



Succession Planning and Leadership Development for Nurse Leaders: A Systematic Review

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ABSTRACT

Succession planning in nursing leadership is essential for ensuring continuity, stability, and effective running of healthcare organizations. In the Philippines, there is a developing demand for a robust workforce which is essential to preserve the high standard of quality patient care. When experienced nurse leaders retire or move to other positions, formal leadership development is crucial to ensure high standards in patient care, organizational effectiveness and preserve staff morale. Three general themes were found: (1) the determinants of effective implementation of succession planning, (2) advantages of succession planning, and (3) application of succession planning in clinical practice. Leadership-related training and mentoring human resource support, and sufficient funding are the key determinants of having effective succession planning.

Succession planning also can assist nurse leaders in identifying suitable effective leaders. However, in its application in clinical practice, the process of recruitment and planning for nurse leaders that occur in the field is not optimal so that succession planning must exist and be integrated with organizational needs and provide guidance and assistance for the younger generation who will become leaders in the future. (Kurniawan Yudianto, 2023). Succession planning is a strategic process involving identification, development, and evaluation of intellectual capital, ensuring leadership continuity. It is a business strategy that allows organizations to manage environmental challenges effectively. Nothing could be more important in health care today than strategically planning to create a pipeline of nurse leaders at all levels. (Magri et al, 2024).

The world's healthcare system has relied on Filipino nurses to deliver quality nursing care, and the care provided by this nurses is distinct from that of other nurses worldwide. Because of Filipino culture, the driving factors of a Filipino nurse to continue in the profession are their family and their desire to serve, the empathy-driven service that reflects the distinct characteristics of a Filipino nurse (Cantor, 2020). The worldwide concern of the nursing workforce shortage has challenged the capacity of the Philippines to provide quality nursing graduates. Many Filipino Nurses seek opportunities abroad leading to a shortage of experience nurse leaders in the country. By 2023, the world will need about 13 million nurses, about half our current estimated nursing workforce. The Philippines is not the only nurse-producing country that seeks employment worldwide. India and our neighboring countries in the Southeast Asian region are producing a great number of nurses that rival Filipino Nurses for work worldwide. (Cantor, 2020). The influence of nurse leadership on patient outcomes and working conditions has garnered considerable attention in contemporary healthcare environments.

The healthcare industry faces increasing challenges, including an aging workforce, nursing shortages, and evolving healthcare policies. Nurse leaders play a pivotal role in shaping patient outcomes, managing teams and driving organizational change. However, the lack of formal succession planning can result in leadership gaps and increased turnover rates and reduced operational effectiveness. (Flaubert JL, 2021). The Philippines growing population and increasing demand for healthcare services creates opportunities for nurse leaders to develop and implement succession planning initiatives.

This systematic study aims to investigate the impact of various leadership styles, particularly transformational leadership, on the dynamics within the nursing workforce and the quality of patient care. The introductory paragraph of this abstract delves into the intricate relationship between transformational leadership, and other leadership models and its effects on the nursing workplace. We discuss how nursing leadership fosters a nurturing culture, enhances collaboration, and cultivates a positive work environment conducive to delivering high-quality patient care.

Keywords: Succession Planning, Charismatic Leadership, Leadership, Nurse, Succession, Transformational technological processes.

Introduction

Effective succession planning seems to offer a way to give healthcare organizations and nursing leader programs a ready supply of competent, qualified nurse leaders. Succession planning is a critical component of organizational sustainability, especially in the healthcare industry where leadership continuity is essential for providing high-quality patient care. The provision of high-quality care and the improvement of patient satisfaction relies heavily

on competent nurse leaders. However, finding these leaders who are essential to the adoption and continual growth of evidence-based practice as well as the training of the next generation of nurses—is a widespread and enduring issue.

Nationwide, roughly 70,000 nurses—from bedside attendants to seasoned leaders—retire annually, creating a visible gap at the top of the profession. Too often, the incoming generation of nurse leaders' steps into those vacant shoes with no more than a textbook crash course or hasty advice from a busy mentor, and that gap in education can end up harming patients and care quality they receive.

Effective succession planning is, however, a critical requirement for the nursing profession in both academic and practice settings due to the present and anticipated global nursing shortage, as well as the difficulties facing health care delivery and nursing education globally. The effectiveness of leadership within the healthcare sector, particularly in nursing, plays a crucial role in shaping both patient care quality and the overall workplace atmosphere. The importance of effective leadership styles, such as transformational leadership, has become increasingly evident as healthcare systems continue to evolve. (Yudianto,2023). To strengthen effective leadership, it is essential for nurses to have robust nursing care plans and favorable patient outcomes, with nurse managers playing a critical role in enhancing their team's competencies. Nurse managers should prioritize improving the management and organization of nursing tasks by demonstrating strong managerial skills. The impending retirement of many nurse managers highlights the necessity for leadership in nursing to align with established criteria. Experienced nurse managers nearing retirement have shared insights on the competencies and skills that future nurse leaders require, yet the current advancement in leadership development remains limited. Implementing succession planning could serve as a viable strategy to achieve an effective recruitment and selection process. Even if the healthcare organization lacks an initiative for succession planning, the nursing department should develop and execute its own leadership succession plan, as the advantages will outweigh the associated costs in both the short and long term. (Yudianto,2023).

This study aims to evaluate the effectiveness of different nurse planning and leadership strategies in supporting the developing and sustaining nurse leaders. Develop and validate a succession planning strategy and explore the impact of transformational leadership on nursing work environments and patient outcomes through a comprehensive review of existing research.

The title of this paper, "Succession Planning and Leadership Development for Nurse Leaders, A Systematic Review" encapsulates our primary focus of study. Three primary themes emerged: (1) the elements that affect the successful execution of succession planning, (2) the advantages of succession planning, and (3) the application of succession planning in clinical settings. Effective succession planning relies on training and mentorship related to leadership, support from human resources, and sufficient funding. Additionally, succession planning can assist nurses in identifying capable leaders. Nevertheless, in its application within clinical practice, the processes for recruiting and preparing nurse managers in the field are not optimal, indicating that succession planning must be integrated with organizational needs and offer guidance and support to the younger generation poised to become future leaders. (Yudianto,2023).

The nursing profession is currently facing a pivotal moment, characterized by an aging workforce and escalating demands within healthcare systems globally. As seasoned nurse leaders step down from their roles, the imperative arises to cultivate and empower the upcoming generation of visionary Nurse leaders. Effective succession planning stands as a cornerstone in ensuring seamless transitions, organizational stability, and the perpetual delivery of top-tier patient care. Effective leadership succession planning is crucial in nursing to ensure continuity, stability, and quality of care. Nursing leadership plays a vital role in shaping healthcare organizations, influencing patient outcomes and promoting a positive work environment. This succession planning framework endeavors to offer a methodical strategy for recognizing, nurturing, and retaining prospective nurse leaders who epitomize the tenets of transformational leadership in nursing. Through these endeavors, we can fortify the trajectory of nursing leadership and, in essence, the facilitation of exceptional patient care. However, the nursing profession faces significant leadership gaps due to retirements, turnover, and inadequate preparation of future leaders. Succession planning is a strategic process that identifies, develops and prepares future leaders to assume key roles. In nursing, succession planning is critical to address the impending leadership vacuum, ensure seamless transitions, and maintain organizational excellence (Al Hajri AK,2024).

This study aims to address the gaps by designing a succession planning leadership strategy that provides a structured approach to identifying, developing and retaining future nurse leaders, ensuring the continued delivery of high-quality patient care.

1. To identify and synthesize the existing literature on nurse planning and leadership. Conduct a systematic review of existing literature on nurse leader succession planning.
2. To evaluate the effectiveness of different nurse planning and leadership strategies in supporting the developing and sustaining the nurse leaders. Develop and validate a succession planning strategy.
3. To identify the key components and best practices of effective nurse planning and leadership strategies.

Research Questions

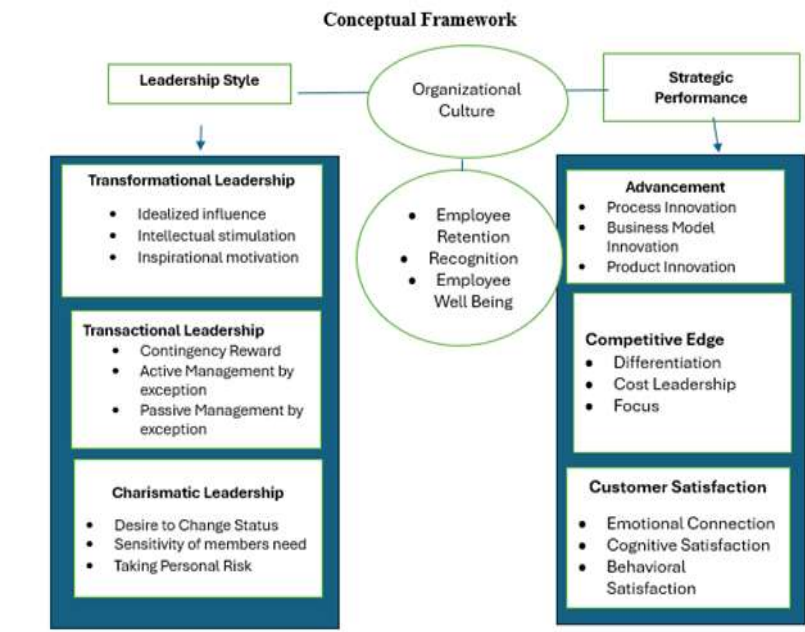
1. What are the most effective succession planning models for nurse leaders in different healthcare settings?

Theoretical Frameworks

1. Transformational Leadership Theory: This theory suggests that leaders who motivate and enable others can facilitate organizational change and enhance results.

2.Social Learning Theory: This theory proposes that leaders acquire knowledge by observing others, imitating their behavior, and receiving reinforcements, emphasizing the significance of mentorship and coaching.

Conceptual Framework:



This conceptual framework illustrates how leadership styles influence organizational culture, impacting strategic performance and customer satisfaction.

Leadership Styles: The framework categories leadership into three main styles:

1.Transformational Leadership

Transformational leadership is a fresh concept in management theory that really started to gain momentum towards the end of the last century and the beginning of this one. While the term "transformational leadership" was first introduced by Downton in 1973, Burns' groundbreaking work that truly highlighted the pressing need for innovative and effective leadership to address global challenges, sparking its rise as a key leadership theory. He laid out a framework that clearly illustrated how leadership can drive global change.

Building on what Burns established, Bass' research played a crucial role in expanding and refining a comprehensive theory of transformative leadership. Following this, interest in the subject surged, especially given the remarkable progress across various aspects of life and the increasing challenges that called for leaders who inspire their teams to exceed expectations and prioritize the broader interests of both the organization and society. Since transformational leadership aims to set high performance standards, foster employee trust in the organization, and cultivate a sense of belonging, it has the potential to significantly reshape an organization's culture and values.

This strategy really inspires each worker to strive for excellence by fostering a sense of personal commitment and accountability, which ultimately boosts their motivation to achieve outstanding results. People who feel inspired to excel tend to outperform those who are simply managed. That's the essence of transformational leadership; it's all about energizing followers and helping them grasp the reasons behind changes aimed at enhancing both the organization and its members. This approach empowers them to tackle unfairness and unethical practices within the organization without hesitation (Orabi, 2016). Transformational leadership is often seen as a catalyst for change in both social structures and individuals. At its core, it employs various strategies to elevate people's motivation, values, and achievements. TL is a key element of the Magnet® framework and encompasses four additional components: Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations & Improvements, and Empirical Outcomes. These strategies involve connecting followers' personal identities and sense of self to the organization's mission and collective identity; serving as an inspiring role model; encouraging employees to take more ownership of their tasks; and recognizing their strengths and weaknesses to align them with roles that enhance their productivity.

2.Transaction Leadership

Transactional leadership revolves around the idea of "trades" between leaders and their followers. In this dynamic, followers earn rewards for meeting specific goals or performance benchmarks. Once the connection between performance and reward is established, the transactional leader offers incentives

that encourage followers to elevate their performance (Scott, 2003). Within organizations, this leadership style sees managers and team members exchanging vital information (Jung, 2001).

A key feature of transactional leadership is the mutual sharing of goals and incentives between management and staff. As noted by Bass and Avolio, transactional leaders inspire their teams by enforcing rules, offering rewards based on performance, and taking corrective actions when necessary. The essence of transactional leadership lies in contingent reinforcement, which can include positive rewards or the more critical aspects of active or passive management-by-exception, as highlighted by Bass et al. (1994). Essentially, this approach motivates followers through a straightforward exchange: completing tasks in return for rewards or benefits.

3.Charismatic Leadership

While charismatic executives may not always be a boon, their influence on an organization's success is hard to ignore (Yukl, 2002). Researchers have pointed out that these leaders can sometimes introduce instability and uncertainty into management and decision-making, which might overshadow their positive contributions, ultimately harming both the organization and the leader (Howell, 1992). Charismatic leadership stands out as the most effective style driven by personal traits. Not only do these leaders have a clear vision, but they also motivate their teams to achieve it. This leadership approach has long been celebrated as one of the best. Under charismatic leadership, creativity and innovation tend to thrive, and it's often quite easy for others to mimic. The strength of their personality forms the bedrock of their leadership. As a result, other strong personalities often get sidelined by charismatic leaders. This elimination of competition leads to a large group of satisfied followers, but it also means there are fewer potential leaders emerging (Michael, 2010).

Effective leadership encompasses fulfilling job responsibilities, employee commitment, and interpersonal relationships. Research indicates that these three elements are essential for successful situational leadership. Beyond fostering employee autonomy and competence, it encourages transparency between team leaders and their followers. Such leaders must provide their team with clear direction and objectives to help them thrive. This style of leadership requires the ability to address challenges swiftly and creatively, a skill that has been directly linked to enhancing employee productivity. This theory is relevant to this study because a leader's capacity to identify the most suitable style to implement based on the situation is crucial.

SUCCESSION PLANNING MODELS

1. Mentorship Model

Description: Pair emerging nurse leaders with experienced mentors who provide guidance, support, and knowledge transfer.

Benefits: Promotes personal and professional growth, strengthens relationships, and helps identify potential leaders early.

2. Competency-Based Model

Description: Focus on key competencies required for leadership roles, assessing candidates based on their skills, experiences, and readiness for advancement.

Benefits: Ensures leaders are prepared for specific challenges they will face in their roles and aligns training programs with organizational needs.

3. Formal Leadership Training Programs

Description: Implement structured training programs focused on leadership development, including workshops, seminars, and academic partnerships.

Benefits: Equips nurse leaders with essential management skills, promotes a culture of continuous improvement, and fosters leadership pipelines.

4. Individual Development Plans (IDPs)

Description: Create personalized development plans for potential leaders that outline goals, learning opportunities, and pathways for growth.

Benefits: Encourages accountability and provides a clear framework for career progression, tailored to individual aspirations and organizational needs.

Succession Planning Strategies

The studies identified several succession planning strategies that were effective for nurse leaders, including:

1. Formal succession planning programs: Several studies highlighted the importance of having formal succession planning programs in place to identify, develop, and retain future nurse leaders (Yasmeen et al 2021).
2. Mentorship: Mentorship was identified as a key strategy for developing nurse leaders, with several studies highlighting the importance of mentorship programs. Acknowledging the impact of mentoring programs for nurse administrators. (Ard and Beasley 2022)
3. Leadership development programs: Several studies identified leadership development programs as an effective way to develop nurse leaders, including programs that focused on leadership skills, communication, and strategic planning (Cummings et al., 2018; MacPhee et al., 2019).

Leadership Development Strategies

The studies also identified several leadership development strategies that were effective for nurse leaders, including:

1. Transformational leadership: Several studies highlighted the importance of transformational leadership in developing nurse leaders, including strategies such as empowering others, fostering a positive work environment, and encouraging innovation (Auerbach et al., 2017; Laschinger et al., 2018).
2. Emotional intelligence: Emotional intelligence was identified as a key leadership development strategy for nurse leaders, with several studies highlighting the importance of self-awareness, empathy, and social skills (Cummings et al., 2018; MacPhee et al., 2019).
3. Coaching: Coaching was identified as an effective leadership development strategy for nurse leaders, with several studies highlighting the importance of one-on-one coaching and feedback (Auerbach et al., 2017; Laschinger et al., 2018).

Themes and Patterns

Many main points and patterns were seen in the studies, like:

1. The importance of formal succession planning programs: Many studies showed how key it is to have set plans to find, grow, and keep the next group of nurse leaders.
2. The role of mentorship and coaching: Coaching and guiding were seen as top ways to help nurse leaders grow.
3. The importance of leadership development programs: Many studies found that programs meant to grow leaders are a good way to make more nursing leaders.

Methodology:

A research protocol was created to outline the aims, research inquiries, and techniques employed in this systematic review. It specified the methodology, study design, search strategy, criteria for inclusion and exclusion, data extraction procedures, quality evaluation, data synthesis, as well as the analysis and presentation of findings.

The research question was formulated using the PICO framework, which stands for patient, intervention, comparator (if applicable), and outcome. The resulting research question was: What are the most effective succession planning models for nurse leaders in different healthcare settings? How can leadership development programs be designated to address the unique needs of nurse leaders?

Objectives for the Review

1. What are the most effective succession planning models for nurse leaders in different healthcare settings?

Succession planning for nurse leaders is crucial for maintaining continuity in care and developing effective leadership within healthcare organizations. Here are some of the most effective succession planning models tailored for nurse leaders:

1. Mentorship Model:
2. Competency-Based Model:
3. Formal Leadership Training Programs:
4. Individual Development Plans (IDPs):

2. How can leadership development programs be designated to address the unique needs of nurse leaders?

To identify the leader's strengths, weaknesses, goals, and leadership style. This can be done through self-assessments, 360-degree feedback, interviews, or surveys.

1. **Customized Learning Objectives:** Following the evaluation, establish clear, quantifiable, achievable, pertinent, and time-sensitive (SMART) learning objectives that correspond with the leader's individual career ambitions and the goals of the organization.

2. **Customized Material:** Select content that fills the person's knowledge gaps and corresponds with their preferred learning approach. This may involve workshops, digital courses, coaching sessions, mentoring, and hands-on learning experiences.

3. **Mentorship and Coaching:** Pair the leader with a mentor or coach who can provide personalized guidance, share experiences, and offer constructive feedback. This relationship can help the leader navigate challenges and enhance their skills.

4. **Assessment and Modification:** Regularly assess how well the program is working and how the individual is progressing. Utilize this feedback to improve and adjust the program to better meet the leader's changing requirements.

3. What are the key factors influencing the effectiveness of succession planning and leadership development?

The success of succession planning and leadership development is affected by several important factors:

3.1 Organizational Alignment: Ensuring that succession planning is in harmony with the organization's mission, values, and strategic objectives enables the selection of suitable candidates and prepares them for future positions.

3.2. Talent Identification and Assessment: A structured method for recognizing high-potential employees and evaluating their skills and competencies is essential for effective succession planning.

3.3. Leadership Development Programs: Establishing thorough training and development programs, such as mentoring, coaching, and formal education, equips potential leaders for future responsibilities.

3.4. Performance Management: Linking succession planning with the organization's performance management system can offer a clearer understanding of employee strengths and development needs.

3.5. Retention Strategies: Creating strategies to keep high-potential employees helps minimize turnover and maintain institutional knowledge, thereby enhancing the effectiveness of succession planning. By addressing these factors, organizations can improve the effectiveness of their succession planning and leadership development efforts, ensuring they have a strong pipeline of future leaders.

4. What are the ethical implications of succession planning in nursing leadership?

Succession planning in nursing carries several ethical implications that are important to consider:

4.1 Equity and Fairness: Ensuring that all nurses have equal access to chances for succession planning is crucial. Discrimination based on age, gender, ethnicity, or additional traits can lower morale and cause perceptions of unfairness.

4.2 Transparency: Clear communication of the requirements and procedures involved is vital for ethical succession planning. In addition to ensuring that employees are aware of the decision-making process for leadership positions, transparency fosters trust.

4.3 Mentorship and Support: It is a moral responsibility for established leaders to mentor and assist developing leaders. Nurses' career advancement may be hampered by a lack of direction and possibilities for progress.

4.4 Competence and credentials: To ensure the best match for leadership roles, ethical succession management requires that applicants for positions of authority be chosen based on their credentials and competences rather than on personal connections or favoritism.

4.5. Succession Planning for Nursing Shortages: To maintain organizational continuity and stability in service despite the growing nursing shortage, ethical succession planning entails preparing for leadership vacancies.

Research Design: This study is systematic review about succession planning and leadership development for Nurse Leaders

Data Extraction Defining data terms: Specific study that answers the research question

Performing Data Extraction: Minimize the bias and assessment of inter-rater reliability

No.	Authors	Title	Methods	Results and Conclusion	Quality Appraisal
1	Mathewos Mekonnen, and Zelalem Bayissa, PhD 2023 Ethiopia	The Effect of Transformational and Transactional Leadership Styles on Organizational Readiness for Change Among Health Professionals	The institutional-based cross-sectional study design	The study revealed that whenever transformational and/or transactional leadership behaviors are exhibited by the administrative staff, readiness for organizational change (commitment and efficacy) increases among health professionals. The study also concluded that a quarter of the readiness for organizational change can be affected by the two leadership styles.	15/27

2	Gebreheat et al. 2023 USA	The Impact of Transformational Leadership Style on Nurses' Job Satisfaction: An Integrative Review	Comprehensive literature searches were conducted in PubMed, MEDLINE, CINAHL, Web of Science, Research4Life, and APA Psych Info. In addition, studies were included through hand-searching from different sources of grey literature and a reference list of identified articles. All English articles published between 2012 and 2023 reporting the impact of transformational leadership style on nurses' job satisfaction were eligible for inclusion.	By adopting a transformational leadership approach within clinical environments, there is a potential to boost nurses' job satisfaction.	23/27
3	Yudianto et al 2023 Indonesia	Succession Planning Leadership Model for Nurse Managers in Hospitals: A Narrative Review	Identification of nurse Succession model and its application in clinical practice	Training and guidance related to leadership, human resource support, and adequate funding are the main factors in implementing effective succession planning. Succession planning can also help nurses find qualified leaders. But in its application in clinical practice, the recruitment and planning process for nurse managers that happens in this field is not optimal; hence, succession must exist and be integrated with organizational needs	25/27
4	Magri, Eileen P. et al. 2024 USA	Nurse Manager Success Factors: The Foundation for Succession Planning	A cost–benefit analysis of a formal surrogacy program was conducted in a hospital. Assumptions of cost–benefit analysis of nurse manager succession planning are identified and discussed	Benefits to having a robust succession planning program include assistant nurse manager retention and development, internal promotions and identifying potential candidates with readiness and management skills. The implication for the future of nursing lies with developing strategic planning succession programs like the departments of Nursing.	21/27
5	Jennifer Titzer et al.	Exploring how nurse managers' knowledge of succession planning affects their leadership and organizational resilience	A quasi-experimental research design was applied using a test conducted before and after sessions on knowledge of succession planning, with a group of 60 nurse managers working at a	This study demonstrated that providing sessions on succession planning resulted in improvements in nurse managers' knowledge of succession planning, demonstration of succession planning practices, and	20/27

			Saudi university hospital. Each nurse manager attended the sessions. Study variables were measured using structured questionnaires before and after attendance.	demonstration of leadership practices.	
6	Azza K Al Hajri 2024	Succession Planning and Leadership Development in Nursing: A Bibliometric Analysis (2000–2023)	It analyzes metadata including the “the source title, the year the article being published, publisher name, type of documents, the title of the article, author's name, affiliations and country of the authors, abstract, keywords, and references”	The analysis highlights the diverse contributions of various countries to the literature on nurse manager succession planning and leadership development. While Western countries, notably the United States, have played a significant role, the emergence of contributions from smaller regions is encouraging. This contribution highlights the potential for collaborative research efforts to deepen our understanding and assess the healthcare system for the best model in nursing succession planning	22/27
7	Patrice Jones, and Rose Rivers 2021 USA	Development of a Staff Nurse to Chief Nursing Officer Succession Planning Program	As a result of implementing our FOCUSED program, nursing leadership turnover and vacancy rates have decreased, internal candidates hired into leadership positions increased, and costs for use of external agency interim leadership staff decreased.	Leadership succession planning is imperative for the future of nursing. Nurse executives must approach succession planning proactively to ensure leadership continuity and efficient and effective hospital operations and nursing services. Nurse leader succession planning has been shown to be cost effective.	18/27
8	Eileen P. Magri et al 2024 USA	Nurse Manager Success Factors: The Foundation for Succession Planning	The strategic map started with a refreshed vision for nursing, aligning this with the organization’s tripartite mission of clinical care, research, and education, while also stating an intent to highlight contributions of the nursing profession. A singular goal of cross-continuum patient outcomes focused the work defined in 7 strategic imperatives. Cross-campus work teams were formed	Soliciting feedback from the current workforce to develop a strategic map that clearly called out the need for succession planning prompted a deep dive into the foundational factors that identify successful nurse managers. A comprehensive succession planning program in nursing leadership is key to developing high potential leaders who will be prepared and feel empowered to pursue a leadership role within an organization. Benefits to	23/27

			for each of the strategies. Members of the nursing executive team, campus-specific vice presidents, served as executive sponsors for each group, supporting the senior nurse leader who served as the strategic work team chair. Finally, each work team was tasked to use input from the initial listening sessions, external environment context setting information and the team's expertise to create a 3-year plan.	having a robust succession planning program include assistant nurse manager retention and development, internal promotions and identifying potential candidates with readiness and management skills.	
1. 9	2. Mansoureh Ashghali-Farahani, et al 3. 2024 4. Iran	5. Content analysis of succession planning in nursing 6. management: a qualitative study	Participants included 15 nursing managers, who were purposively selected based on predetermined inclusion and exclusion criteria. After obtaining ethical approval, data were collected through semi structured interviews. MAXQDA software was used for data management, and data analysis was performed using the seven-stage method by Graneheim and Lundman. The credibility and dependability of the data were assessed using Guba and Lincoln's criteria	The findings of this study indicate a lack of necessary measures in implementing succession planning in clinical nursing management. This area has always been neglected in research and overall direction, and the existing measures have not been effective. Understanding and awareness of nurses' real perceptions help explain the necessity and fundamental needs of succession planning. Therefore, based on the findings of this research, identifying succession planning challenges in nursing management and searching for effective and efficient solutions can serve as a guide in policymaking and decision-making for officials, improving the quality of information dissemination, reducing stress and anxiety, and improving the safety and quality of managerial and care in hospitals	23/27
10	Gebreheat	The Impact of Transformational Leadership Style on Nurses' Job Satisfaction: An Integrative Review	This is an integrative review conducted according to the Whittemore and Knafl's framework. Comprehensive literature searches were conducted in PubMed, MEDLINE, CINAHL, Web of Science,	By adopting a transformational leadership approach within clinical environments, there is a potential to boost nurses' job satisfaction.	22/27

			Research4Life, and APA PsychInfo. In addition, studies were included through hand-searching from different sources of grey literature and a reference list of identified articles. All English articles published between 2012 and 2023 reporting the impact of transformational leadership style on nurses' job satisfaction were eligible for inclusion.		
11	Tucker, Cheryl A. 2020 USA	Succession planning for academic nursing	Case studies incorporate theory to guide data collection and analysis. Therefore, the case study method was beneficial in the development of this succession planning model.	The outcome of developing this succession planning model provides the groundwork for academic nursing leaders to achieve and uphold a highly qualified nursing leadership workforce to meet the future needs. Succession management allows schools of nursing and their institutions to be proactive, rather than reactive to a sudden leadership vacancy. Understanding and utilizing succession planning is key to helping organizations cultivate and maintain the leadership pipeline	22/27
12	Patrice Jones 2021 USA	Development of a Staff Nurse to Chief Nursing Officer Succession Planning Program	The chief nursing officer (CNO) and special projects coordinator reviewed the literature and queried peers regarding successful nursing succession planning models or framework that would include all levels of nursing and extend beyond traditional talent management.	Leadership succession planning is imperative for the future of nursing. Nurse executives must approach succession planning proactively to ensure leadership continuity and efficient and effective hospital operations and nursing services. Nurse leader succession planning has been shown to be cost effective.	19/27

Research Strategy:

Step on this Systematic Review: Structured Approach

1. Define the Research Question.
2. Development Inclusion and Exclusion Criteria: Publication Date Range, Type of Leadership Development Programs, Types of Outcomes.
3. Comprehensive Literature Search. Conduct a thorough search of relevant databases. (PubMed, Scopus, Web of Science, Google Scholar)
4. Data Extraction method

5. Quality Assessment.

6. Synthesis of Findings: Data Synthesis (Narrative or Quantitative)

7. Discussion and Conclusion: Reporting (Prisma Guidelines)

8. Future Research Direction

Study Design: Unbiased summary of existing research

Study Selection: Systemic Review

Protocol Development

- Inclusion/Exclusion Criteria**

Inclusion Criteria	Exclusion Criteria
Study Design: Peer reviewed article	Non-English Publication: Studies published in languages other than English
Publication Date: Studies published in English (2020-2025)	Irrelevant Population: Not relevant to nursing leadership
Population: Nurse Leaders in various healthcare settings	Lack of Empirical evidence: Studies that are purely theoretical or conceptual without empirical support

Search Strategy

1. Using the PICO Framework to assess the formulation of a research question.

P: Population-Nurse Leaders

I: Intervention- What are the strategies do the nurse leaders do to formulate succession planning.

C: Comparison -The intervention does the nurse leaders do being compared to.

O: Outcome- What are the interventions being measured and observed.

2. Selecting Databases: Appropriate databases are selected based on the research topic and types of studies likely to be relevant.

3. Using Grey Literature Search: Unpublished studies, reports or thesis

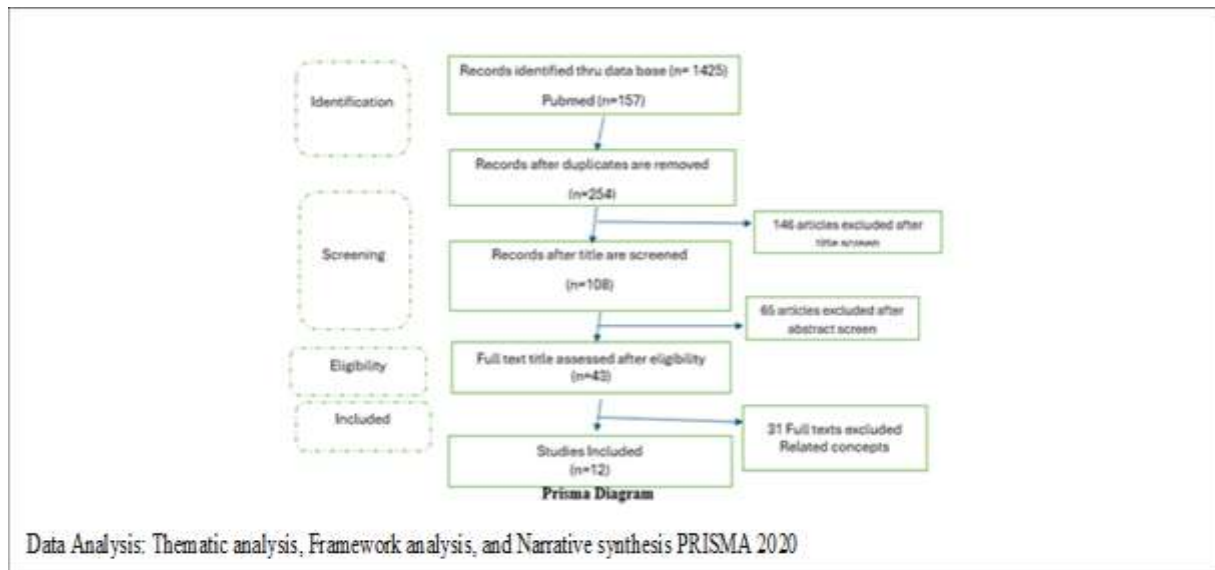
Data Synthesis

Study Characteristics:

A total of 59 studies were included in this systematic review. The studies were published between 2020 to 2025, and were conducted in various countries, including the United States, Iran, Indonesia, and the United Kingdom.

Research Locale: Studies from the United States, Philippines, Iran, Indonesia, and the United Kingdom

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Discussion:

According to Brunt and Bogdan (2025), The 5 key attributes of transformational leadership include being visionary, taking risks, being an effective communicator, motivating others, and demonstrating persistence. These attributes align closely with the 4 components of transformational leadership, which include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The leadership style known as transformational leadership encourages followers to change for the better. To accomplish common objectives, transformational leaders inspire others to change their expectations, viewpoints, and driving forces. They are vivacious, passionate, and enthusiastic. They set an example, question the status quo, encourage innovation, keep a clear vision, and offer unwavering support and encouragement. A clear vision and strategic focus, passion for their work, trustworthiness, respect, approachability, empathy, caring, and a commitment to coaching and staff development are additional attributes that nurses look for in their leaders. These qualities are necessary for outstanding leadership. Companies need to concentrate on the most effective ways to find and nurture these qualities in both current and future leaders. Effective communication, creating a positive work atmosphere, teamwork, shared decision-making, coaching and mentoring, and proper delegation are among the abilities needed to cultivate these leadership traits. Effective leadership requires both written and verbal communication skills. A healthy work environment that promotes the mental, social, and physical health of employees and patients must be established and maintained by leaders. This entails proactively providing and requesting feedback. Great leaders listen intently, talk carefully, and react carefully and purposefully.

1.Understanding Succession Planning

Definition and importance of succession planning in fostering leadership continuity.

Differentiating between succession planning and replacement planning.

To establish a successor organization, ethical dimensions in succession nursing, turning succession nursing into a culture, understanding professional differences, accepting succession nursing in the organization, using local talents, creating an effective organizational environment for succession nursing and preparing for the implementation of succession nursing must be provided. (Ashghali-Farahani,2024)

2. Identifying Leadership Competencies

Establishing the essential skills and qualities needed for future leaders.

Assessing existing leaders to determine competencies that require development.

Empowering selected individuals is crucial for their growth and development. This includes experience-based learning, creating opportunities for capable individuals to grow, preparing them for their roles, providing training, holding management courses for selected individuals and managing talent in the field of succession. (Ashghali-Farahani,2024)

3. Talent Assessment and Development

Implementing assessment tools to identify potential leaders within the organization.

Creating individual development plans that align with organizational goals.

To implement talent discovery in the succession planning cycle, it is necessary to consider creating a database of managers' identification information, identifying talents, suggesting and introducing capable individuals, the voluntary candidacy of individuals, creating healthy competition, determining the organization's management capacity, inviting individuals for talent identification and considering the needs of each position. (Ashghali-Farahani,2024)

4. Creating a Culture of Development

Encouraging a workplace environment focused on continuous learning and growth.

Fostering mentorship and coaching relationships to enhance leadership skills.

The results of this study indicate that implementing succession planning leads to organizational advancement and progress and helps to move the organization forward. (Ashghali-Farahani,2024)

5. Aligning Succession Planning with Organizational Strategy

Ensuring that leadership development aligns with the broader goals and mission of the organization.

Evaluating the organization's future needs and how leadership roles may evolve.

The consequences of the lack of planning for the organization may include deviating from the organization's path, interference by non-specialists in selecting managers and the appointment of incompetent individuals. (Ashghali-Farahani,2024)

6. Monitoring and Evaluation

Establishing metrics to assess the effectiveness of succession planning efforts.

Regularly reviewing and updating leadership development programs in response to organizational changes.

Based on the results of this study, evaluation is another subcategory of the succession cycle, which involves continuous monitoring of the performance of selected individuals, measuring their abilities and ensuring the proper implementation of succession (Ashghali-Farahani,2024)

7. Communication and Transparency

Ensuring clear communication about succession planning processes to build trust and engagement.

Engaging current leaders in discussions about succession to minimize disruption.

The most important prerequisites for implementing succession planning, as identified by the participants, including having a succession planning team, bridging scientific gaps, stakeholder participation, promoting a suitable environment, soliciting and disseminating ideas, ensuring harmony between selected individuals and current managers, replacing ineffective managers, promoting satisfaction, eliminating non-expert opinions, considering multiple successors, emphasizing youthfulness and belief in existing talents (Ashghali-Farahani,2024)

Statement of Limitation:

The summary of the common limitation is:

1.Resource Constraints:

Limited budgets and staffing can restrict training opportunities and mentorship programs for potential nurse leaders.

2.High Turnover Rates:

High turnover rates among nursing staff can create instability, making it challenging to identify and invest in future leaders.

3.Limited Access to professional Development:

Opportunities for continuing education and professional growth may be scarce, impacting the development of leadership skills. These barriers were reported by participants to hinder the implementation of succession planning. Philips also noted in their study that when organizations are not prepared to implement succession planning, lack of interest among managers, organizational support and insufficient financial resources hinder implementation of succession planning in nursing organizations (Ashghali-Farahani,2024)

4.Work Imbalance:

The demanding nature of nursing can lead to burnout, limiting the willingness or capacity of individuals to take on leadership roles. In addition, Ramseur et al identified lack of time and inadequate resources as barriers to implementing succession planning,21 in their study (Ashghali-Farahani,2024)

5.Insufficient mentoring:

Lack of experience mentors can impair the development of leadership skills and knowledge needed for future nurse leaders. The participants noted that the lack of succession planning in nursing organizations has both organizational and individual consequences that can negatively impact the organization's effectiveness. (Ashghali-Farahani,2024)

Conclusion:

Leadership development and nursing succession planning are essential elements for guaranteeing the longevity and progress of nursing practice in the modern healthcare setting. Organizations must place a high priority on identifying, developing, and empowering future leaders as the need for qualified nursing leaders only increases. According to the study's findings, the succession planning cycle includes components like evaluation, experience translation, accountability, talent acquisition, talent identification, validation, selection/appointment, and empowerment/enhancement of chosen individuals. The succession planning model's components were identified by Pourmirza et al. as management skills, strategic management, human resource management, senior management beliefs, underlying causes, intervening factors, and consequences (Ashghali-Farahani, 2024). Developing a strategic plan, identifying potential candidates, figuring out the necessary skills and needs, and assessing the need are all important steps in the successful implementation of succession planning.

Recommendation:

Succession planning and leadership development for nurse leaders are vital for maintaining continuity and ensuring high-quality care in healthcare organizations. Drawing from existing literature, here are some key recommendations: (1) **Integration with Strategic Plan:** It's important to weave succession planning into the organization's strategic plan to keep everything aligned with the overall goals. (2) **Identifying High-Potential Individuals:** Taking a proactive approach to spot and nurture potential leaders is crucial for tackling nursing shortages and filling leadership gaps. (3) **Leadership Development:** Establishing formal development programs is essential to prepare future nurse leaders for significant roles. Some best practices include a Systematic Approach, where succession planning is a thoughtful, proactive, and strategic effort aimed at ensuring leadership continuity. Mentoring and Development: Recognizing and mentoring potential leaders is key to their growth and success. Evaluation and Review: Regularly assessing and reviewing succession plans helps ensure they stay in sync with the organization's needs. By embracing these recommendations, healthcare organizations can create effective succession planning and leadership development programs for nurse leaders, ultimately ensuring continuity and quality of care. Additionally, beyond the sources already mentioned that define a capable, qualified nurse leader, several others have highlighted important leadership and managerial competencies.

Future Research Directions:

Future research directions for succession planning and leadership development for nurse leaders can encompass several key areas:

1. **Impact Assessment of Succession Planning:** Investigate how well planning for the next leaders changes work results like keeping staff, making employees happy, and nursing care quality. Use long-term studies to see how these impacts last over time.
2. **Ways to Mentor and Coach:** Find out about different ways to mentor and coach that could be used in teaching nursing leaders. Studies could try to find the best ways and see how they help new nurse leaders grow their skills.
3. **Making Leadership Diverse and Fair:** Study how planning for the next leaders can make nurse leadership more diverse and fairer. Research could look at ways to make sure leaders come from a mix of backgrounds and see how it changes healthcare.
4. **Tech and Learning Online:** See how tech plays a part in teaching leaders. Focus on how online learning, digital mentorship, and training with simulations prepare future nurse leaders.
5. **Barriers to Succession Planning:** Find out what usual things stop places from making good plans for the next leaders and teaching them well. Look into how the work culture, resources, and how much leaders are willing to support these plans shape outcomes.

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