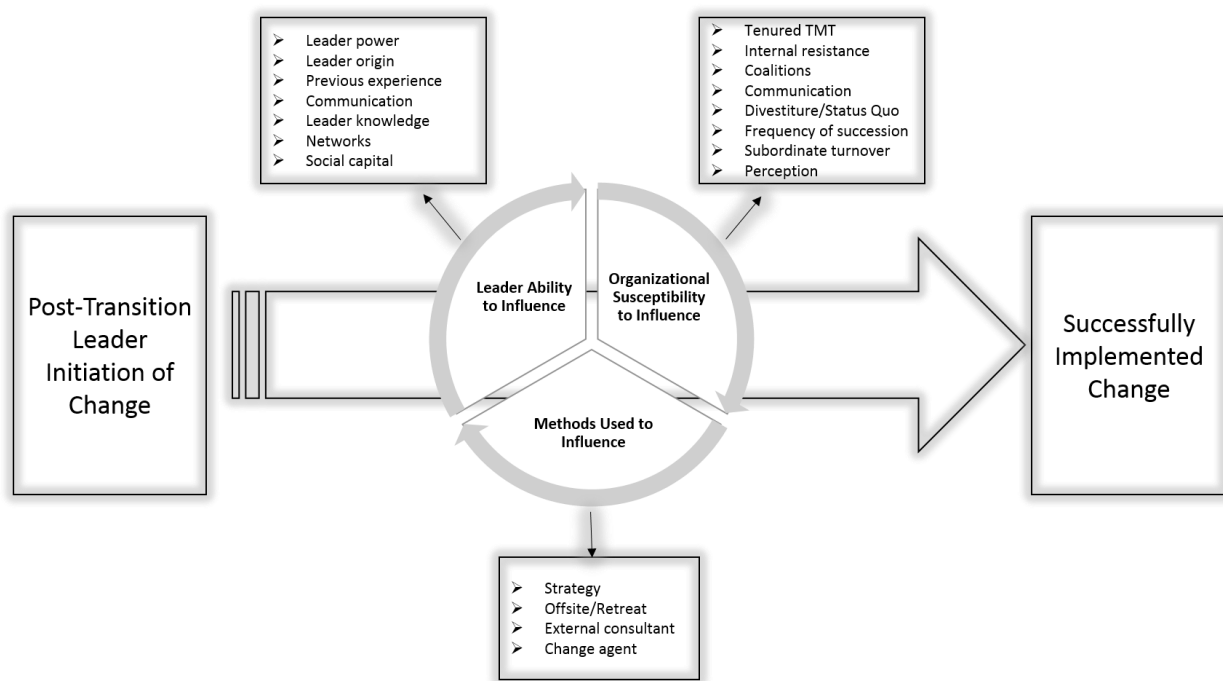
The model depicted in Figure 8 shows how the three findings are interconnected and

explain the factors and elements impacting a post-transition leader in the initiation of change and

the successful implementation of post-transition change. In the figure, the arrow represents the

process and organizational activity. The three main findings are depicted in the circle that the

process (arrow) flows through. The circle demonstrates that the three findings are

interconnected, highlighting the underlying complexity of the environment a leader inhabits

following an executive-level transition, and the clockwise arrows creating the circle around the

findings illustrate how each element of these findings can impact another element. The elements

associated with the three main findings are depicted in the boxes linked to each section of the

pie.

Each section of the pie in the model represents a finding and each of the three boxes

identify all of the elements associated with each finding. Each of the elements and the

overarching findings are directly related, while others are related through secondary

relationships. For example, the elements associated with the leader themselves, such as

background, knowledge, and origin have a direct correlation with that leader's networks and

social capital (Alexander & Lee, 1996; Hart, 1997). In turn, a leader's social capital and

networks are also affected by the status of their top management team composition (Zimmerman,

2007), their ability to build a coalition within the organization (Greiner & Bhambri, 1989), and

all of the factors impacting communication to the leader and from the leader (Morcom, 2012;

Poulin et. al., 2007).

In turn, as many factors directly impact one another, the effects on one factor have

secondary effects on another. In essence, there can be a chain reaction from one factor to several

other factors, hence the factors boxes are connected by arrows illustrating the continuous or

cyclical effect of one factor on the others. For example, an outsider whose networks are

impacted by that leader's origin (Brockmann et al., 2006), can have their networks enhanced by

the presence of a tenured TMT (Tushman & Rosenkopf, 1996), which can improve the leader's

knowledge (Chiu et al., 2016). This effect can have the opposite outcome when the TMT departs

with the predecessor and the leader's knowledge is negatively affected. Any given factor can be directly or indirectly associated with another. All of this interconnectivity of the elements associated with each main finding creates a linkage between each of the main findings, resulting in their representation as three pieces of a single pie in the model.

Alternative Perspectives

There are still those that argue that leadership does not matter and that succession itself impacts performance despite any actions taken by a successor. This argument centers on an organizational ecology perspective that posits environmental issues impact performance and the organization's fate lies in the market and external factors (Frishammar, 2006). While certain factors identified as impacting a leader's ability to affect change are outside of a leader's control, such as the leader's origin and background, these could be moderated by a leader's actions, countering the assertion that a leader is a passive actor or a victim of environmental factors.

One of the factors discussed earlier was the use of external consultants as an enabler of change. Despite the many articles that discussed the use of external consultancy in one way or another, there was some research that advised just the opposite. Acknowledging that "calling in strategy consultants" was not an "atypical response" for a new CEO, leaders should avoid this "temptation" (Greiner et al., 2003, p. 5).   The authors attribute this activity negatively because they assert using external consultants postpones positive change results due to the propensity to involve "a prolonged study" (Greiner et al., 2003, p. 5).

There were what may appear to be conflicts in findings related to leader origin, as either insider or outsider. For example, both positive and negative aspects of outsiderness were identified. In one case, outsiderness is associated with lack of knowledge and absence of networks while in another it is associated with the ability to see past the status quo and positive

diversity of knowledge. This is not necessarily a conflict, however; both can be simultaneously

true. What this demonstrates is that each factor can have both positive and negative effects on a

new leader's ability to impact change and that the leader themselves must take action to harness

the positive and moderate the negative. In this example, an outsider must develop networks and

use communication to overcome the lack of organizational knowledge while taking advantage of

their outsider knowledge and open-mindedness due to lack of commitment to pre-existing

courses of action or programs.

Chapter Summary

This chapter identified the results of the synthesis of literature on post-transition change.

An analysis of the 21 categories associated with factors impacting a new leader's ability to

impact change revealed an interrelationship between the leader, the leader's activities following

transition, the organization, and personnel at all levels of the organization. A model of those

relationships was presented, highlighting the contextual and nuanced complexity of the post-

transition change-making environment.   Chapter 5 provides the implications to transitioning

managers and recommendations for additional research that can contribute to understanding the

phenomenon of post-transition change making and its impact on organizational performance.

Chapter 5: Conclusions and Implications

Executive-level turnover in all organizations is inevitable. Newly transitioned leaders are thrust into an environment that is in a unique state of instability and full of contextual nuances. With change initiation at the forefront of the majority of post-transition leaders' agendas, an understanding of the factors associated with implementing that change in a fragile organizational environment is critical to sustaining or improving organizational performance. This chapter summarizes the overall conclusions derived from the evidence on post-transition change as well as proposes a tool for newly transitioned leaders endeavoring to make organizational changes in their early tenure. In addition, this chapter presents a key element tied to multiple findings that is particularly relevant to the practitioner – knowledge. Finally, the limitations associated with this study as well as recommendations for future research are identified.

Overall Conclusions

Analysis of the literature on post-transition leaders' change efforts revealed that while there are overarching trends in variables that impact change initiation in a post-transition organizational environment, the way in which these variables affect one another and are affected by the leader's actions are highly contextual. There is no overall finding that can overlay all leadership transitions. Whether a leader is an insider or outsider does not automatically lead to an impact on that leader's ability to implement change. It is how the new leader harnesses the benefits of outsiderness, such as exposure to different strategies (Boeker, 1997), strategic interdependence (Angwin & Meadows, 2009), and an absence of commitment to the status quo (Chiu et al., 2016), coupled with how the new leader compensates for the shortfalls created by outsiderness, such as lack of institutional knowledge (Hart, 1987; Virany et al., 1992), and underdeveloped communication chains (Manderscheid, 2008). A similar situation accompanies

insider transitions in that while an insider has the knowledge of organizational norms and history

(Zhang & Rajagopalan, 2004) they lack the diversity of external knowledge that an outsider

brings (Robert & Flynn, 2014) and are more prone to maintaining the status quo (Greiner et al.,

2003). Whether a new leader came from within or from outside of the organization could be

entirely moderated by that leader's background and education (Chen & Hambrick, 2012; Ndofor

et al., 2009; Yokota & Mitsuhashi, 2008).

        Another scenario associated with the factors impacting a new leader's ability to

implement change revolved around the tenure of their TMT. While a tenured TMT brought with

him/her institutional knowledge and networks (Brockmann et al., 2006; Tushman & Rosenkopf,

1996), the individual also contributed to resistance against divestiture of the status quo (Barker,

2006). Organizational history provided a dichotomy in that if an organization had been through

numerous significant changes that failed, the members of that organization were more resistant to

change (Lee, 2015). However, in situations where the organization was failing, personnel were

expecting change and were even excited to move toward change (Levin, 1995).

        The constant factors, fairly agnostic to context, revolved around knowledge,

communication, and perception. While each of these factors stood alone, they all also

underpinned the majority of all of the other variables associated with a new leader's ability to

implement change. For example, the perception that a new CEO is brought on board to fix an

otherwise failing organization led employees to more readily accept changes (Grinyer &

McKiernan, 1990; Miller, 2006), while the perception of a disparity between what is actually

happening and what organizational members believe should be happening created significant

resistance (Poulin et al., 2007). Throughout all of the factors impacting the new leader's change

processes, perceptions by both the leader and the employees affected by the transition, ranging from communication to employee turnover.

The knowledge factor also tied into a significant number of the other factors. The knowledge required to implement change was affected by the new leader's origin (Chiu et al., 2016), background (Datta et al., 2003), networks (Zimmerman, 2007), social capital (Lee, 2015) and communication (Manderscheid, 2008). At the same time, knowledge impacted communication (Morcomm, 2012) and resulted in leadership actions that impacted perception (Angwin & Meadows, 2009), resistance (Card, 1997), divestiture (Shearer et al., 2001) and subordinate turnover (Poulin et al., 2007). As illustrated in Figure 8 in Chapter 4, the findings of this study show that post-succession change implemented by a new leader is dependent on an interconnected group of variables, each affected by and affecting one another. Some can be moderated by leadership actions and others must either be harnessed or compensated for.

Implications for Management

An understanding of how the factors associated with implementing change following an executive-level succession arms a transitioning leader with the ability to assess and act in a productive manner. Following a transition, new leaders have a propensity to make changes (Angwin & Meadows, 2009; Bradt, Check, & Pedraza, 2011; Rollin, 2012; Watkins, 2013; Watkins, 2004). The new leader must consider the contextual factors of the organization and personnel to ensure change initiatives come to fruition. Following is a discussion on the tool, followed with a discussion of knowledge

Assessment Tool

In order to contribute to management practice, a tool for newly transitioned leaders is proposed based on the overarching factors associated with post-transition change

implementation. The tool does not offer solutions based on context, rather it offers an executive

with a checklist of relevant factors that must be assessed before endeavoring to make a change in

a post-transition environment. This assessment tool should assist leaders with planning their

change initiation following a turnover, assessing individual strengths and weaknesses associated

with their origin, identifying resistance in order to moderate those strengths and weaknesses, and

identifying the appropriate tools for the context in which change is initiated. Each assessment

question is followed with an explanation of importance or context derived from the evidence.

The full assessment tool is provided in Appendix G.

Table 31.

Assessment Tool for Post-Transition Leader Change Initiatives

☐ **Personal Assessment – Outsider**
What aspects of outsiderness either positively or negatively impact the ability to implement change?
☐ **What knowledge and experiences are relevant to this organization?**
Outsiders can harness their exposure to different strategies and experiences (Boeker, 1997) and capitalize on diversity of knowledge and thought (Chen & Hambrick, 2012).
☐ **What external networks and resources can be applied to this organization?**
The use of external networks developed through previous positions can provide a valuable source of information and resources (Angwin & Meadows, 2009).
☐ **What resources are available to compensate for a lack of institutional knowledge?**
Overcome lack of institutional knowledge (Hart, 1987; Zhang & Rajagopalan, 2004) through use of tenured TMT and internal change agents (Poulin et al., 2007)) and communication (Zimmerman, 2007).
☐ **What biases are affecting the decision to make this change and the implementation methodology?**
Assess whether desired change is geared toward past experience (personal status quo) or is truly relevant to the current organization. Just as an insider may be biased toward the status quo, an outsider may bring in change that is new to the current organization but actually based on that leader's previous organization (Westphal & Fredrickson, 2001).
☐ **How can communication be improved?**
Communicate at all levels of the workforce and encourage feedback from all levels; Understanding the perspectives of those expected to implement the changes coupled with the implementing workforce's understanding of the vision is critical to successful implementation (Greiner et al., 2003).

Table 31 Continued

☐ **Personal Assessment – Insider**
What aspects of insiderness either positively or negatively impact the ability to implement change?

☐ **What external knowledge can be acquired in order to inform change decisions?**
Harness external knowledge in order to overcome any bias toward status quo by developing networks (Alexander & Lee, 1996; Zimmerman, 2007) or using an external consultant (Galperin, 2010).
☐ **What level of commitment to the current organizational posture is impacting this change decision or lack of decision to change?**
Consistent with the Theory of Escalating Commitment (Staw, 1976), insider origin leaders must ensure that their decision to make a change and what type of change is not impacted by their commitment to in-progress activities or the status quo.
☐ **How can communication be improved?**
Communicate at all levels of the workforce and encourage feedback from all levels: Understanding the perspectives of those expected to implement the changes can increase support through improving the implementation plan (Greiner et al., 2003).

☐ **Resistance Assessment**
In order to mitigate resistance, identification of its source is required; what is the cause of resistance to this change?

☐ **What is the status of the board or other governing body?**
A tenured board can be committed to the status quo (Li & Xu, 2014) which can have amplified effects if the predecessor CEO remains on the board (Beugelsdijk et al., 2002; Quigley & Hambrick, 2012).
☐ **What is the status of the TMT?**
A tenured TMT may be inclined to resist change due to a commitment to the status quo (Angwin & Meadows, 2009; Greiner et al., 2003).
☐ **What is the status of the organization's performance and the organization's change history?**
If the organization is not experiencing poor performance, personnel may resist change as they perceive change is unnecessary or if there have been frequent leadership transitions personnel may perceive the change is temporary and therefore not focus on its implementation (Lee, 2015). An organization that has been through failed change attempts is skeptical of new change (Gilmore & Ronchi, 1995; Thomas et al., 1993) which can contribute to resistance.
☐ **What level of divestiture or cultural conversion will be required in order to implement this change?**
Changes to policies, procedures or even the physical environment can assist with divesting an organization from its previous culture in order to decrease commitment to the status quo (Lee, 2015; Shearer et al., 2001; Simons, 1994).

☐ **Instruments Assessment**
What tools or instruments are available to improve the change implementation?

☐ **How can the tenured TMT be harnessed to enable the change or garner support?**
Despite the association with a tenured TMT's resistance due to status quo commitment (Greiner et al., 2003), the tenured TMT's social capital (Bamford et al., 2006) and networks (Brockmann et al., 2006; Hart, 1987) can be harnessed to gain support for and inform change. Additionally, inclusion of the TMT in change decisions and implementation can prevent turnover due to perception issues (Poulin et al., 2007).
☐ **What coalitions exist or can be built?**
Identifying the influential personnel in the organization and coopting them into a coalition geared at implementing change can assist with garnering support for the change initiative (Card, 1997; Poulin et al., 2007; Zimmerman, 2007). This includes building coalitions external to the organization (Robert & Flynn, 2014).
☐ **Is an offsite or retreat appropriate for this situation?**
Research demonstrated that post-succession leaders that hosted offsite meetings or retreats were able to improve collaboration (Hambrick, 1995; Thomas et al., 1993) and increase acceptance of change (Robert & Flynn, 2014). This events also contribute to a new leader's understanding of the organization by providing a venue for observation of behaviors and networks (Card, 1997). They also provide a vehicle for communication without the distraction of the routine workplace.

Table 31 Continued

☐ **Would an external consultant be appropriate for this situation?**   *Whether the transitioning leader is an insider or an outsider, each brings a level of bias, where an external consultant provides an outside point of view (Barker, 2006). The organization members may be more likely to communicate more freely with a consultant than a member of their management team, as the consultant would be perceived as a neutral party (Galperin, 2010; Levin, 1995).*   ☐ **Is the formal appointment of a change agent appropriate for this situation?**   *Creating a task force, a new position, or appointing a member of the organization as the official change agent can have positive outcomes (Poulin et al., 2007; Simons, 1994; Thomas et al., 1993). Not only does this formalize and organize the change, it creates a coalition and involves members of the organization in the implementation and planning which can reduce resistance.*

The Centrality of Knowledge

In addition to understanding the factors associated with initiating change framed in the assessment of the context in which the newly transitioned leader is acting, another key factor relevant to the practitioner is knowledge. Knowledge was a theme that ran throughout the literature associated with post-transition change and performance. A new leader's lack of knowledge can result in flawed reasoning in the decision-making process that ultimately causes change implementation to fail, as well as result in a misunderstanding of the organizational norms and processes that cause subordinate turnover and a further loss of organizational knowledge. On the other hand, diversity of knowledge coming from the new leader's background, education, and origin can contribute to positive change implementation. Finally, leveraging any number of the factors identified in the literature can affect organizational knowledge and the leader's knowledge, which can either improve or decrease the chances that a newly transitioned leader's change efforts are successful.

Newly transitioned leaders have opportunities to increase their knowledge in order to inform their change initiatives and improve the chances for effective implementation. A conscious effort to harness the knowledge of the TMT and workforce, particularly as an outsider successor, can not only inform the change initiation but also serves to decrease resistance to the

change (Tibau & Debackere, 2008). Focusing on network development relevant to the new

organization or position also opens the communication channels from a variety of sources to

provide new information (Alexander & Lee, 1996; Brockmann et al., 2006). This network

development also serves to build social capital, which increases knowledge.

Lee (2015) describes a scenario where a new principal leveraged her networks and social

capital built as a result of her previous position as a citywide administrator to fill in her

knowledge gaps about the school's history and processes in order to ensure her change initiatives

were successfully implemented. A new leader intending to engage in a change initiation should

focus on knowledge: preserving it, gaining it, and employing it. While intuitively, an outsider is

at a disadvantage when it comes to organizational knowledge, insider successors should be

cognizant that the organizational knowledge at the executive-level is different than the

organizational knowledge in other echelons of the organization and therefore must still be

cognizant of gaining knowledge before enacting change based on their previous understanding of

the organization from a different vantage point.

Implications for Future Research

The overall findings suggest that neither insiderness nor outsiderness are necessarily

independently affiliated with successful change implementation or ultimate organizational

performance. Rather, both are affiliated with a given type of bias, or a given absence of bias.

Research demonstrated that while outsiders may have a disadvantage due to their lack of

organizational knowledge (DePaola & Scoppa, 2012), their ability to avoid commitment to an

organization status quo can moderate the impacts of their knowledge disadvantage (Zhang &

Rajagopalan, 2004). And while insiders are prone to stay the course on current organizational

initiatives, or embrace the status quo (Lin & Liu, 2012a), they have more influence in change

implementation than outsiders (Virany et al., 1992). Future research that can focus specifically

on the factors associated with insiderness and outsiderness, in depth, can contribute to this

continuing debate regarding the impact of leader origin on organizational success. Specifically,

research should seek to identify whether or not origin is indeed the cause of any outcome or

whether it is actually the leader's own actions, which are influenced by the context of their

origin, that are responsible for the ultimate outcome on performance.

The identification of the factors and variables that impact a new leader's ability to enact

change demonstrated that a leader's actions matter. This contradicts assertions in some

literature, such as organizational ecology literature, that leadership is not the primary determiner

of an organization's fate. While environmental factors can certainly impact an organization, the

way in which a leader either harnesses or moderates their effect can prevent selection or

extinction. Future research on specific leadership actions associated with performance impacts

following succession would highlight those aspects of leadership involvement with

organizational fate and inform practice.

Another implication for research is the study of what actually causes performance

improvement or decline following succession. This dissertation focused on the premise that

succession itself is not the cause of a performance change; rather it is the new leader's change

initiatives that cause a change in performance. Research that identifies post-succession

organizational change across a number of organizations and seeks to identify whether or not

early-tenured leader initiation of change was endeavored would be a valuable contribution to the

knowledge of post-succession organizational performance literature.

Finally, each individual relationship identified in the findings from Chapter 4 constitutes

a research endeavor of its own. For example, the relationship between perception and the many

variables affected by it and affecting it represents a research gap in transition leadership that could stand alone, agnostic to efforts to make change following a succession. Every identified factor in Chapter 4 is influenced by and influences multiple other factors associated with both post-transition change and post-transition performance. Additionally, in depth studies of the efficacy of external consultants following transition or the methodology for decreasing resistance to change during a new leader's early tenure could provide critical information to practitioners and potentially contribute to overall management theory.

Study Limitations

This study was conducted using a systematic review methodology. The systematic review is highly valued in that it reduces overall bias by eliminating an overarching conclusion from being derived from a single study, yet, it does present limitations in other areas. Many of the studies included in the review were not specifically focused on answering the research question posed in this dissertation. As such, the findings derived from studies directed at different outcomes may be incomplete or misinterpreted due to the absence of full focus on those findings by the other researchers. For instance, Boeker's (1997) study was focused on executive migration's impact on entry into new product markets, however, it contained significant data related to organizational response to a new executive-level leader's efforts to impact change. As some of the findings derived from this research article for this dissertation were not the focus of the primary research, the original author's attention to the way in which they were described in the research results may have been minimized and the finding itself could be misinterpreted. This is somewhat mitigated in the fact that no finding in this dissertation is the result of any single piece of literature.

Another limitation of this study is the absence of consistency amongst study subjects. The literature was derived from all sectors, excluding only organization types that were known to be highly nuanced, such as family firms. While the inclusion of a variety of organization types with similar findings could be considered a strength in that the results provide a transportability rationale for the findings, those findings limit the ability to identify the very specific factors associated with a given type or organization. Additionally, the literature did not focus on other known organizational differences such as Eastern versus Western cultures. The exclusion criteria were focused on economic factors associated with the country in which the studied organization originated from, rather than the culture.

Chapter Summary

This chapter provided a summary of the overall findings related to how leadership efforts to impact change are affected by a variety of factors. Included in the chapter was an assessment tool that assists post-transition leaders with an analysis of the organization and associated factors before initiating change. Additionally, the chapter provided recommendations for future research and an overview of limitations associated with this study.

Overall Conclusion

Executive-level turnover is an inherent organizational issue that impacts nearly every organization at some point in time. The propensity for a newly transitioned leader to make changes within an organization necessitates the understanding of the factors and variables associated with initiating changes early in a leadership tenure. It is clear that there are interdependent variables that impact the efficacy of change implementation following a leadership succession and that the context of the succession has a substantial impact on how each variable affects the organization and/or implementation of change.

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Westphal, J. D., & Fredrickson, J. W. (2001). Who directs strategic change? Director experience, the selection of new CEOs, and change in corporate strategy. *Strategic Management Journal, 22*(12), 1113-1137. doi:10.1002/smj.205

Wohlin, C. (2014. Guidelines for snowballing in systematic literature studies and a replication in software engineering. In *Proceedings of the 18th international conference on evaluation and assessment in software engineering* (p. 38). doi: 10.1145/2601248.2601268

Yokota, R., & Mitsuhashi, H. (2008). Attributive change in top management teams as a driver of strategic change. *Asia Pacific Journal of Management, 25*(2), 297-315. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1007/s10490-007-9060-5

Zhang, Y., & Rajagopalan, N. (2004). When the known devil is better than an unknown god: An

      empirical study of the antecedents and consequences of relay CEO successions. *The*

      Academy of Management Journal, 47(4), 483-500. doi:10.2307/20159598

Zhang, Y., & Rajagopalan, N. (2010). Once an outsider, always an outsider? CEO origin,

      strategic change, and firm performance. *Strategic Management Journal, 31*(3), 334-346.

      doi:10.1002/smj.812

Zimmerman, J. A. (2007). School leader succession: A description of transitional experiences.

      ERS Spectrum, 25(4), 33-44. Retrieved from http://www.ers.org/

Appendix A

Quality Assessment Chart

Reference	1. Was the study question or objective clearly stated?	2. Was the study population clearly and fully described, including a case definition?	3. Were the subjects comparable?	4. Was the intervention clearly described?	5. Were the outcome measures clearly defined, valid, reliable, and implemented consistently across all study participants?	6. Were the results well-described?	Total	WOE Score
Angwin, D. N., & Meadows, M. (2009).	Y	Y	Y	Y	Y	Y	6	3
Bamford, C. E., Bruton, G. D., & Hinson, Y. L. (2006).	Y	Y	Y	Y	Y	Y	6	3
Baron, J., Hannan, M., & Burton, M. . (2001).	Y	Y	Y	Y	Y	Y	6	3
Bigley, G. A., & Wiersema, M. F. (2002).	Y	Y	Y	Y	Y	Y	6	3
Boeker, W. (1997).	Y	Y	Y	Y	Y	Y	6	3
Brockmann, E. N., Hoffman, J. J., & Dawley, D. D. (2006).	Y	Y	Y	Y	Y	Y	6	3
Gilmore, T. N., & Ronchi, D. (1995).	Y	Y	Y	Y	Y	Y	6	3
Westerberg, M., & Wincent, J. (2008).	Y	Y	Y	Y	Y	Y	6	3
Westphal, J. D., & Fredickson, J. W. (2001).	Y	Y	Y	Y	Y	Y	6	3
Yokota, R., & Mitsuhashi, H. (2008).	Y	Y	Y	Y	Y	Y	6	3
Zhang, Y., & Rajagopalan, N. (2004).	Y	Y	Y	Y	Y	Y	6	3
ZHANG, Y., & RAJAGOPALAN, N. (2010).	Y	Y	Y	Y	Y	Y	6	3
Chen, G., & Hambrick, D. C. (2012).	Y	Y	Y	Y	Y	Y	6	3

Chiu, S., Johnson, R. A., Hoskisson, R. E., & Pathak, S.	Y	Y	Y	Y	Y	Y	6	3
Datta, D. K., & Rajagopalan, N. (1998).	Y	Y	Y	Y	Y	Y	6	3
Datta, D. K., Rajagopalan, N., & Zhang, Y. (2003).	Y	Y	Y	Y	Y	Y	6	3
Grinyer, P., & McKiernan, P. (1990).	Y	Y	Y	Y	Y	Y	6	3
Lee, L. C. (2015).	Y	Y	Y	Y	Y	Y	6	3
Levin, J. S. (1995).	Y	Y	Y	Y	Y	Y	6	3
Li, W., & Xu, J. (2014).	Y	Y	Y	Y	Y	Y	6	3
Lin, W., & Liu, Y. (2012a).	Y	Y	Y	Y	Y	Y	6	3
Lin, W., & Liu, Y. (2012b).	Y	Y	Y	Y	Y	Y	6	3
Ndofor, H. A., Priem, R. L., Rathburn, J. A., & Dhir, A. K. (2009).	Y	Y	Y	Y	Y	Y	6	3
Quigley, T. J., & Hambrick, D. C. (2012).	Y	Y	Y	Y	Y	Y	6	3
Tushman, M. L., & Rosenkopf, L. (1996).	Y	Y	Y	Y	Y	Y	6	3
Virany, B., Tushman, M. L., & Romanelli, E. (1992).	Y	Y	Y	Y	Y	Y	6	3
Hart, A. W. (1987).	Y	Y	Y	Y	Y	Y	6	3
Miller, P. (2006).	Y	Y	Y	Y	Y	Y	6	3
Tibau, J., & Debackere, K. (2008).	Y	Y	Y	Y	Y	Y	6	3
Poulin, B. J., Barbarasa-Mihai, C., & Hackman, M. Z. (2007).	Y	Y	Y	Y	Y	N	5	2
Alexander, J. A., & Lee, S. D. (1996).	Y	N	Y	Y	Y	Y	5	2
Beer, M., & Eisenstat, R. A. (2000).	Y	Y	Y	n	y	y	5	2
Beugelsdijk, S., Slangen, A., & Marco van Herpen. (2002).	N	Y	Y	Y	Y	Y	5	2
Card, M. A. (1997).	Y	Y	Y	Y	N	Y	5	2
Morcom, A. (2012).	Y	Y	Y	Y	N	Y	5	2
Zimmerman, J. A. (2007).	Y	Y	Y	Y	N	Y	5	2

Gioia, D. A., Thomas, J. B., Clark, S. M., & Chittipeddi, K. (1994).	Y	Y	Y	Y	Y	N	5	2
Greiner, L. E., & Bhambri, A. (1989).	N	Y	Y	Y	Y	Y	5	2
Greiner, Cummings, T., & Bhambri, A. (2003).	Y	N	N	Y	Y	Y	4	2
Hambrick, D. C. (1995).	N	Y	Y	N	Y	Y	4	2
Karaevli, A. (2007).	Y	N	Y	Y	Y	Y	5	2
Ndofor, H. A., & Rathburn, J. A. (2003).	Y	Y	Y	Y	N	Y	5	2
Shearer, C. S., Hames, D. S., & Runge, J. B. (2001).	Y	Y	Y	Y	N	Y	5	2
Shen, W., & Cannella, A. A. (2002).	Y	N	Y	Y	Y	Y	5	2
Simons, R. (1994).	Y	N	Y	Y	Y	Y	5	2
Barker, B. (2006).	Y	Y	Y	Y	Y	N	5	2
Heller, T. (1989).	N	Y	Y	Y	Y	Y	5	2
Manderscheid, S. V. (2008).	Y	N	Y	Y	N	Y	4	2
Galperin, M. (2010).	N	Y	Y	Y	N	Y	4	2
Thompson, R. M., & Flynn, C. (2014).	Y	Y	Y	Y	N	Y	5	2
Elsner, R., & Farrands, B. (2012).	N/A	N/A	N/A	N/A	N/A	N/A	Gray	1
Roche, E. (2010).	N/A	N/A	N/A	N/A	N/A	N/A	Gray	1
Ready, D. A., & Conger, J. A. (2008).	N/A	N/A	N/A	N/A	N/A	N/A	Gray	1
Bailey, E. E., & Helfat, C. E. (2003).	Y	N	Y	Y	N	N	3	0
Bartunek, J. M., Walsh, K., & Lacey, C. A. (2000).	Y	N	N	N	N	Y	2	0
Neville, L., & Murray, E. J. (2008).	N	Y	Y	N	N	N	2	0

Appendix B

List of Excluded Literature

Reference	Reason for Exclusion
1954 American bibliography. (1955). PMLA, 70(2), 101-259. Retrieved from http://www.jstor.org/stable/2699169	Proceedings/Notes/Abstracts
2005 best paper abstracts (2005). Academy of Management. doi:10.5465/AMBPP.2005.18778342	Proceedings/Notes/Abstracts
A radical new face on school desegregation. (2001). *The Journal of Blacks in Higher Education,* (34), 55-55. doi:10.2307/3134120	Not Primary Research
Agarwal, R., & Helfat, C. E. (2009). Strategic renewal of organizations. *Organization Science, 20*(2), 281-293.	Not about succession/turnover
Ahlstrom, D., & Bruton, G. D. (2004). Guest editors' introduction to special issue. Turnaround in Asia: Laying the foundation for understanding this unique domain. *Asia Pacific Journal of Management, 21*(1-2), 5.	Political
Ambos, T. C., & Birkinshaw, J. (2010). How do new ventures evolve? An inductive study of archetype changes in science-based ventures. *Organization Science, 21*(6), 1125-1140.	Not about succession/turnover
Andersson, S. (2000). The internationalization of the firm from an entrepreneurial perspective. *International Studies of Management & Organization, 30*(1), 63-92.	Not about succession/turnover
Andrews, T. G., & Chompusri, N. (2001). Lessons in 'cross-vergence': Restructuring the Thai subsidiary corporation. *Journal of International Business Studies, 32*(1), 77-93.	Not about succession/turnover
Annotated listing of new books. (2015). Journal of Economic Literature, 53(4), 1051-1169. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1257/jel.53.4.1051	Proceedings/Notes/Abstracts
Arendt, H. (1958). Totalitarian imperialism: Reflections on the hungarian revolution. *The Journal of Politics, 20*(1), 5-43. doi:10.2307/2127387	Political
Baumgarten, H. (2005). The three Faces/Phases of Palestinian nationalism, 1948–2005. *Journal of Palestine Studies, 34*(4), 25-48. doi:10.1525/jps.2005.34.4.25	Political
Bachman, D. (1992). The limits on leadership in china. *Asian Survey, 32*(11), 1046-1062. doi:10.2307/2645270	Political
Back matter. (1989). *Strategic Management Journal, 10*(6). Retrieved from http://www.jstor.org/stable/2486536	Proceedings/Notes/Abstracts
Back matter. (1994). *Science, 263*(5148), 843-888. Retrieved from http://www.jstor.org/stable/2882938	Proceedings/Notes/Abstracts

Back matter. (2003). *Academy of Management Learning & Education, 2*(3) Retrieved from http://www.jstor.org/stable/40214207	Proceedings/Notes/Abstracts
Baden-Fuller, C., & Volberda, H. W. (1997). Strategic renewal: How large complex organizations prepare for the future. *International Studies of Management & Organization, 27*(2), 95-120.	Not primary research
Bagarozzi, J. I., & Bagarozzi, D. A. (1980). Financial counseling: A self control model for the family. *Family Relations, 29*(3), 396-403. doi:10.2307/583863	Not about succession/turnover
Ballinger, G. A., & Marcel, J. J. (2010). The use of an interim CEO during succession episodes and firm performance. *Strategic Management Journal, 31*(3), 262-283.	Not about post-transition change
Bamber, L. S., John (Xuefeng) Jiang, & Wang, I. Y. (2010). What's my style? The influence of top managers on voluntary corporate financial disclosure. *The Accounting Review, 85*(4), 1131-1162.	Not about succession/turnover
Barker, V. L., III, & Mone, M. A. (1998). The mechanistic structure shift and strategic reorientation in declining firms attempting turnarounds. *Human Relations, 51*(10), 1227-1258.	Not about succession/turnover
Baron, J. N., Hannan, M. T., & Burton, M. D. (1999). Building the iron cage: Determinants of managerial intensity in the early years of organizations. *American Sociological Review, 64*(4), 527-547.	Not about succession/turnover
Beck, J. M. (1954). The party system in Nova Scotia. *The Canadian Journal of Economics and Political Science / Revue Canadienne d'Economique Et De Science Politique, 20*(4), 514-530. doi:10.2307/138560	Political
Bednar, M. K., Boivie, S., & Prince, N. R. (2013). Burr under the saddle: How media coverage influences strategic change. *Organization Science, 24*(3), 910-925.	Not about succession/turnover
Beer, M., Cannon, M. D., Baron, J. N., Dailey, P. R., & et al. (2004). Promise and peril in implementing pay-for-performance. *Human Resource Management, 43*(1), 3-48.	Not about succession/turnover
Beeri, I., & Navot, D. (2014). Turnaround management strategies in local authorities: Managerial, political and national obstacles to recovery. *Journal of Management and Organization, 20*(1), 121-138. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1017/jmo.2014.17	Political
Berman, S. L., Down, J., & Charles, W. L. H. (2002). Tacit knowledge as a source of competitive advantage in the national basketball association. *The Academy of Management Journal, 45*(1), 13-31. doi:10.2307/3069282	Not about succession/turnover

Bienen, H., & van, d. W. (1992). A proportional hazard model of leadership duration. *The Journal of Politics, 54*(3), 685-717. doi:10.2307/2132307	Political
Biggs, L. (1995). The engineered factory. *Technology and Culture, 36*(2), S174-S188. doi:10.2307/3106694	Not about succession/turnover
Birkinshaw, J., Hamel, G., & Mol, M. J. (2008). Management innovation. *The Academy of Management Review, 33*(4), 825-845. doi:10.2307/20159448	Not about succession/turnover
Björkman, I. (1989). Factors influencing processes of radical change in organizational belief systems. *Scandinavian Journal of Management, 5*(4), 251-271. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0956-5221(89)90010-9	Not about succession/turnover
Black, B. S., & Coffee, J. C. (1994). Hail Britannia?: Institutional investor behavior under limited regulation. *Michigan Law Review, 92*(7), 1997-2087. doi:10.2307/1289659	Not about succession/turnover
Bloodgood, J. M., & Morrow, J. L. (2000). Strategic organizational change within an institutional framework. *Journal of Managerial Issues, 12*(2), 208-226.	Not about succession/turnover
Boeker, W., & Goodstein, J. (1993). Performance and successor choice: The moderating effects of. *Academy of Management Journal, 36*(1), 172.	Not about post-succession change
Boeker, W., & Wiltbank, R. (2005). New venture evolution and managerial capabilities. *Organization Science, 16*(2), 123-133.	Not about succession/turnover
Boje, D. M. (1991). The storytelling organization: A study of story performance in an office- supply firm. *Administrative Science Quarterly, 36*(1), 106-126. doi:10.2307/2393432	Not about succession/turnover
Bonel, E., & Rocco, E. (2007). Coopeting to survive; surviving coopetition. *International Studies of Management & Organization, 37*(2), 70-96.	Not about succession/turnover
Bonn, I. (2004). Board structure and firm performance: Evidence from Australia. *Journal of the Australian and New Zealand Academy of Management, 10*(1), 14-24.	Not about succession/turnover
Boone, C., Van Olffen, W., Van Witteloostuijn, A., & De Brabander, B. (2004). The genesis of top management team diversity: Selective turnover among top management teams in dutch newspaper publishing, 1970-94. *The Academy of Management Journal, 47*(5), 633-656. doi:10.2307/20159609	Not about post-succession change
Boss, R. W. (2000). Is the leader really necessary? The longitudinal results of leader absence in team building. *Public Administration Quarterly, 23*(4), 471-486.	Not about succession/turnover

Bourgeois, L. J., & Eisenhardt, K. M. (1988). Strategic decision processes in high velocity environments: Four cases in the microcomputer industry. *Management Science, 34*(7), 816-835. Retrieved from http://www.jstor.org/stable/2632297	Not about succession/turnover
Bowman, C., & Kakabadse, A. (1997). Top management ownership of the strategy problem. *Long Range Planning, 30*(2), 197-150. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/S0024-6301(96)00112-4	Not about succession/turnover
Boyne, G. A., & Walker, R. M. (2004). Strategy content and public service organizations. *Journal of Public Administration Research and Theory, 14*(2), 231-252. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1093/jopart/muh015	Not about succession/turnover
Brady, G. F., Fulmer, R. M., & Helmich, D. L. (1982). Planning executive succession: The effect of recruitment source and organizational problems on anticipated tenure. *Strategic Management Journal (Pre-1986), 3*(3), 269.	Not about post-transition change
Brannen, M. Y., & Peterson, M. F. (2009). Merging without alienating: Interventions promoting cross-cultural organizational integration and their limitations. *Journal of International Business Studies, 40*(3), 468-489.	Not about succession/turnover
Bromiley, P., Govekar, M., & Marcus, A. (1988). On using event-study methodology in strategic management research. *Technovation, 8*(1–3), 25-42. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0166-4972(88)90052-1	Not about succession/turnover
Browning, L. D., Beyer, J. M., & Shetler, J. C. (1995). Building cooperation in a competitive industry: SEMATECH and the semiconductor industry. *The Academy of Management Journal, 38*(1), 113-151. doi:10.2307/256730	Not about post-succession change
Brudney, J. L., Fernandez, S., Ryu, J. E., & Wright, D. S. (2005). Exploring and explaining contracting out: Patterns among the American states. *Journal of Public Administration Research and Theory: J-PART, 15*(3), 393-419. Retrieved from http://www.jstor.org/stable/3525669	Political
Brusoni, S., & Prencipe, A. (2006). Making design rules: A multidomain perspective. *Organization Science, 17*(2), 179-189. Retrieved from http://www.jstor.org/stable/25146023	Not about succession/turnover
Bruton, G. D., Ahlstrom, D., & Wan, J. C. C. (2003). Turnaround in east Asian firms: Evidence from ethnic overseas Chinese communities. *Strategic Management Journal, 24*(6), 519.	Not about succession/turnover

Buchholtz, A. K., & Ribbens, B. A. (1994). Role of chief executive officers in takeover resistance: Effects of CEO incentives and individual characteristics. *Academy of Management Journal, 37*(3), 554.	Not about post-transition change
Buenger, V., Daft, R. L., Conlon, E. J., & Austin, J. (1996). Competing values in organizations: Contextual influences and structural consequences. *Organization Science, 7*(5), 557-576. Retrieved from http://www.jstor.org/stable/2635291	Not about succession/turnover
Bunce, V. J. (1980). The succession connection: Policy cycles and political change in the soviet union and eastern Europe. *The American Political Science Review, 74*(4), 966-977. doi:10.2307/1954316	Political
Burgelman, R. A., & Grove, A. S. (2007). Let chaos reign, then rein in chaos: Repeatedly: Managing strategic dynamics for corporate longevity. *Strategic Management Journal, 28*(10), 965-979. Retrieved from http://www.jstor.org/stable/20141964	Not about succession/turnover
Business Policy & Strategy conference paper abstracts (2005). Academy of Management. doi:10.5465/AMBPP.2005.18778352	Proceedings/Notes/Abstracts
Büttner, V., Schäffer, U., Strauß, E., & Zander, K. (2013). A role-specific perspective on managerial succession: The case of new CFO origin. *Schmalenbach Business Review : ZFBF, 65*(4), 378-408.	Not about post-transition change
Byles, C. M., & Labig, C. E. (1996). Hospital strategy and its relationship to administrative practices and performance: A partial test of the miles and snow typology. *Journal of Managerial Issues, 8*(3), 326-342. Retrieved from http://www.jstor.org/stable/40604110	Not about succession/turnover
Byles, C. M., Aupperle, K. E., & Arogyaswamy, B. (1991). Organizational culture and performance. *Journal of Managerial Issues, 3*(4), 512-527. Retrieved from http://www.jstor.org/stable/40603778	Not about succession/turnover
Cairns, A. C. (1994). An election to be remembered: Canada 1993. *Canadian Public Policy / Analyse De Politiques, 20*(3), 219-234. doi:10.2307/3551951	Political
Cannella Jr., A. A., & Monroe, M. J. (1997). Contrasting perspectives on strategic leaders: Toward a more realistic view of top managers. *Journal of Management, 23*(3), 213-237. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/S0149-2063(97)90033-7	Not Primary Research
Cannella Jr., A. A., & Rowe, W. G. (1995). Leader capabilities, succession, and competitive context: A study of professional baseball teams. *The Leadership Quarterly,*	Not about post-transition change

6(1), 69-88. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/1048-9843(95)90005-5	
Cannella, A. A., Jr, & Lubatkin, M. (1993). Succession as a sociopolitical process: Internal impediments to outsider selection. *Academy of Management Journal, 36*(4), 763.	Not about post-transition change
Cannella, A. A., Jr, & Shen, W. (2001). So close and yet so far: Promotion versus exit for CEO heirs apparent. *Academy of Management Journal, 44*(2), 252-270.	Not about post-transition change
Cao, Q., Maruping, L. M., & Takeuchi, R. (2006). Disentangling the effects of CEO turnover and succession on organizational capabilities: A social network perspective. *Organization Science, 17*(5), 563-576. Retrieved from http://www.jstor.org/stable/25146060	Not Primary Research
Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. (2004). Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition. *Journal of Management, 30*(6), 749-778. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/j.jm.2004.06.001	Not Primary Research
Carpenter, M. A., Sanders, G., & Gregersen, H. B. (2001). Bundling human capital with organizational context: The impact of international assignment experience on multinational firm performance and CEO pay. *The Academy of Management Journal, 44*(3), 493-511. doi:10.2307/3069366	Not about succession/turnover
Carroll, G. R., & Harrison, J. R. (1998). Organizational demography and culture: Insights from a formal model and simulation. *Administrative Science Quarterly, 43*(3), 637-667. doi:10.2307/2393678	Not about succession/turnover
Casamatta, C., & Guembel, A. (2010). Managerial legacies, entrenchment, and strategic inertia. *The Journal of Finance, 65*(6), 2403-2436. Retrieved from http://www.jstor.org/stable/23324414	Not Primary Research
Cashman, K. (2010). CEO succession. *Leadership Excellence Essentials, 27*(2), 13.	Not Primary Research
Castrogiovanni, G. J., Baliga, B. R., & Kidwell, R. E., Jr. (1992). Curing sick businesses: Changing CEOS in turnaround efforts. *The Executive, 6*(3), 26.	Not Primary Research
Cho, T. S., & Hambrick, D. C. (2006). Attention as the mediator between top management team characteristics and strategic change: The case of airline deregulation. *Organization Science, 17*(4), 453-469,525.	Not about post-succession change
Clayton, M. C., Hartzell, J. C., & Rosenberg, J. (2005). The impact of CEO turnover on equity volatility. *The*	Not about post-succession change

Journal of Business, 78(5), 1779-1808. doi:10.1086/431442	
Cocchiara, F. K., Kwesiga, E., Bell, M. P., & Baruch, Y. (2010). Influences on perceived career success: Findings from US graduate business degree alumni. *Career Development International, 15*(1), 39-58. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1108/13620431011020880	Not about succession/turnover
Colli, A., Paloma Fernandez Perez, & Rose, M. B. (2003). National determinants of family firm development? Family firms in Britain, Spain, and Italy in the nineteenth and twentieth centuries. *Enterprise & Society, 4*(1), 28.	Family Firms
Conger, J. A., & Lawler, E. E., III. (2015). Addressing the human resources knowledge gap in corporate boardrooms. *People and Strategy, 38*(2), 28-34.	Not Primary Research
Connie, J. G. G. (1994). Pacing strategic change: The case of a new venture. *The Academy of Management Journal, 37*(1), 9-45. doi:10.2307/256768	Not about succession/turnover
Costa, L. A., de Matos, J. A., & Pina, e. C. (2003). The manager as change agent: Communication channels, timing of information, and attitude change. *International Studies of Management & Organization, 33*(4), 65-93. Retrieved from http://www.jstor.org/stable/40397578	Not about succession/turnover
Croce, C. M. (1985). Genetics of B-cell neoplasia. *European Journal of Epidemiology, 1*(1), 11-18. Retrieved from http://www.jstor.org/stable/3521281	Not about succession/turnover
Croft, S. (2005). South Asia's arms control process: Cricket diplomacy and the composite dialogue. *International Affairs (Royal Institute of International Affairs 1944-), 81*(5), 1039-1060. Retrieved from http://www.jstor.org/stable/3569074	Not about succession/turnover
Culbertson, J. (1976). Educational leadership: The uses of adversity. *Theory into Practice, 15*(4), 253-259. Retrieved from http://www.jstor.org/stable/1476044	Not about succession/turnover
Curran, C. R., & Totten, M. K. (2010). Board oversight of executive performance and compensation. *Nursing Economics, 28*(5), 343-5, 355.	Not about succession/turnover
Dai, G., De Meuse, K. P., & Gaeddert, D. (2011). Onboarding externally hired executives: Avoiding derailment - accelerating contribution. *Journal of Management and Organization, 17*(2), 165-178.	Not Primary Research
Daily, C. M. (1995). The relationship between board composition and leadership structure and bankruptcy reorganization outcomes. *Journal of Management, 21*(6), 1041-1056.	Not about post-succession change

doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0149-2063(95)90021-7	
Daily, C. M., & Dalton, D. R. (1992). The relationship between governance structure and corporate performance in entrepreneurial firms. *Journal of Business Venturing, 7*(5), 375-386. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0883-9026(92)90014-I	Not about succession/turnover
Daily, C. M., & Johnson, J. L. (1997). Sources of CEO power and firm financial performance: A longitudinal assessment. *Journal of Management, 23*(2), 97-117. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/S0149-2063(97)90039-8	Not about succession/turnover
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Hannan, M. T., Pólos, L., & Carroll, G. R. (2003). The fog of change: Opacity and asperity in organizations. *Administrative Science Quarterly, 48*(3), 399-432. doi:10.2307/3556679	Not about succession/turnover
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Jackson, F. (1991). The new air age: BOAC and design policy 1945-60. *Journal of Design History, 4*(3), 167-185. Retrieved from http://www.jstor.org/stable/1315699	Not about succession/turnover
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Sheikholeslami, M., Wilson, M. D., & Selin, J. R. (1998). The impact of CEO turnover on security analysts' forecast accuracy. *Journal of Applied Business Research, 14*(4), 71-75.	Not about post-succession change
Shen, W., & Cho, T. S. (2005). Exploring involuntary executive turnover through a managerial discretion framework. *The Academy of Management Review, 30*(4), 843-854. doi:10.2307/20159171	Not about post-succession change
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Shipilov, A. V., Greve, H. R., & Rowley, T. J. (2010). When do interlocks matter? Institutional logics and the diffusion of multiple corporate governance practices. *The Academy of Management Journal, 53*(4), 846-864. Retrieved from http://www.jstor.org/stable/20788795	Not about succession/turnover
Shirokova, G., Vega, G., & Knatko, D. (2015). Crossing the threshold from founder management to professional management in Russian firms. *International Journal of Entrepreneurial Behaviour & Research, 21*(1), 76.	Not about post-succession change
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Simsek, H., & Louis, K. S. (1994). Organizational change as paradigm shift: Analysis of the change process in a large, public university. *The Journal of Higher Education, 65*(6), 670-695. doi:10.2307/2943824	Not about succession/turnover
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Slonim,. (2016). The physician CEO: Lessons learned from my first year on the job. *Physician Leadership Journal, 3*(2), 26-29.	Not about post-transition change
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Smith, M., & White, M. C. (1987). Strategy, CEO specialization, and succession. *Administrative Science Quarterly, 32*(2), 263-280. doi:10.2307/2393129	Not about post-transition change
Smith, T. A. (1997). Institutions and entrepreneurs in American corporate finance. *California Law Review, 85*(1), 1-78. doi:10.2307/3481011	Not about succession/turnover
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Stephan, J., Murmann, J. P., Boeker, W., & Goodstein, J. (2003). Bringing managers into theories of multimarket competition: CEOs and the determinants of market entry. *Organization Science, 14*(4), 403-421.	Not about succession/turnover
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Strategic management journal contents, volume 1-10, 1980-1989. (1990). *Strategic Management Journal, 11*, 3-68. Retrieved from http://www.jstor.org/stable/2486402	Proceedings/Notes/Abstracts
Suh, D. (1982). South Korea in 1981: The first year of the fifth republic. *Asian Survey, 22*(1), 107-115. doi:10.2307/2643715	Political
Sull, D. N. (1999). The dynamics of standing still: Firestone tire & rubber and the radial revolution. *The Business History Review, 73*(3), 430-464. Retrieved from http://www.jstor.org/stable/3116183	Not about succession/turnover
Swanson, E. B., & Ramiller, N. C. (2004). Innovating mindfully with information technology. *MIS Quarterly, 28*(4), 553-583. Retrieved from http://www.jstor.org/stable/25148655	Not about succession/turnover
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Table of contents. (2001). *Leader to Leader, 2001*(19), 1.	Proceedings/Notes/Abstracts
Table of contents. (2003). *Leader to Leader, 2003*(27), 1.	Proceedings/Notes/Abstracts
Taniman, C. A., & O'Shannassy, T. F. (2015). Exploring the influence of chief executive officer professional development and work context on organisation performance: A multi-theoretic perspective. *Journal of Management and Organization, 21*(5), 675-694. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1017/jmo.2015.18	Not about succession/turnover

Taras, R. (1986). Official etiologies of polish crises: Changing historiographies and factional struggles. *Soviet Studies, 38*(1), 53-68. Retrieved from http://www.jstor.org/stable/151991	Political
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Thomas, D. M., & Bostrom, R. P. (2010). Vital signs for virtual teams: An empirically developed trigger model for technology adaptation interventions. *MIS Quarterly, 34*(1), 115-142. Retrieved from http://www.jstor.org/stable/20721417	Not about succession/turnover
Thomas, J. B., Clark, S. M., & Gioia, D. A. (1993). Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes. *Academy of Management Journal, 36*(2), 239.	Not about succession/turnover
Tichy, N. (1996). Simultaneous transformation and CEO succession: Key to global competitiveness. *Organizational Dynamics, 25*(1), 45.	Not about post-transition change
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Top management. (2005). *Emerald Management Reviews, 34*(6), 147-170.	Not about succession/turnover
Tripsas, M. (2009). Technology, identity, and inertia through the lens of "the digital photography company". *Organization Science, 20*(2), 441-460. Retrieved from http://www.jstor.org/stable/25614665	Not about succession/turnover
Tuggle, C. S., Schnatterly, K., & Johnson, R. A. (2010). Attention patterns in the boardroom: How board composition and processes affect discussion of entrepreneurial issues. *The Academy of Management Journal, 53*(3), 550-571. Retrieved from http://www.jstor.org/stable/25684336	Not about succession/turnover
Tzabbar, D. (2009). When does scientist recruitment affect technological repositioning? *The Academy of Management Journal, 52*(5), 873-896. Retrieved from http://www.jstor.org/stable/40390322	Not about succession/turnover
Useem, M. (1998). Corporate leadership in a globalizing equity market. *The Academy of Management Executive, 12*(4), 43-59.	Not about succession/turnover
Vafeas, N., & Vlittis, A. (2009). Stock market reaction to chief marketing officer appointment announcements. *Journal of Business & Economics Research, 7*(11), 29-39.	Not about post-transition change

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Valenta, J. (1980). From Prague to Kabul: The Soviet style of invasion. *International Security, 5*(2), 114-141. doi:10.2307/2538447	Political
Valenti, A., & Horner, S. V. (2010). Corporate directors' social capital: How centrality and density impact board monitoring. *The Journal of Applied Business and Economics, 11*(4), 117-127.	Not about succession/turnover
van Wart, M. (2003). Public-sector leadership theory: An assessment. *Public Administration Review, 63*(2), 214-228. Retrieved from http://www.jstor.org/stable/977592	Not about succession/turnover
Virany, B., & Tushman, M. L. (1986). Top management teams and corporate success in an emerging industry. *Journal of Business Venturing, 1*(3), 261-274. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0883-9026(86)90004-2	Not about succession/turnover
Volume information. (2003). *The Academy of Management Journal, 46*(6) Retrieved from http://www.jstor.org/stable/30040658	Proceedings/Notes/Abstracts
W. Ridge, J., Kern, D., & A. White, M. (2014). The influence of managerial myopia on firm strategy. *Management Decision, 52*(3), 602.	Not about succession/turnover
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Wang, R., Saboo, A. R., & Grewal, R. (2015). A managerial capital perspective on chief marketing officer succession. *International Journal of Research in Marketing, 32*(2), 164-178. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/j.ijresmar.2014.11.001	Not about post-succession change
Wasserman, N. (2003). Founder-CEO succession and the paradox of entrepreneurial success. *Organization Science, 14*(2), 149-172.	Not about post-succession change
Wastell, D. G. (1999). Learning dysfunctions in information systems development: Overcoming the social defenses with transitional objects. *MIS Quarterly, 23*(4), 581-600. doi:10.2307/249490	Not about succession/turnover

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Wei, L., Chen, D., Young, M. N., & Wang, X. (2014). Which CEOs are more likely to be fired in china? Demographic characteristics as an antecedent. *S.A.M. Advanced Management Journal, 79*(3), 37-50, 2.	Not about post-succession change
Weiss, D. (2011). Discussion of examining shareholder value creation over CEO tenure: A new approach to testing effectiveness of executive compensation. *Journal of Management Accounting Research, 23*, 29-36.	Not about post-succession change
Wells, R., Lee, S. D., McClure, J., Baronner, L., & Davis, L. (2004). Strategy development in small hospitals: Stakeholder management in constrained circumstances. *Health Care Management Review, 29*(3), 218-228.	Not about succession/turnover
Werther, W. B., Jr. (1995). Continuity planning as a dimension of corporate governance. *Human Resource Planning, 18*(4), 22.	Not about post-succession change
Westhead, P. (2003). Succession decision-making outcomes reported by private family companies. *International Small Business Journal, 21*(4), 369-401.	Family Firms
White, M. C., Smith, M., & Barnett, T. (1994). Strategic inertia: The enduring impact of CEO specialization and strategy on following strategies. *Journal of Business Research, 31*(1), 11-22. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0148-2963(94)90041-8	Not about succession/turnover
White, M. C., Smith, M., & Barnett, T. (1997). CEO succession: Overcoming forces of inertia. *Human Relations, 50*(7), 805-828.	Not about post-transition change
Wiersema, M. F., & Bird, A. (1993). Organizational demography in Japanese firms: Group heterogeneity, individual dissimilarity, and top management team turnover. *Academy of Management Journal, 36*(5), 996.	Not about post-transition change
Wilkins, A. L., & Dyer, W. G. (1988). Toward culturally sensitive theories of culture change. *The Academy of Management Review, 13*(4), 522-533. Retrieved from http://www.jstor.org/stable/258372	Not about succession/turnover
Woodward, C. A., Shannon, H. S., Cunningham, C., McIntosh, J., Lendrum, B., Rosenbloom, D., & Brown, J. (1999). The impact of re-engineering and other cost	Not about succession/turnover

reduction strategies on the staff of a large teaching hospital: A longitudinal study. *Medical Care, 37*(6), 556-569. Retrieved from http://www.jstor.org/stable/3767017	
Worrell, D. L., Davidson, W. N., III, & Glascock, J. L. (1993). Stockholder reactions to departures and appointments of key. *Academy of Management Journal, 36*(2), 387.	Not about post-transition change
Wowak, A. J., & Hambrick, D. C. (2010). A model of person-pay interaction: How executives vary in their responses to compensation arrangements. *Strategic Management Journal, 31*(8), 803-821. Retrieved from http://www.jstor.org/stable/40730750	Does not address post-transition change
Wright, G., van der Heijden, K., Burt, G., Bradfield, R., & Cairns, G. (2008). Scenario planning interventions in organizations: An analysis of the causes of success and failure. *Futures, 40*(3), 218-236. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/j.futures.2007.08.019	Not about succession/turnover
Yoshikawa, T., Rasheed, A. A., Datta, D. K., & Rosenstein, J. (2006). Financial and product market integration: Responses of Japanese firms. *MIR: Management International Review, 46*(5), 529-555. Retrieved from http://www.jstor.org/stable/40836103	Not about succession/turnover
Zahra, S. A., & Pearce II, J. A. (1990). Determinants of board directors' strategic involvement. *European Management Journal, 8*(2), 164-173. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/0263-2373(90)90082-H	Not about succession/turnover
Zajac, E. J., & Westphal, J. D. (1995). Accounting for the explanations of CEO compensation: Substance and symbolism. *Administrative Science Quarterly, 40*(2), 283-308. doi:10.2307/2393639	Does not address post-transition change
Zajac, E. J., & Westphal, J. D. (1996). Who shall succeed? How CEO/board preferences and power affect the choice of new CEOs. *Academy of Management Journal, 39*(1), 64.	Does not address post-transition change
Zhang, P. (2013). Power and trust in board-CEO relationships. *Journal of Management & Governance, 17*(3), 745-765. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1007/s10997-011-9188-z	Not about succession/turnover
Zhang, P., Fadil, P., & Baynard, C. (2015). Understanding board-CEO power dependency perspective under symbolic management. *Competitiveness Review, 25*(1), 50.	Not about succession/turnover
Zhang, Y. (2005). *A selection that cannot stand the test: Succession contexts and new ceo dismissal* Academy of Management. doi:10.5465/AMBPP.2005.18778386	Does not address post-transition change

Zhang, Y. (2006). The presence of a separate COO/President and its impact on strategic change and CEO dismissal. *Strategic Management Journal, 27*(3), 283-300. Retrieved from http://www.jstor.org/stable/20142333	Does not address post-transition change
Zhang, Y., & Rajagopalan, N. (2003). Explaining new CEO origin: Firm versus industry antecedents. *The Academy of Management Journal, 46*(3), 327-338. doi:10.2307/30040626	Does not address post-transition change
Zhang, Y., & Rajagopalan, N. (2006). Grooming for the top post and ending the CEO succession crisis. *Organizational Dynamics, 35*(1), 96-105. doi:http://dx.doi.org.ezproxy.umuc.edu/10.1016/j.orgdyn.2005.12.007	Not about post-transition change

Appendix C

Codes by Source

Reference	First Cycle Finding	First Cycle Label
Alexander, J. A., & Lee, S. D. (1996).	New leader absence of networks	Networks
	New leader absence of organizational knowledge	Knowledge
Angwin, D. N., & Meadows, M. (2009).	Outsiders had a higher level of strategic interdependence	Leader Origin - Outsider
	Outsiders have more positive perceptions	Perceptions
	Appointing a committee assisted with change implementation	Appointing a Change Agent
	Internal resistance slowed change implementation	Resistance
Bamford, C. E., Bruton, G. D., & Hinson, Y. L. (2006).	The departure of a founder CEO impacts an organizations performance	Social Capital
	The number of turnovers after the founder's departure increases the negative impact	TMT Tenure
	The presence of TMT members that do not depart increases positive performance measures	Frequency
Baron, J., Hannan, M., & Burton, M. (2001).	Big changes to organizational structure and design	Divestiture of culture
Beer, M., & Eisenstat, R. A. (2000).	Employees perceive new leaders differently	Perception
	Employees communicate differently with new leaders	Communication
Beugelsdijk, S., Slangen, A., & Marco van Herpen. (2002).	Dissatisfaction with change caused TMT departure	TMT turnover
	Perception of new CEO can lead to rejection of change	Perception
	Employee/TMT perception of leader can decrease leader's influence	Power
Bigley, G. A., & Wiersema, M. F. (2002).	CEO strategic refocusing capability was correlated with their knowledge, experience and board status	Power
Boeker, W. (1997).	Tenure of the TMT impacts change efforts	TMT Tenure
	Leader's insiderness/outsiderness in the industry	Leader Origin - Outsider
	Leader's level in previous position	Leader Previous Experience
Brockmann, E. N., Hoffman, J. J., & Dawley, D. D. (2006).	Social and professional networks	Networks
	Length of time of rest of TMT	TMT Tenure
	Outsiders lack knowledge and networks	Leader Origin - Outsider

	Leader duality	Power
	Organizational or institutional knowledge gaps	Knowledge
Card, M. A. (1997).	Key subordinate leaders were resistant, creating issues with their respective subordinate staff's implementation of change	Resistance
	Held a retreat to meet with subordinate management	Retreat
Gilmore, T. N., & Ronchi, D. (1995).	Predecessor changes had failed	Perecpetion
	External consultants were brought in to identify the emotions and perceptions	External Consultant
	The executive hosted a retreat to take people out of the "negative" environment	Retreat
Morcom, A. (2012).	Communicate in order to build support for change efforts	Coalition
	Personal level of relationships and communication "enabled a collective increase in understanding the company's new direction…"	Communication
Tibau, J., & Debackere, K. (2008).	Due to lack of organizational knowledge as an outsider, one new CEO decided to allow the subordinate executives to pick the new projects they wanted to work on	Knowledge
	Allowing TMT to control aspects of the change	Coalition
	Most of the information that contributed to actually initiating changes came from internal organization personnel that did not have "prominent positions" (no agenda)	Communication
Westerberg, M., & Wincent, J. (2008).	Honing vs. Enterprising	New Leader Goals/Strategy
Westphal, J. D., & Fredickson, J. W. (2001).	Outside successions produced strategic changes to the new firm that resulted in the new firm becoming strategically similar to the successors previous firm.	Leader previous experience
Yokota, R., & Mitsuhashi, H. (2008).	Successor heterogeneity	Leader Origin - Insider
Zhang, Y., & Rajagopalan, N. (2004).	Outside CEOs are more likely to initiate strategic change	Leader Origin - Outsider
	Lack of instituational knowledge decreases change efficacy	Knowledge

Zhang, Y., & Rajagopalan, N. (2010).	"At high levels of strategic change, the disruptive effect dominates the adaptive effect, and the level of strategic change has an overall negative effect on firm performance."	New Leader Goals/Strategy
Zimmerman, J. A. (2007).	One new leader noted that he felt as though the subordinate leaders did not trust him	Trust
	Including personnel in both the decision about what changes to make and the implementation of those changes made them more readily accepted	Coalition
	Gathering input to change efforts from the staff in all four studies resulted in better change initiatives due to the new leader's lack of knowledge	Knowledge
	Gathering input to change efforts from the staff in all four studies resulted in better change initiatives due to the new leader's lack of knowledge	Communication
	identifying opposition helped to overcome it;	Resistance
	this was done through a concious decision to seek out and identify the informal networks in the organization	Networks
Chen, G., & Hambrick, D. C. (2012).	Long term industry veteran status (insider aspects)	Leader Previous Experience
	Outsiderness not always negative	Leader Origin - Outsider
Chiu, S., Johnson, R. A., Hoskisson, R. E., & Pathak, S.	During voluntary divestiture, inside successors divest more but outside successors divest in a more (scale) focused way (Scope)	Leader Origin
	commitment to previous decisions (insider)	Commitment to Status Quo
	lack of firm specific knowledge (outsider)	Knowledge
Datta, D. K., & Rajagopalan, N. (1998).	Firms in high growth industries select CEOs with "cognitive orientations generally associated with openness to change and consequently tend to favor the selection of younger CEOs and CEOs with lower levels of organizational tenure."	Leader Previous Experience
Datta, D. K., Rajagopalan, N., & Zhang, Y. (2003).	CEO previous experience contributed to their ability to make changes;	Leader Previous Experience
Gioia, D. A., Thomas, J. B., Clark, S. M., & Chittipeddi, K. (1994).	Past change efforts that failed caused wariness and skepticism	Perception

	Creation of a new position/element provided an independent change agent	Appointing a Change Agent
	Use of a retreat	Retreat
Greiner, L. E., & Bhambri, A. (1989).	A retreat was used to reinforce team building	Retreat
	An outside consultant led discussions so the CEO could participate as a member of the "team"	External Consultant
	TMT had to come to a consensus on a strategy they developed which made them feel empowered	Coalition
Greiner, L., Cummings, T., & Bhambri, A. (2003).	Without complete backing from the board, it is difficult for a new CEO to initiate major changes in the firm's strategy or organization.	Power
	When a new CEO is appointed there is a "power vaccuum" that causes "uncertainty and anxiety"; past experience by the organization with effective change made people more receptive	Perception
	Effective CEOs remain open to input; the "gardner test" of communicating the change	Communication
	A retreat was an effective means to isolate personnel from known dissenters in order to communicate change intentions	Retreat
	Low TMT tenure made receptivity to change higher	TMT Tenure
	Low TMT tenure made receptivity to change higher	Commitment to Status Quo
Grinyer, P., & McKiernan, P. (1990).	New CEOs have knowledge of other processes which contributes to their ability to enact change	Knowledge
	New CEOs can be perceived as brought in order to induce change which can make personnel more open to change when performance has been suffering	Perception
Hambrick, D. C. (1995).	New CEOs can improve collaboration through off site seminars/meetings	Retreat
	Disagreements about change in the organization can result in subordinate manager (other TMT) departure	TMT Turnover

Karaevli, A. (2007).	Outsider CEOs are more likely to turn performance around due to their ability to engage in open problem-solving and be more creative	Leader Origin - Outsider
Lee, L. C. (2015).	Values and beliefs needed to change in order to make the organizational changes	Divestiture
	Because the performance had been good, people resisted change due to complacency	Resistance
	Not knowing a significant amount of organizational information, one principal called others she knew from her work as a citywide administrator to fill in gaps	Social Capital
	Not knowing a significant amount of organizational information, one principal called others she knew from her work as a citywide administrator to fill in gaps	Knowledge
	High past administrator turnover rates caused wariness about bothering to change	Frequency
Levin, J. S. (1995).	College faculty and staff were supportive of a new president following a performance decline	Perception
	External consultants used to gauge staff and issues	External Consultants
	The new president changed everything about the way things operated, using a process of "destruction" of the old ways, thereby creating an entirely new culture	Divestiture
	Support of the board	Power
Li, W., & Xu, J. (2014).	Duality of new leader	Power
Lin, W., & Liu, Y. (2012a).	Outside successors were positively correlated with the change in the scale of internationalization compared with insider successions.	Commitment to Status Quo
	Outside successors were positively correlated with the change in the scale of internationalization compared with insider successions.	Leader Origin - Outsider
Lin, W., & Liu, Y. (2012b).	Outside successors are more likely to invest in foreign markets than inside successors	Commitment to Status Quo
	Outside successors are more likely to invest in foreign markets than inside successors	Leader Origin - Outsider
Ndofor, H. A., & Rathburn, J. A. (2003).	Leader's previous experiences impacted change efficacy	Leader Previous Experience

Ndofor, H. A., Priem, R. L., Rathburn, J. A., & Dhir, A. K. (2009).	"New head coaches with recent top-job success are better able to accomplish major resource deployments successfully than are other new head coaches" indicating more successful change implementation.	Leader Previous Experience
Quigley, T. J., & Hambrick, D. C. (2012).	Predecessor retention (i.e. as board member) stifled strategic change	Commitment to Status Quo
	Predecessor retention (i.e. as board member) stifled strategic change	Power
Shearer, C. S., Hames, D. S., & Runge, J. B. (2001).	Following a change in leadership, the casual culture of the previous leadership was to be changed, and the new leadership removed all artifacts of that culture;	Divestiture
	The new leader enacted a change to the operations that included a new system and allowed the employees to pick the equipment to use to make the transition which caused them to perceive they were part of the decision making process;	Coalition
	The new leader enacted a change to the operations that included a new system and allowed the employees to pick the equipment to use to make the transition which caused them to perceive they were part of the decision making process;	Perception
Shen, W., & Cannella, A. A. (2002).	Outsider selections correlate with other TMT departures	TMT Turnover
	Senior executive turnover had a positive impact on performance in an insider succession but negative impact on an outsider succession	Knowledge
	Senior executive turnover had a positive impact on performance in an insider succession but negative impact on an outsider succession	Networks
Simons, R. (1994).	Creation of boundaries to separate new behaviors from previously acceptable behaviors, causing personnel to "unlearn" past behaviors	Divestiture
	"gaining organizational allegiance to the new age"	Coalition
	Created in-house consulting task forces	Appointing a Change Agent
	External consultants hired	External Consultants

	Communication was used to gain support from both the board and subordinates	Communication
Tushman, M. L., & Rosenkopf, L. (1996).	When the TMT does not change with the CEO, their competence and internal processes are likely the cause of the ability of the new CEO to implement sweeping changes that positively affect performance	TMT Tenure
Virany, B., Tushman, M. L., & Romanelli, E. (1992).	Organizations who had been through multiple executive successions in a short period of time experienced perpetually decreasing performance impacts and were unable to effect changes that turned the situation around	Frequency
	Insider successors were able to improve performance through sweeping organizational or strategy changes more effectively than outsiders	Leader Origin - Outsider
	Insider effectiveness was highest when the rest of the TMT was turned over	Commitment to Status Quo
	Insider effectiveness was highest when the rest of the TMT was turned over	TMT Tenure
Barker, B. (2006).	One leader referred to difficulty effecting change due to an "old guard with established interests under the old regime"	TMT Tenure
	One leader noted that she had to break the mold in order to begin initiating change; disagreeing with the leader's change plans	Divestiture
	Many subordinate leaders departed the school	TMT Turnover
	Not trusting subordinate leaders that were openly opposed to the new leader's ideas, he brought in an unbiased external consultant	External Consultants
Hart, A. W. (1987).	Lack of organizational knowledge caused the new principal to make changes that could not be upheld	Knowledge
	The new principal's outsiderness contributed to her capability to bring in otherwise unavailable expertise and make changes the previous leader could not	Leader Origin - Outsider
	A coalition and support from other tenured TMT helped bring about acceptance of change	TMT Tenure

	A coalition and support from other tenured TMT helped bring about acceptance of change	Coalition
Heller, T. (1989).	The group "gave up its belief in the original design for the store and accepted Zimmer's design as flawed, even though this meant that it would have to endure the delays involved in devising a new plan."	Divestiture
Manderscheid, S. V. (2008).	Communication with subordinate leaders and personnel contributed to understanding organizational goals, dynamics and norms	Communication
Miller, P. (2006).	The new coach changed many routines that affected the organizational culture even if they weren't directly related to actual change efforts fro the team in order to resocialize the team; he changed the climate in order to open the team to other changes	Divestiture
	The team's previous poor performance made everyone more accepting of radical changes	Perception
Elsner, R., & Farrands, B. (2012).	The "undiscussables" are things that everyone from within the organization knows but does not talk about (institutional knowledge) which a new leader from outside will not know	Knowledge
	The "100 days myth" that you must make a change quickly	New Leader Goals/Strategy
Roche, E. (2010).	Successor thinks that change efforts should be ramped back due to pushback from the staff but the board of directors encourages him to keep moving forward noting that they support him	Power
Poulin, B. J., Barbarasa-Mihai, C., & Hackman, M. Z. (2007).	Employees' morale and job satisfaction was affected when they perceived a descrepancy between how the new leader was doing things and how they thought those things should be done	Perception
	The new CEO appointed a Joint Consultative Committee to implement changes and seek feedback which assisted with changing the culture of the organization in order to effect changes to the operations and structure	Appointing a Change Agent

	The new CEO constantly sought feedback from the TMT and employees on the best ways to implement change and constantly communicated the results	Communication
	When the TMT was excluded from input in change initiatives they departed	Coalition
	When the TMT was excluded from input in change initiatives they departed	TMT Turnover
Thompson, R. M., & Flynn, C. (2014).	The leaders found that while they were expected to implement change, the public sector agencies' processes were predetermined, making it very difficult to enact any change (inflexible processes)	Power
	Senior leaders had to engage in relationship building in order to counter resistance	Resistance
	Senior leaders had to engage in relationship building in order to counter resistance	Coalition
	Senior leaders established workshops designed to foster relationships	Retreat
Galperin, M. (2010).	Many people were territorial and resisted change	Resistance
	External consultancy provided different perspectives and therefore was credited as one of the most influential factors in the success of the change efforts.	External Consultants
Ready, D. A., & Conger, J. A. (2008).	After a great deal of listening to industry experts, customers and employees, Thompson framed the BBC's new enterprise agenda	Knowledge
	Eckert set out to engage the organization with a vision of greater collaboration — a vision that would eventually be called One Mattel	New Leader Goals/Strategy
	Eckert set out to engage the organization with a vision of greater collaboration — a vision that would eventually be called One Mattel	Coalition

Appendix D

Full Coding Chart

First Cycle Coding		Second Cycle Coding
Descriptive Code	**Descriptive Label**	**Conceptual Finding**
Employees communicate differently with new leaders	Communication	Ability to Influence
Most of the information that contributed to actually initiating changes came from internal organization personnel that did not have "prominent positions" (no agenda)		
Gathering input to change efforts from the staff in all four studies resulted in better change initiatives due to the new leader's lack of knowledge		
The new CEO constantly sought feedback from the TMT and employees on the best ways to implement change and constantly communicated the results		
New leader absence of organizational knowledge		
Organizational or institutional knowledge gaps		
Due to lack of organizational knowledge as an outsider, one new CEO decided to allow the subordinate executives to pick the new projects they wanted to work on		
Lack of instituational knowledge decreases change efficacy		
Gathering input to change efforts from the staff in all four studies resulted in better change initiatives due to the new leader's lack of knowledge		
lack of firm specific knowledge (outsider)		
New CEOs have knowledge of other processes which contributes to their ability to enact change		
Not knowing a significant amount of organizational information, one principal called others she knew from her work as a citywide administrator to fill in gaps		
Senior executive turnover had a positive impact on performance in an insider succession but negative impact on an outsider succession	Knowledge	

Lack of organizational knowledge caused the new principal to make changes that could not be upheld		
The "undiscussables" are things that everyone from within the organization knows but does not talk about (institutional knowledge) which a new leader from outside will not know		
After a great deal of listening to industry experts, customers and employees, Thompson framed the BBC's new enterprise agenda		
During voluntary divestiture, inside successors divest more but outside successors divest in a more (scale) focused way (Scope)	Leader Origin	
Successor heterogeneity		
Outsiders had a higher level of strategic interdependence		
Leader's insiderness/outsiderness in the industry		
Outsiders lack knowledge and networks		
Outside CEOs are more likely to initiate strategic change		
Outsiderness not always negative		
Outsider CEOs are more likely to turn performance around due to their ability to engage in open problem-solving and be more creative		
Outside successors were positively correlated with the change in the scale of internationalization compared with insider successions.		
Outside successors are more likely to invest in foreign markets than inside successors		
Insider successors were able to improve performance through sweeping organizational or strategy changes more effectively than outsiders		
The new principal's outsiderness contributed to her capability to bring in otherwise unavailable expertise and make changes the previous leader could not		
Leader's level in previous position	Leader Previous Experience	
Long term industry veteran status (insider aspects)		

Firms in high growth industries select CEOs with "cognitive orientations generally associated with openness to change and consequently tend to favor the selection of younger CEOs and CEOs with lower levels of organizational tenure."		
CEO previous experience contributed to their ability to make changes;		
Leader's previous experiences impacted change efficacy		
"New head coaches with recent top-job success are better able to accomplish major resource deployments successfully than are other new head coaches" indicating more successful change implementation.		
Outside successions produced strategic changes to the new firm that resulted in the new firm becoming strategically similar to the successors previous firm.		
New leader absence of networks		
Social and professional networks	Networks	
this was done through a concious decision to seek out and identify the informal networks in the organization		
Senior executive turnover had a positive impact on performance in an insider succession but negative impact on an outsider succession		
Employee/TMT perception of leader can decrease leader's influence		
CEO strategic refocusing capability was correlated with their knowledge, experience and board status		
Leader duality		
Without complete backing from the board, it is difficult for a new CEO to initiate major changes in the firm's strategy or organization.	Power	
Support of the board		
Duality of new leader		
Predecessor retention (i.e. as board member) stifled strategic change		
Successor thinks that change efforts should be ramped back due to pushback from the staff but the board of directors encourages		

him to keep moving forward noting that they support him		
The leaders found that while they were expected to implement change, the public sector agencies' processes were predetermined, making it very difficult to enact any change (inflexible processes)		
The departure of a founder CEO impacts an organizations performance	Social Capital	
Not knowing a significant amount of organizational information, one principal called others she knew from her work as a citywide administrator to fill in gaps		
Appointing a committee assisted with change implementation	Appointing a Change Agent	
Creation of a new position/element provided an independent change agent		
Created in-house consulting task forces		
The new CEO appointed a Joint Consultative Committee to implement changes and seek feedback which assisted with changing the culture of the organization in order to effect changes to the operations and structure		
External consultants were brought in to identify the emotions and perceptions	External Consultant	Influence Methodology
An outside consultant led discussions so the CEO could participate as a member of the "team"		
External consultants used to gauge staff and issues		
External consultants hired		
Not trusting subordinate leaders that were openly opposed to the new leader's ideas, he brought in an unbiased external consultant		
External consultancy provided different perspectives and therefore was credited as one of the most influential factors in the success of the change efforts.		
Honing vs. Enterprising		

"At high levels of strategic change, the disruptive effect dominates the adaptive effect, and the level of strategic change has an overall negative effect on firm performance."	New Leader Goals/Strategy	
The "100 days myth" that you must make a change quickly		
Eckert set out to engage the organization with a vision of greater collaboration — a vision that would eventually be called One Mattel		
Held a retreat to meet with subordinate management	Retreat	
The executive hosted a retreat to take people out of the "negative" environment		
Use of a retreat		
A retreat was used to reinforce team building		
A retreat was an effective means to isolate personnel from known dissenters in order to communicate change intentions		
New CEOs can improve collaboration through off site seminars/meetings		
Senior leaders established workshops designed to foster relationships		
Communicate in order to build support for change efforts	Coalition	Susceptibility to Influence
Allowing TMT to control aspects of the change		
Including personnel in both the decision about what changes to make and the implementation of those changes made them more readily accepted		
TMT had to come to a consensus on a strategy they developed which made them feel empowered		
The new leader enacted a change to the operations that included a new system and allowed the employees to pick the equipment to use to make the transition which caused them to perceive they were part of the decision making process;		

"gaining organizational allegiance to the new age"		
A coalition and support from other tenured TMT helped bring about acceptance of change		
When the TMT was excluded from input in change initiatives they departed		
Senior leaders had to engage in relationship building in order to counter resistance		
Eckert set out to engage the organization with a vision of greater collaboration — a vision that would eventually be called One Mattel		
commitment to previous decisions (insider)	Commitment to Status Quo	
Low TMT tenure made receptivity to change higher		
Outside successors were positively correlated with the change in the scale of internationalization compared with insider successions.		
Outside successors are more likely to invest in foreign markets than inside successors		
Predecessor retention (i.e. as board member) stifled strategic change		
Insider effectiveness was highest when the rest of the TMT was turned over		
Personal level of relationships and communication "enabled a collective increase in understanding the company's new direction…"	Communication	
Effective CEOs remain open to input; the "gardner test" of communicating the change		
Communication was used to gain support from both the board and subordinates		
Communication with subordinate leaders and personnel contributed to understanding organizational goals, dynamics and norms		

Values and beliefs needed to change in order to make the organizational changes	Divestiture	
The new president changed everything about the way things operated, using a process of "destruction" of the old ways, thereby creating an entirely new culture		
Following a change in leadership, the casual culture of the previous leadership was to be changed, and the new leadership removed all artifacts of that culture;		
Creation of boundaries to separate new behaviors from previously acceptable behaviors, causing personnel to "unlearn" past behaviors		
One leader noted that she had to break the mold in order to begin initiating change; disagreeing with the leader's change plans		
The group "gave up its belief in the original design for the store and accepted Zimmer's design as flawed, even though this meant that it would have to endure the delays involved in devising a new plan."		
The new coach changed many routines that affected the organizational culture even if they weren't directly related to actual change efforts fro the team in order to resocialize the team; he changed the climate in order to open the team to other changes		
Big changes to organizational structure and design		
The presence of TMT members that do not depart increases positive performance measures	Frequency	
High past administrator turnover rates caused wariness about bothering to change		
Organizations who had been through multiple executive successions in a short period of time experienced perpetually decreasing performance impacts and were unable to effect changes that turned the situation around		

Employees perceive new leaders differently	Perception	
Perception of new CEO can lead to rejection of change		
Past change efforts that failed caused wariness and skepticism		
When a new CEO is appointed there is a "power vaccuum" that causes "uncertainty and anxiety"; past experience by the organization with effective change made people more receptive		
New CEOs can be perceived as brought in order to induce change which can make personnel more open to change when performance has been suffering		
College faculty and staff were supportive of a new president following a performance decline		
The new leader enacted a change to the operations that included a new system and allowed the employees to pick the equipment to use to make the transition which caused them to perceive they were part of the decision making process;		
The team's previous poor performance made everyone more accepting of radical changes		
Employees' morale and job satisfaction was affected when they perceived a descrepancy between how the new leader was doing things and how they thought those things should be done		
One new leader noted that he felt as though the subordinate leaders did not trust him		
Outsiders have more positive perceptions		
Predecessor changes had failed		
Changes affecting organizational culture resulted in personnel turnover in some but not all situations	Personnel turnover	
Internal resistance slowed change implementation	Resistance	

Key subordinate leaders were resistant, creating issues with their respective subordinate staff's implementation of change		
identifying opposition helped to overcome it;		
Because the performance had been good, people resisted change due to complacency		
Senior leaders had to engage in relationship building in order to counter resistance		
Many people were territorial and resisted change		
The number of turnovers after the founder's departure increases the negative impact	TMT Tenure	
Tenure of the TMT impacts change efforts		
Length of time of rest of TMT		
Low TMT tenure made receptivity to change higher		
Insider effectiveness was highest when the rest of the TMT was turned over		
One leader referred to difficulty effecting change due to an "old guard with established interests under the old regime"		
A coalition and support from other tenured TMT helped bring about acceptance of change		
When the TMT does not change with the CEO, their competence and internal processes are likely the cause of the ability of the new CEO to implement sweeping changes that positively affect performance		
Dissatisfaction with change caused TMT departure	TMT turnover	
Disagreements about change in the organization can result in subordinate manager (other TMT) departure		
Outsider selections correlate with other TMT departures		

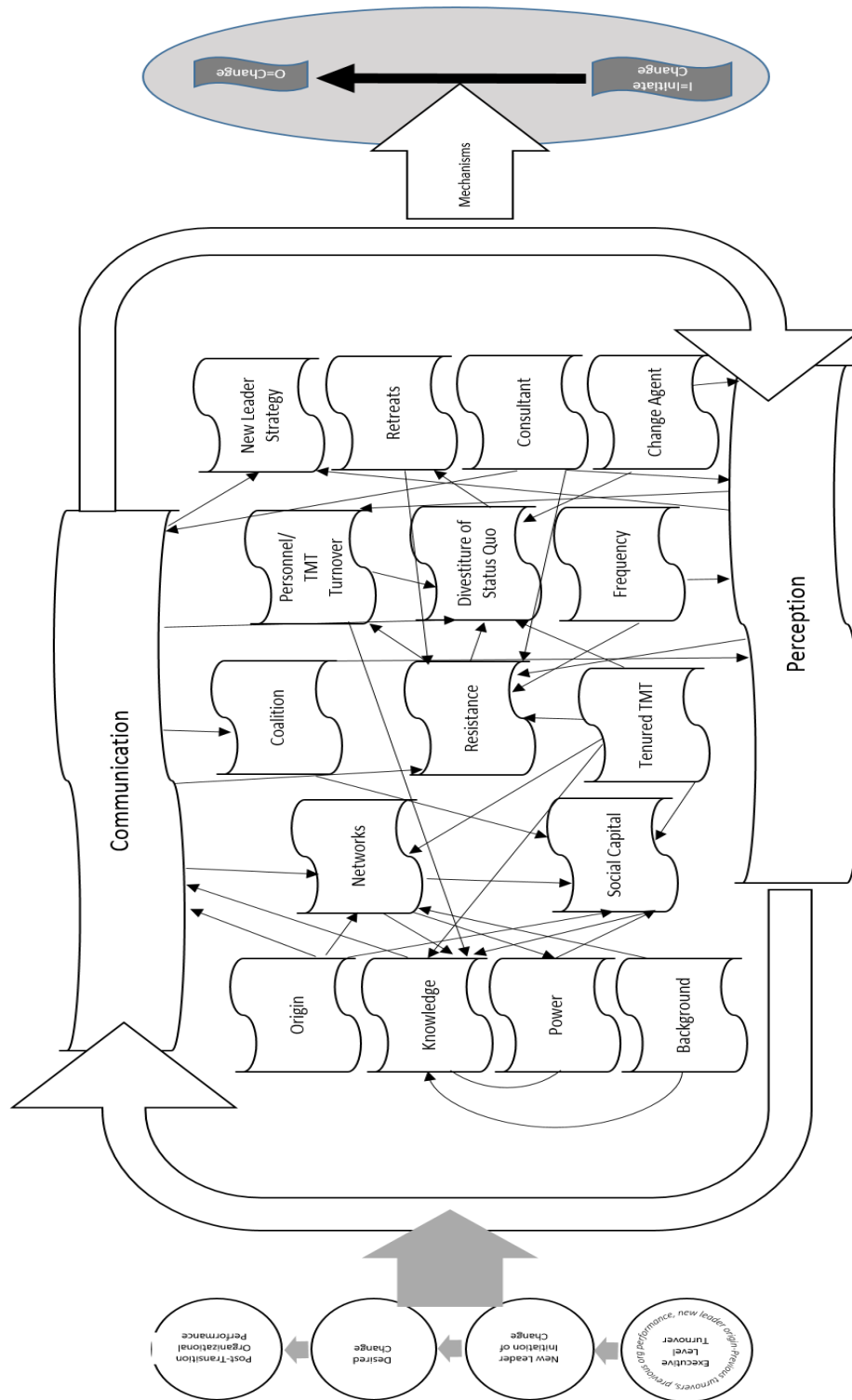|		
Many subordinate leaders departed the school		
When the TMT was excluded from input in change initiatives they departed		

Appendix E

SME Panel Experts

Subject Matter Expert	Brief Biography
SME 1: LTG (Ret) Ronald Burgess (Practitioner)	Currently serving as Chairman of the Board for Noblis, NSP, LTG Ronald Lee Burgess Jr. retired from the U.S. Army after more than thirty years of service. Throughout his accomplished career, LTG Burgess served as the 17th Director of the Defense Intelligence Agency (DIA) and the Director of Intelligence Staff at the Office of the Director of National Intelligence (ODNI). LTG Burgess earned a Bachelor of Arts degree from Auburn University where he currently leads Cyber and Department of Defense initiatives. LTG Burgess also holds a Master of Science degree in Education from the University of Southern California and a Master of Military Arts and Science from the U.S. Army Command and General Staff College. LTG Burgess has garnered numerous awards and decorations for his efforts during his active service and post-retirement roles.
SME 2: Dr. George Boyne (Scholar)	Professor George Boyne is Pro Vice-Chancellor, College of Arts, Humanities and Social Sciences and Professor of Public Sector Management. Professor Boyne is responsible for the overall management and leadership of the College. He plays a key role in setting the strategy and direction of the College and in promoting the development of learning and teaching and research excellence. As Pro Vice-Chancellor, Professor Boyne is also a member of the University Executive Board. He has published eight books and over 130 articles in academic journals. He is the author of the paper that proposed the Theory of Executive Succession.
SME 3: Dr. W.G. Rowe (Scholar)	Glenn Rowe served in the Canadian Navy for twenty-two years, serving as the commanding officer of three different minor-war vessels and as the divisional commander of a multi-ship division. In 1990, Professor Rowe retired from the navy and became a full time lecturer in the Faculty of Business Administration at Memorial. He studied leadership within the context of strategic management and completed his Ph. D. in May, 1996 at Texas A&M University and then rejoined the Faculty of Business Administration at Memorial and since has served in multiple roles such as the Director of the Centre for Management Development, the Director of the Executive Development Program, and the Associate Dean, Graduate Programs and Research. His paper "Nothing Succeeds Like a Succession" is cited in a large percentage of papers on executive succession.

SME 4: Ms. Corin Stone (Practitioner)	Ms. Corin Stone is the Executive Director of the National Security Agency. She began her career as an attorney serving in multiple positions including the District Courts in Massachusetts, the State Department and The Hague. She was part of the senior team that established the Office of the Director of National Intelligence and served as the first Principal Deputy General Counsel before becoming the Associate Deputy Director of National Intelligence for Policy, Plans, and Requirements as well as the Deputy Assistant DNI for Policy and Strategy.
SME 5: Mr. Jeremy Sansbury (Practitioner)	Mr. Sansbury is a Senior Executive in the Department of Defense. He has served as the Deputy Director for Operations and Deputy Director for Intelligence at United States Cyber Command as well as in executive positions at the Defense Intelligence Agency. He currently serves in the Senior Executive Service at the National Security Agency.

Appendix F

Model of Post-Transition Change Process

Appendix G

Full Assessment Tool

☐ **Personal Assessment – Outsider**   *What aspects of outsiderness either positively or negatively impact the ability to implement change?*
☐ **What knowledge and experiences are relevant to this organization?**   *Outsiders can harness their exposure to different strategies and experiences (Boeker, 1997) and capitalize on diversity of knowledge and thought (Chen & Hambrick, 2012).*   ☐ **What external networks and resources can be applied to this organization?**   *The use of external networks developed through previous positions can provide a valuable source of information and resources (Angwin & Meadows, 2009).*   ☐ **What resources are available to compensate for a lack of institutional knowledge?**   *Overcome lack of institutional knowledge (Hart, 1987; Zhang & Rajagopalan, 2004) through use of tenured TMT and internal change agents (Poulin et al., 2007)) and communication (Zimmerman, 2007).*   ☐ **What biases are affecting the decision to make this change and the implementation methodology?**   *Assess whether desired change is geared toward past experience (personal status quo) or is truly relevant to the current organization. Just as an insider may be biased toward the status quo, an outsider may bring in change that is new to the current organization but actually based on that leader's previous organization (Westphal & Fredrickson, 2001).*   ☐ **How can communication be improved?**   *Communicate at all levels of the workforce and encourage feedback from all levels; Understanding the perspectives of those expected to implement the changes coupled with the implementing workforce's understanding of the vision is critical to successful implementation (Greiner et al., 2003).*
☐ **Personal Assessment – Insider**   *What aspects of insiderness either positively or negatively impact the ability to implement change?*
☐ **What external knowledge can be acquired in order to inform change decisions?**   *Harness external knowledge in order to overcome any bias toward status quo by developing networks (Alexander & Lee, 1996; Zimmerman, 2007) or using an external consultant (Galperin, 2010).*   ☐ **What level of commitment to the current organizational posture is impacting this change decision or lack of decision to change?**   *Consistent with the Theory of Escalating Commitment (Staw, 1976), insider origin leaders must ensure that their decision to make a change and what type of change is not impacted by their commitment to in-progress activities or the status quo.*   ☐ **How can communication be improved?**   *Communicate at all levels of the workforce and encourage feedback from all levels: Understanding the perspectives of those expected to implement the changes can increase support through improving the implementation plan (Greiner et al., 2003).*
☐ **Resistance Assessment**   *In order to mitigate resistance, identification of its source is required; what is the cause of resistance to this change?*
☐ **What is the status of the board or other governing body?**   *A tenured board can be committed to the status quo (Li & Xu, 2014) which can have amplified effects if the predecessor CEO remains on the board (Beugelsdijk et al., 2002; Quigley & Hambrick, 2012).*   ☐ **What is the status of the TMT?**

A tenured TMT may be inclined to resist change due to a commitment to the status quo (Angwin & Meadows, 2009; Greiner et al., 2003).

☐ **What is the status of the organization's performance and the organization's change history?**

If the organization is not experiencing poor performance, personnel may resist change as they perceive change is unnecessary or if there have been frequent leadership transitions personnel may perceive the change is temporary and therefore not focus on its implementation (Lee, 2015). An organization that has been through failed change attempts is skeptical of new change (Gilmore & Ronchi, 1995; Thomas et al., 1993) which can contribute to resistance.

☐ **What level of divestiture or cultural conversion will be required in order to implement this change?**

Changes to policies, procedures or even the physical environment can assist with divesting an organization from its previous culture in order to decrease commitment to the status quo (Lee, 2015; Shearer et al., 2001; Simons, 1994).

☐ **Instruments Assessment**
What tools or instruments are available to improve the change implementation?

☐ **How can the tenured TMT be harnessed to enable the change or garner support?**

Despite the association with a tenured TMT's resistance due to status quo commitment (Greiner et al., 2003), the tenured TMT's social capital (Bamford et al., 2006) and networks (Brockmann et al., 2006; Hart, 1987) can be harnessed to gain support for and inform change. Additionally, inclusion of the TMT in change decisions and implementation can prevent turnover due to perception issues (Poulin et al., 2007).

☐ **What coalitions exist or can be built?**

Identifying the influential personnel in the organization and coopting them into a coalition geared at implementing change can assist with garnering support for the change initiative (Card, 1997; Poulin et al., 2007; Zimmerman, 2007). This includes building coalitions external to the organization (Robert & Flynn, 2014).

☐ **Is an offsite or retreat appropriate for this situation?**

Research demonstrated that post-succession leaders that hosted offsite meetings or retreats were able to improve collaboration (Hambrick, 1995; Thomas et al., 1993) and increase acceptance of change (Robert & Flynn, 2014). This events also contribute to a new leader's understanding of the organization by providing a venue for observation of behaviors and networks (Card, 1997). They also provide a vehicle for communication without the distraction of the routine workplace.

☐ **Would an external consultant be appropriate for this situation?**

Whether the transitioning leader is an insider or an outsider, each brings a level of bias, where an external consultant provides an outside point of view (Barker, 2006). The organization members may be more likely to communicate more freely with a consultant than a member of their management team, as the consultant would be perceived as a neutral party (Galperin, 2010; Levin, 1995).

☐ **Is the formal appointment of a change agent appropriate for this situation?**

Creating a task force, a new position, or appointing a member of the organization as the official change agent can have positive outcomes (Poulin et al., 2007; Simons, 1994; Thomas et al., 1993). Not only does this formalize and organize the change, it creates a coalition and involves members of the organization in the implementation and planning which can reduce resistance.