The Feasibility of Implementing Succession Planning in Mainline Churches:
A Case Study of Methodist Church in Zimbabwe

NOEL NHARISWA
B1646915
SURPEVISOR: Dr J. MWENJE

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The undersigned certify that they have read and recommend to the Bindura University of Science Education for acceptance: a dissertation with title, “The feasibility of implementing succession planning in main line Churches A case study of the Methodist Church in Zimbabwe, by Noel Nhariswa in partial fulfillment of the requirements for the Degree of Masters in Business Leadership (MBL).

Noel Nhariswa____________________ ________________
SIGNATURE DATE

Dr Judith Mwenje ____________________ ________________
SIGNATURE DATE

PROGRAMME COORDINATOR SIGNATURE DATE

FACULTY CHAIRPERSON SIGNATURE DATE

EXTERNAL EXAMINER SIGNATURE DATE
BINDURA UNIVERSITY OF SCIENCE EDUCATION

RELEASE FORM

NAME OF AUTHOR       Noel Nhariswa

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PERMANENT ADDRESS     Chemhanza High School Box 58 . Wedza

DATE       8 June  2018
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I declare that “The feasibility of implementing succession planning in main line Churches A case study of the Methodist Church in Zimbabwe” is my own work; that it has not been submitted before any Degree or examination in any other university; and that all the sources used or quoted in this document have been indicated and acknowledged as complete references.

Noel Nhariswa_____________________   __________________________
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DEDICATION

This project is dedicated to my Wife Rutendo children Isheanesu, and Anopishe and Methodist Church in Zimbabwe Community.
Abstract

Succession is increasingly becoming the source of conflicts in churches and business organizations. This study cascade the feasibility of implementing succession planning in mainline churches with reference to Methodist Church in Zimbabwe. Secondary data was collected and different theories were presented. The role of personal development in the succession plan of the church and the related trainings were discussed inkling factor influencing succession planning. Data was gathered using questionnaires and interviews. Closed questions were structured on a five-point Likert-scale. A total of seventy two questionnaires were distributed to bishops, pastors and church members. Quota sampling was used to come up with research participants. The analysis was carried out using SPSS-V-21. It was established from primary data gathered that top leadership is responsible for drawing up a plan of action and effectively communicating it to the rest of the leadership from bottom line as soon as possible and provide an encouraging platform for implementation. It was established that the current culture in Methodist churches in Zimbabwe does not support implementation of a succession plan. Church politics were found to be the major setback that can hinder the implementation of a proper succession plan. The use of election solely as a way of choosing a church leader was found to be a cause of mis-appointments. Most pastors are now aware of the importance of having a proper succession plan. It emerged that training and mentoring are critical ingredients in achieving successful succession. Leadership commitment was also found to be one of the key ingredients for successful succession.
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CHAPTER ONE

1.0 Introduction

The Methodist Church in Zimbabwe first established in Zimbabwe as a district of the British Methodist Church in 1891 alongside the colonization process (Banana 1996). MCZ is one of the many, mainline Church traditions which carries the legacies of a social transformation in areas of health, education and moral rearmament, needless to mention spiritual nurturing and pastoral influence. The MCZ exists to fulfil the biblical mandate of making disciples for Christ (evangelism), nurturing believers (discipleship) and manifesting God’s Glory through service to society (Christian Social Responsibility) (Banana 1996). According to Banana (1996), MCZ is a national church with a double mandate. The MCZ had mandate to bring people to God and heal the historical tribal rifts which estranged the inhabitants of the land of Zimbabwe.

The MCZ received its autonomy from the British Methodist Church in October 1977 and had built a rich heritage (Banana 1999). The British influence in Zimbabwe affairs was felt in two fronts within a three year period. Firstly, it was the Methodist autonomy in 1977 which surrendered the leadership of the church to black Zimbabweans and authority to make independent decisions from the British Methodist conference. Secondly, it was the political independence (1980) which marked the end of the British domination in the Southern African state (Banana 1996).

This religion-social transformation which ushered in black leadership for both church and state respectively had far reaching implications, as the new leaders found themselves at the deep end, having to steady the ship to new realities.

1.2 Vision of the Methodist Church in Zimbabwe

The vision of the MCZ offers the gift of life, justice and hope. The MCZ’s Mission Statement is to transform lives through biblical teaching, witnessing and nurturing believers into worshipers of God (MCZ Conference Minutes 2013)
1.3 Core values
According to the MCZ (MCZ Conference minutes, 2013), honesty, integrity, accountability, transparency, representativity, professionalism, equality, inclusivity, flexibility are the core values of the MCZ.

1.4 Structure of the MCZ
Methodist Church in Zimbabwe has a Human capital of 700 employees (MCZ handbook: 2013) the workers for MCZ are divided into two categories namely the Ministers of Religion and the lay workers. These employees are assigned to different religious institutions, schools, and it’s Head Office at Methodist Connexional House which is situated in Harare at Wesley House at 17 Selous Avenue.

1.5 Background of the Study
According to Rothwell (2010) Henri Fayol developed the concept of succession planning and he recognized the importance and need for succession planning in organisations. (Fayol 1916) suggested that management was responsible for ensuring that the organisation has enough talent to ensure that the organisation’s key positions would not be filled by employees who do not have the necessary skills for the post they would have been appointed for. Succession planning ensures that necessary talent and skills are available when needed and that essential knowledge and abilities will be preserved when employees in critical positions leave. Succession planning ensures leadership continuity within an organization by recruiting and encouraging individual employee growth and development. If it is not planned and organized, it is most likely that major conflicts may emerge between current employees and the successor. It is a strategic process aimed at ensuring the continued supply of skilled employees to fill critical or vacant executive posts.

Succession planning has been adopted by most small to medium enterprises in both developing and developed countries According to Youndit (2000), the concept of succession planning receives much attention from many organisations and it can also be observed that succession planning is being ignored in most government parastatals due to lack of interest by management
Rollins (2002), argues that proper succession planning in an organisation reduces the need to bring in new talent and therefore reduces the expense of recruiting.

Succession planning is not mainly at identifying competent and motivated employees for promotion to managerial positions, but it is also aimed at developing their skills in a manner that will prepare them to carry out their duties effectively in the leadership positions (Stinchcomb et al., 2010). Many methods of succession planning were introduced in the recent decades and these methods have led to the growth of a new field for succession planning. Most organizations in this century apply succession planning to fill key positions with competent individual. The purpose of succession planning is to fill the most critical leadership and professional positions (Gordon and Rosen1981). Succession planning involves forecasting vacancies and developing a talent pool for selecting the right candidates to fill in the critical positions in order to support the organization’s strategy. The Methodist Church in Zimbabwe is struggling in grooming future leaders where anyone can be appointed to any position regardless of qualifications which is mainly caused by the system of casting lots which at the end of the day a wrong person might fill in the position, giving no room to succession planning and this has a negative impact on canvassing of votes from all the laity and the ministers (Minutes of conference 2010). This is viewed more or less as what political parties do in selecting their future leaders which is not healthy for a Christian organisation. Even the young people have been initiated into the culture where there is a lot of campaigning in vying for positions. Thus the study to look at how feasible is it to implement succession planning.

1.6 Statement of the Research Problem
Succession planning ensures business continuity and success in the event of termination of critical post holder or company executive (Gordon and Rosen1981). In Methodist church in Zimbabwe key positions in the authority are filled by a vote which makes it very difficult in finding the right successor. There is no proper time of mentorship to the person taking over since there is only three months between the election and assumption of duty. Following the resignation of the Presiding Bishop in 2004, the Methodist Church in Zimbabwe spent 9 months without a substantive Presiding bishop. During this period in question, the Church has witnessed a number of failures and there has been insignificant growth in the membership of the church.
where the Church had an increase of 3% (Minutes of conference 2006) and in fact there has been formation of splitter churches, the Assemblies of Pentecostal Methodist lead by Pastor Chivaviro and Wings of faith by Rev Magadzire who both had been ministers in the MCZ.

Church business continuity is often compromised during the period between the departure of the predecessor and finding his replacement as it results in lack of continuity of programmes and where projects are left half-done due to change of leadership. The Southern Methodist university project for the church has died a natural death since 1994 when it was launched and only a ground breaking ceremony was done in 2015 and nothing has been done to date. (Conference minutes 2016). This has been the norm with main Church projects which are abandoned with change of leadership

1.7 Main Objective
To assess the feasibility of implementation of succession planning in main line churches in Zimbabwe.

1.8 Research objective
1. To assess the role played by politics in implementation of succession planning practices in main line churches in Zimbabwe.
2. To examine the challenges experienced during the implementation of succession planning in main line churches in Zimbabwe.
3. To identify strategies for enhancing the application of succession planning practices in Zimbabwean mainline Churches.

1.9 Research Questions
1. What is the role played by politics in implementing succession planning practices in Zimbabwean main line churches?
2. What are the challenges in implementing succession planning in mainline churches in Zimbabwe?
3. What are the strategies for enhancing the application of succession planning in Zimbabwean main line churches?

1.10 Hypothesis

H₀: There is no relationship between role played by politics in succession planning and strategies used to enhance the implementation.

H₁: There is relationship between role played by politics in succession planning and strategies used to enhance the implementation.

1.11 Research assumptions

- The study sample will be representative of the target population.
- Respondents will answer the survey truthfully.
- Respondents will not withhold information from the researcher.
- Church officials will cooperate and avail required information and documents to be analysed.

1.11.1 Justification of the Research

One of the biggest challenges facing Mainline Churches in Zimbabwe is that of succession, that is uncertainty about the future of the Church. For the Church to survive after the current leader there is need to have a succession plan to prepare an efficient and effective transfer of power to avoid dubious leadership that will thereafter lead to the instability of the Church. There has been limited research literature pertaining succession planning in main churches. There have been problems lately with Anglican Church where the issue of the Rev Norbert Kunonga and Rev Bakare which caused a lot of stir on the social and political arena. (Tongowona et al 2014). Here are also a number of problems which the United Methodist Church in Zimbabwe and the Methodist Church in Zimbabwe faced. At one time they had to go to court in 2004 as far as leadership succession is concerned. That was the case of Rev Dr Mugaviri who was found not suitable for reasons which deemed to be political within Church (standing committee minutes 2004). The research will be very relevant in dealing with issues of succession planning in the traditional churches in Zimbabwe particularly the process of voting for leadership and how feasible to have a succession plan. This study will go down to society level, Circuit level and
District level on the way of planning for future leaders in the Church so that there is smooth transition. All these render a study in such an area very relevant for development of Churches succession theories and policy intervention. This study hopes to integrate current trends and future direction in main Churches with specific reference to the Methodist Church in Zimbabwe.

1.11.2 Purpose of the Study
To investigate how feasible is it to for succession planning in mainline Church with particular reference to the Methodist Church in Zimbabwe.

1.11.3 Significance of the Study
The research will provide guidelines for succession planning that can be adopted by main line churches in Zimbabwe. Furthermore, the research is expected to provide knowledge on the challenges facing main line churches in Zimbabwe in implementing succession planning. This study is important to various stakeholders like Methodist Church In Zimbabwe, other main line churches, Bindura University and the researcher.

1.11.4 To the Methodist Church in Zimbabwe
The Methodist Church in Zimbabwe leaders and management will gain an understanding on how to apply succession planning in the organization and prepare ministers of religion and the lay leadership for the challenges of the 21st century. This research will assist heads of main line churches in evaluating the challenges and the barriers that can affect the effective implementation of succession planning and subsequently provide some recommendations to overcome such challenges and barriers.

1.11.5 To Bindura University
To Bindura University of Science Education (BUSE), the study will help in increasing the data bank on the topic of succession planning. The academic staff, non-academic staff and students will also benefit from this study through gaining more understanding on the barriers and challenges faced during the implementation of succession planning in the main line churches in Zimbabwe. The research will provide a deeper understanding on how organisational politics
affects the implementation of succession planning practices in the main line churches in Zimbabwe.

1.11.6 To the Researcher
This research will also help the researcher in enhancing his research skills which ranges from data collection skills, data analysis and presentation of data findings. In addition, the researcher will yield much in as far as succession planning implementation is concerned. The research is also useful in exploring areas which need more attention when it comes to issues of succession planning management.

1.12 Definition of Terms

Succession planning - Succession planning is any effort made to ensure the continued effective performance of an organization, department or work group by making provision for the development, replacement, and strategic application of key people over time (Rothwell, 2001).

Employee Turnover is any permanent departure by an employee beyond organizational boundaries (Cascio 1989).

Talent - Those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential (Armstrong, 2009).

Church - Is a religious institution, place of worship or a group of worshippers that are generally Christians. Fellowship or convocation of people of all believers and people of God who confess Jesus Christ as lord and savior. Used in the sense in Matthew 16:18 “on this rock I will build my Church, ’It is historical and earthly manifestation of the kingdom of God. (Kurian 2005)

Organization- as social unit of people that are to meet a need or pursue collective goal. (Robbin 2000)

Feasibility– A state or degree of being easily or conveniently done. (Collin 2012)
Mainline Churches - These are traditional orthodox churches, and these are principal protestant churches founded before the twentieth century, characterized by historical tradition large in membership and a mixture of theological traditions these include Methodist, Presbyterian, Episcopal, Reformed, Lutheran, Roman catholic and Orthodox churches. (Kurian 2005)

1.13 Conclusion
This chapter covered background to the study, statement of the problem, research questions, research objectives, assumptions of the study, significance of the study and definition of the key terms. The next chapter will look at the review of literature related to the topic.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction
The researcher explored written works that were useful for understanding the feasibility of implementing succession planning in churches. The research involves looking at literature written about how churches are able to succeed in reaching the next generation with the gospel. All churches must have a strategy and a plan in order to succeed in reaching the next generation.

2.1 Planning for succession.
Rothwell (2010) defines planning for succession as a “deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future and encourage individual advancement”. Charan (2005) explains that succession is an essential component of any strategy to ensure the survival of family-owned businesses and that researchers have based their assessments of the likelihood of family-owned businesses surviving on their potential for succession. Planning for succession entails a process in which businesses plan the transfer of their ownership. It is embarked upon in instances in which although the owner of a business wishes to terminate his or her own involvement in it, nevertheless desires the business to continue operating (Collis & Hussey, 2009). Succession constitutes a significant test of the mettle of most family-owned business organizations. According to Rothwell (2005), maintaining leadership from one generation to the next is one of the greatest challenges to the longevity of family businesses. Ward (2005), expands this assessment by explaining that “approximately 66% of successful family-owned businesses survive the transfer of the business to the second generation and then only 13% of these survive through to the third generation”.

2.2 Theoretical Analysis
Various researchers came up with a number of theories which attempt to explain the different approaches to succession management in different organisation. The following are different theories developed:
2.2.1 Elliot Jacques Requisite Organization Theory
This theory states that an individual’s potential aptitude is an important element in finding capacity within a succession management strategy and is measured in the unit of time-horizon. Potential aptitude of an individual is seen as the maximum present state of intellectual intricacy whereas time horizon is a person’s length of time into the future that he or she can organise, strategize and work.

2.2.2 Johnson & Johnson’s “Folio Map”
This theory mainly emphasise on talent management where employees are regarded as organisational assets. Evaluation of senior leaders’ performance results, human resources upgrading and assessments of potential and position responsibility status produces segmentation of entity’s aptitude “assets” into growers, custodians, and movers. Succession management effort then emphasise on the growers and movers to ensure focus on leaders with the utmost potential and long run impact on the entity.

2.2.3 IBM’s Development-Based Succession Plans
This theory is deeply rooted in the importance of experience and exposure to different types of jobs. In this theory evaluation of potential successors is based on the number of job positions and types of jobs previously held by the candidate. Succession is centered on assessing executives on the needed development experiences, competencies, and individual’s ability to deal with various constraints.

2.2.4 Schlumberger Limited’s Development Move Opportunities
In this theory leaders identify at least three potential successors for every leadership position. These candidates are mentored through exposing them to different units of the organisation. These “ready in the future” individuals are given more opportunities to climb up the organisational echelons in order to prepare them for more challenging responsibilities.
2.2.5 Seven-Pointed Star Model

Rothwell (2005) developed a Seven-Pointed Star Model to realise a smooth transition through an organised robust succession planning and management. The seven points highlighted in the model are: Make a true commitment, evaluate the current work and human resources requirements, evaluate individual performance, evaluate the future job demands and the human resources requirements, evaluate individual potential, develop the people, and assess the succession planning.

The above theories build the basis for this research in carrying out the feasibility study on the implementation of succession planning strategy in mainline churches. From the theories above it can be noted that most of these theories were developed in the commerce context. This research seeks to contextualise these concepts to meet the church set up by complementing them with the biblical succession planning process.

2.2.6 Chosen theory

Rothwell (2001, 2005) explained that to leap from no succession planning program to a state-of-the-art program is like trying to accelerate an automobile from a standing stop to 100 miles per hour in a second. He suggests a phased-in roll-out approach. Based on this roll-out approach, organizations go through a life cycle of development in their succession planning and management programs. At each generation, organizations gain sophistication about what to do and how to do it (Rothwell, 2005).

As a first step, the organization’s decision-makers should commit to systematic succession planning and management and establish it as a program. In the second step, decision-makers should assess the present work requirements in key positions. Only in that way can individuals be prepared for advancement solidly grounded in work requirements. In this step, decision-makers should clarify where key leadership positions exist in the organization and should apply one or more approaches to determining work or competency requirements.
In the third step, critical is evaluation on how well individuals perform in their jobs is essential, because most programs assume that individuals must be performing well in their present jobs in order to qualify for advancement. As part of this step, the organization should also begin establishing an inventory of talent, thereby establishing a clear idea of the available human assets. In step four, competency requirements in key leadership positions in the future need to be identified. To do this, decision-makers should make an effort to assess future work requirements and competencies. In that way, future leaders may be prepared to cope with changing requirements.

The fifth step concerns the assessment of individuals’ future potential and its match to their future work requirements. The organization should establish a process for assessing future individual potential. That future oriented process should not be confused with past- or present-oriented employee performance appraisals. In the sixth step, the organization should establish a continuing program for leadership development to cultivate future leaders internally. Decision-makers should also explore alternatives to traditional promotion-from-within methods of meeting succession needs. Finally, to improve, the program must be subjected to continual evaluation to assess how well it is working. That is the seventh and final step of the model. The results of the evaluation should, in turn, be used to make program refinements and to maintain a commitment to systematic (Rothwell 2001, 2005).
The researcher chose the seven-pointer star model as it is more comprehensive as compared to other theories that have been presented above. The same seven points can then be customised to suit the environment to enable nurturing and bringing out the best from potential leaders.

2.3 Need for succession planning.

In his research, Godevenos (2002) says that Church leadership must do what it can to ensure a smooth transition. In most cases the transition is anything but smooth. It is of primary importance that the pastoral leadership, together with the board, realizes that no one is indispensable. Leadership will change over time. Sometimes it is God’s doing as He leads pastors to other ministries. Other times it is man’s doing as he disqualifies himself for pastoral
leadership. Debilitating sickness or retirement can also necessitate pastoral change. Once the leadership of the church recognizes that pastoral change will occur, it can make plans to proactively take steps to ensure the smoothest possible transition when it does happen.

A more effective selection process will determine beforehand, prior to any crisis, the qualities and skills a church is looking for in a pastor. How can a church know these? Churches can determine these by going back to the church’s mission statement and strategy (Jacobs G., 2006). When a church knows clearly what it is trying to accomplish, it is in a perfect position to specify what qualities and skills the incoming senior pastor must possess. This information makes any selection process easier since it measures qualities and skills, not elusive charisma (Khurana, 2002).

2.4 Implementing a succession planning program in the church.

Charan (2008) researches on the role of the values, mission, strategy, and objectives in the succession plan of the church. For a succession-planning program be implemented in the church, a process is necessary to avoid shooting in the dark. The church leadership must begin with its values statement (Well, 2003). From the church’s carefully thought-out values comes a well-coined mission statement. If no such statement exists, then one must be developed. These two documents are primary. They must be thoroughly biblical and have the broad support not only of the church leadership but also of the church body. Ideally these statements should be a product of as many adherents as possible. Out of the values statement and the mission statement flow the strategy and objectives of the church for the both short- and long-term. Finally, and only if the strategy and objectives are clearly stated can the job description of the pastor, and the necessary qualities and skills he must possess, be ascertained.

2.4.1 The role of personal development in the succession plan of the church

Stott (2013) has this to say that leading a church has everything to do with a man or woman called by God. However, it also presupposes that any man or woman called by God will also be growing, allowing the Holy Spirit to direct their continued development (Rom. 8:29; 12:2). When the church leadership has determined the specific qualities and skills they feel are most beneficial for their pastor, then the pastor can discover whether or not there are qualities and
skills he does not yet possess, but which can be helpful to the ministry of the church. The same is true for any pastoral successor.

Warren, (2008) postulates that succession planning involves asking key people to take an objective look at their pastor and suggest how he is doing in each of the delineated qualities and skills. Two caveats are important here. First, the church leadership must be careful to recognize that pastors are human and are subject to imperfection and weakness (Rom. 3:23; 1 John 1:8). According to Ready and Douglas (2016) no church should expect the pastor to be a mirror image of Jesus Christ. This is a recipe for failure and heartbreak! This is not a chance to blast the pastor, but rather an opportunity to humbly point out areas where growth is desirable (Gal. 6:1). Second, the pastor must be willing to receive constructive criticism. The pastor is helped when such feedback is offered in the proper spirit.

2.4.2 Developing qualities and skills

If it is determined that a key quality or skill is missing or underdeveloped, then a plan of action should be drawn up to promote growth in this area (Keener, 2005). Of course, no plan should be overly ambitious. It takes time to achieve spiritual growth of any kind. And yet focused and specific spiritual growth is possible with God’s help. It is best to work on one thing at a time and reevaluate in 3 to 6 months. Good habits take time to cultivate (Rainer & Thom, 1993).

For example, many pastors enter the pastorate without any accounting skills or understanding of church tax laws. Most people enter the pastorate because they love people and want to shepherd them. However, it is not possible to effectively lead a church without firmly understanding finances, budgeting, and church tax law. If the 360-degree feedback shows that work is needed in this area, then a specific plan can be crafted to deal with the gap (Rothwell, 2005). This plan may involve reading certain appropriate books or attending content seminars. It may involve sitting with accountants in or outside the church or taking a class at a local community college.

2.5 Challenges of implementing succession planning

Berke (2005) observes that, from the perspective of the incoming leadership, it is often a significant challenge to take over the chief executive or senior pastor position when the outgoing
founder is still around in an active capacity within the organization. This is even more challenging when the new role for the founder is as acting chairman of the board, watching over the activities of the new leadership. This may further be complicated if the founder is given a position beneath the new senior pastor in addition to becoming the chairman of the board. In such a situation, the new pastor has the paradoxical role of reporting to the chairman of the board as well as being more senior to the founder of the church.

Berke (2005) further suggests that in planning for succession, recruiting the successor internally is often perceived as much safer and easier in ensuring a smooth transition. This is true in business organizations as well as churches as Warren (1995) discovers that nepotism, mostly succession from father to son therefore, emerges as the most preferred option in replacing leaders, a practice that has been in existence since Old Testament times. Pastors and congregations alike have justified nepotism, father to son transition and internal succession, as more effective as it provides the opportunity to nurture and train the successor based on the culture and practices of the church.

Moreover, Malphurs (1993) highlights the issue of succession when he says that, pastors also select their own children as the most suitable candidates to replace them in order to preserve their legacy and ensure that the labor they have put into developing the church is not jeopardized by entrusting leadership to an outsider. Internal successors have largely been perceived as the most suitable as they have had more opportunities to act in apprenticeship positions and therefore acquire valuable skills in regards to the expectations from the organization or congregation (Day, 2000). Particularly, the children of founders are often perceived as the most suitable based on the perception that they have had more opportunities to observe and learn from the founder. In addition, the congregation may be more accepting of an internal succession since any external successor may be perceived as an outsider and likely to impose external values on the organization.

However, as much as this justification may have its own merit, it does not necessary lead to the success of the church or preservation of its culture (Barna, 1993). In addition, nepotism is not based on Christian principles, as much as this practice was widespread in the succession of Israelite kings and priests. From the biblical examples reviewed in this paper, such as the leadership transition from Moses to Joshua, from Saul to David, and from Jesus to the apostles, it
is evident that the will of God is that the church seeks God’s direction before selecting a successor. The biblical examples have illustrated that spiritual leadership, especially pastoral duty, is based on God’s calling and, therefore, individuals cannot select their successors in isolation of God’s will for the church (Rainer & Thom, 1993). The dangers of this move has been demonstrated by the many failed successions that were undertaken with the sole motivation of preserving an individual’s legacy, rather than in identifying the individual that God has designated as the successor. Such instances often led to the decline of the ministry and/or ultimate disintegration and splitting of the congregation.

There are quite a number of biblical examples in leadership succession in both the New Testament and Old Testament. Throughout the Bible there are various notions to leadership and succession. The Bible has a lot of examples on how God reached the next generation through leadership succession. Succession in leadership is dependent upon being obedient as it is in the case of Abraham (Genesis 12:1-5).

The case of Moses (Exodus 3:6) and Jesus (John 17:4). There is a good relationship between mentor and mentee in the Old Testament between Moses and Joshua. This clearly shows leadership and succession which was needed to take the children of Israel to Canaan which was the Promised Land.

“So the Lord said to Moses takes Joshua son of Nun, a man in whom is the Spirit, and Lay your hand on him. Have him stand before Elazar the Priest and the entire assembly and commission him in their presence. Give him some of your authority so that the while Israelite community will obey Him. At his command, he and the entire community of Israelites will go out and at His command, they came in” (Number 27:15-21).

This biblical periscope is the transition of leadership from Moses to Joshua. The Bibles show the orderliness of the transition. There was co-operation between the predecessor and his successors. Moses as the leader who was going appeal to God for his successor (Gaebelion 1990). There was a formal ceremony for the transfer of power before the community (Numbers 27:18-23). The Bible shows that Moses as, Joshua’s predecessor set the context of mission.
Even though Moses was not going to reach Canaan, he provided the vision for his successor (Deuteronomy 31:1-7).

Moses stood in front of the community, acknowledged his own mortality and formally indicated that Joshua was going to lead the Children of Israel to the Promised Land.

Similarly was also amongst Prophets in the Old Testament as it is found in 1 Kings 19:16 where Elijah anointed Elisha as his successor. The relationship between Elijah and Elisha signifies the close relationship between mentor and mentee which most must continue until the current leader’s departure. In the New Testament leadership succession was figured when Jesus gave his vision and mission to his followers (Matthew 28:18-20). Apostle Paul acknowledged his departure to his mentee Timothy and observed that: “And the things you have heard me say in the presence of witnesses to reachable men who will also be qualified to teach others (2 Timothy 2-2) (Crane 1992).

Moses spoke these words to Israel, and he said “I am one hundred and twenty years, I am no longer able to lead you” Deuteronomy 31:1-2. Leadership succession is continually between successive generations. In Deuteronomy the Bible provides another account of orderly transfer of succession which involves Aaron transferring priestly responsibilities to his son Eleazar (Nhumburudzi et al 2017).

The Bible states that successful succession depends upon how well the successor responds to the predecessor’s guidance (1 Kings 11:11-13).

2.6 Plans and guidelines for succession.

It is still necessary for the church to have established plans and guidelines for succession and not resort to last minute searches for a suitable leader when a leadership vacuum has already occurred (Keener, 2005). A succession plan is necessary for preparing the church to follow God’s will and provide opportunities for the congregation to perceive God’s direction in seeking a successor. This has been illustrated by the biblical example of the transition of leadership from Moses to Joshua. Over a lengthy period of time, Moses allowed God’s will to unfold as he
engaged in developing Joshua’s leadership by providing him with challenging leadership tasks. As such, the Israelites had sufficient time to perceive Joshua as the chosen successor to Moses. The credibility that Joshua had with Israelites would not have been possible if Moses did not allow him to take up important leadership missions and remain at his side during his entire leadership. From the succession case studies reviewed in the bible, it is also clear that the most successful leadership positions were those that allowed sufficient time for the successor to receive credibility with the congregation and staff members before the transition was completed.

With regards to lessons learned from business-oriented organizations, the same problems emerge with internally-based succession plans. Characteristically, there is an exaggerated importance that is accorded to the company loyalty and leadership seniority when succession candidates are sought internally (Berke, 2005). This becomes detrimental if a suitable candidate meets the qualifications for the position but is overlooked for the promotion because other tenured individuals are contending for the same position. Candidates are able to positively perceive their failure to secure the promotion if there is evidence that their qualification were not adequate and that the replacement was better qualified for the position (Jacobs, 2006). However, this is not always the case considering that internal succession; especially nepotistic ones are rarely based on the qualifications of the candidate, but rather on their family relationship with the outgoing leader.

The most effective succession plan is therefore based on God’s intentions for the church as well as a conscious search for the candidate that is most suitable for God’s purposes (Stott & John, 1958). Resentment over the choice of successor can also be avoided if the leadership clearly presents the qualifications required for the potential candidate. Although it may be perceived as appealing to install the most loyal and long-standing person, or the one most close to the founder as the possible successor, picking a candidate who is under-qualified will create greater divisions and the possibility of losing the legacy or culture that the outgoing leadership sought to preserve (Rothwell, 2005).

Remaining in God’s will for the right candidate requires the church to explore all possibilities, both internally and externally (Buss, 2001). Choosing to restrict successors to internal candidates
restricts God’s manifestations of his intended successor, whereas remaining open to both internal and external candidates will put the church in a better position to perceive God’s will for the suitable candidate. Park (2004) says that despite efforts towards effective succession planning, many cases of transition are often characterized by significant challenges and drawbacks. Transition planning and execution is much easier considered than accomplished. The characteristics and qualities of founders are usually charismatic, energetic, captivating and ultimately creative, which also makes it difficult for them to leave their positions (Karaveli & Hall, 2003). Founders, whether in business or church contexts, have a unique attachment with their organization, which is generally perceived as their life’s work. As such, the leaders find it difficult to delegate or retire, even when it is clear that a transition of leadership is imminent (Roberts, 2005). When the transition is inevitable, the pastor will opt to appoint his son as successor with the aim of legacy preservation, which does not always act in the best interest of the church. While this may be true in some cases, this research will prove in the case of Methodist church in Zimbabwe.

2.7 Nepotism

The Birmingham Bureau observed that the issue of passing on pastoral leadership to a son of the pastor instead of considering other associated pastors with significantly better qualifications is a prevalent practice that has progressed unchallenged in many church congregations. Koteskey (2012) described nepotism as the inclination to demonstrate favoritism towards relatives based on such a relationship and not on more objective elements such as merit or ability to serve in a particular capacity (Koteskey, 2012). The author further added that using nepotism over individual merit or competence will often lead to reduced productivity, morale as the likelihood for lower integrity in the carrying out of prescribed duties. Nepotism tendencies are not exclusive to worldly matters, but are also a common occurrence in churches and ministries, where church leaders and pastors provided more opportunities to serve to their own relatives over other competent and qualified individuals in the church.

This is demonstrated by the long standing tradition in the Old Testament where priests were required to be Levites. However, this was not always effective as some descendants of Levi were good priests while others failed to uphold the morals of their office. I Samuel, 1-4 present the
case of Eli’s sons who served as priests but seduced the women and treated God’s offering with disdain. The word nepotism itself originated from the church, with nepos meaning grandchild or nephew while ism is constructed from favoritism (Rakesh, 2002). Popes characteristically favored their relatives when making church appointments and cardinal positions, a practice that created papal dynasties, as popes are usually selected from existing body of cardinals. A more modern example of nepotism turned disastrous for the church is reported by the Birmingham Bureau (2011), where Pastor Robert Schuller, who tried to pass onto his son, the pastoral leadership of the Crystal Cathedral. This proved to be an ill-informed decision as the church was soon consumed by ineffective leadership, culminating in its bankruptcy.

Nonetheless, there are clear circumstances where appointment of a relative to a position is not nepotism if there is sufficient evidence to demonstrate that the individual has the best qualifications regardless of whether they are members of the family. As such, family members should not be ruled out as possible applicants to pastoral duties as it is also possible that they possess the best qualifications for the position. The Birmingham Bureau reported the case of Reverend Tommy C. Chappell who had served at the New Rising Star Baptist Church for more than 35 years (Arment, 2009). However, when he was recently honored as the Pastor Emeritus, the senior Reverend appointed his 28-year-old grandson as senior pastor of the church. Controversy emerged when some factions of the church commented that Reverend Beavers, at 28 years of age was too young to assume a senior pastor position in the church, while others saw his appointment as strategic in attracting and retaining more youthful members to the church.

2.8 Pro –nepotism.

In support of passing the pastoral baton from father to son, Davidson argued that the first hands to touch Jesus were mostly likely those of his father Joseph, who may have caught him upon his delivery as a newborn, even before he was seen or held by his earthly mother. Davidson (2000) says that most pastors who receive the pastoral baton from their fathers report that their greatest influences in their leadership positions is the influence that their fathers had upon them during their formative years. This clearly highlights the fact that pastoral leadership from pastor to son merely serves the purpose of protecting and expanding the legacy of the predecessor. It may also be argued that being called a pastor, the leader is able to positively influence their children to
become lovers of Christ, instill in them high ethical and moral values, as well as provide them with the exposure, opportunities, education and training required to make them effective pastors.

This argument may also be likened to the contemporary business world, where the father will mold his son with the specific intent of passing on their business acumen, leadership skills among other tricks of the trade to them when they themselves can no longer hold an active position. This has served the business world well in some instances, while other such cases have led to the complete bankruptcy of the business due to ineffective leadership and stewardship. As such, this demonstrates the intricacies of appointing pastors’ children based on the simple qualification of being pastors’ children. Although this may place them as at higher advantage, it may not be exclusively used as the standard for appointing pastors.

The election process of a bishop in the Methodist Church in Zimbabwe

In the event of a Bishop dying, or becoming incapable of acting or unfit to act, while synod is in session, conference shall proceed to elect his successor, who shall assume office forthwith (The Deed of Church Order 1997, 11). In the event of the Bishop dying, or becoming incapable of acting or unfit to act, outside the Conference, and when no successor has been designated, the Secretary of the Conference shall forthwith call for a meeting of Standing Committee who shall elect a Bishop who shall act until the next meeting of Conference (The Deed of Church Order 1997, 11). In the event of the Bishop Designate dying, or becoming incapable of acting or unfit to act, the Secretary of the Conference shall forthwith call for a meeting of Standing Committee who shall elect a Bishop Designate. The next conference shall proceed to elect a bishop as its first business. The elected bishop shall take office forthwith (The Deed of Church Order 1997, 11). The retirement and succession system of the Methodist Church in Zimbabwe is very comprehensive and caters for all eventualities. The process of choosing Bishops has two stages, namely Designation and Election. This was good process but however, the church since 2005 conference has departed from this status quo and is now electing without any designation process which has killed the spirit of succession planning
2.9 Benefits of succession planning to the church

It is without doubt that the succession planning is beneficial to all organizations including churches. Below is the list of benefits of succession planning noted by various authors?

2.9.1 Helping the successor to meet church needs

Analyzing the qualities and skills the church needs in, a senior pastor helps in several ways. First it helps the current pastor to develop him/her to best meet the church’s needs (Metz 1998). Second, when a pastoral position is vacant, knowing what is needed allows for creative responses to get the work done, instead of a knee-jerk replacement and hoping for the best (Rothwell, 2005). For example, the church’s leadership may determine that two people serving part-time, instead of one person working full-time can more effectively do the senior pastor’s job. This arrangement can be short-term or long-term depending on the church’s strategy. Finally, it provides the opportunity to train existing leadership before any change takes place (Wellins, Smith, & Paese, 2007). If the senior pastor is retiring, the church’s leadership, including key members of the congregation and maybe the outgoing pastor, may decide the associate pastor is capable of assuming the senior pastor position. This provides for a very smooth transition.

2.9.2 As a sustaining and competing advantage to the church

Succession planning is critical to the sustainability and competitive advantage of any organization irrespective of its ownership nature. Thus, succession planning facilitates the organization to take a strategic approach to its leadership development and employee skill assessment. It is particularly important where the [church] policy causes massive retirements in order to preserve critical organizational knowledge. According to Collin & Hussy (2009), succession planning also facilitates a flow of talent emerging from within the organization. This is also capable of boosting the confidence in staff. This point is supported by the findings of observes that succession planning is a tool for talent management in organization, and it is crucial for attracting, keeping, and promoting special talents that helps an organization to remain competitive. “succession planning is widely believed to help business organizations with internal re-sourcing, reduce attrition of the work force caused by job- hopping high-fliers, and prepare qualified candidates for appointment to senior management positions” (Huang, 2004).
2.9.3 Giving focus to the future of the church

According to Huang (2004) Successions planning gives a bigger picture and not just focus on replacing top executives and a good succession plan usually forces organizations to examine all levels of employees and plug talent and skills gaps for the future of the organization. A well-designed succession gives organizations enough time to offer professional development to the talented employees who are likely to be selected as replacement for those who leave. The main advantage of succession planning in an organization [like a church] is the active development of a strong talent resource for the future which is vital to attract and retain the best and key people which will help in present and more for the future growth of the organization. Therefore, having the right people with right skills in the right jobs doing the right things is a very crucial consideration.

2.9.4 When things went wrong in the Leadership hierarchy

Without any doubt, succession planning is definitely important. “When things are going along just fine and significant changes aren’t needed, you don’t need real strong leadership,” says Michael O’Brien President of Executive Leadership Solution a Cincinnati-based consulting firm. He added “But when things are at risk, shifting, and you’re at point, that’s when leadership is most necessary”.

In modern years, competition is strong in almost all the denominational sector and pastor’s terms of office are becoming shorter and shorter. Due to this, the church’s capacity for identifying, selecting, nurturing and developing future leadership can create the distinction between meeting the mandate of the church and failure (Buss, 2001). Selecting a successor for top leader and senior management positions is one of the most vital decisions to be taken by all religious institutions. Searching for and selecting a successor is such an important task as picking the future Pope in Rome or the king in the United Kingdom.

The belief that good leadership has a direct effect on the church’s performance lies at the heart of the move towards succession planning. Today, we live in a fast moving, high pressured, competitive society, where the slightest advantage may give an institution a valuable aggressive edge especially with the inception of healing ministries in the country. If an institution such as a
church is to grow and expand into new areas and programmes, it is important that the church is built on a strong foundation. The best and strongest foundation for the church is a pool of capable, talented individuals, who have grown with the church; absorbing its knowledge and its culture, ready to move up through the church into pivotal leadership roles.

2.9.5 For Leadership continuity
Jacobs (2006) reiterates that succession planning is an option that all [Church] institutions should be ready to take advantage of. They must not ignore it. The search for an heir for key personnel is a hard task without a proper succession planning policy. Leaving the church without proper leadership skills is risky. One of the main motives for succession planning, especially for key leaders, is to assure leadership continuity. Key leaders create and build strong relationships with clients, stakeholders, suppliers, and decision makers. Another motive for succession planning is to set a plan for staff employment, development, inspiration and preservation. Furthermore, succession planning provides continuity of leadership, which is essential for churches to survive as principal officers’ positions become vacant due to retirement. Succession planning allows organizations to strategically place the right people in the right leadership positions for the future (Rothwell, 2001). These programmes also provide institutions with emergency leadership plans when tragic events create unexpected vacancies due to death or serious injury (Peak, 2001).

2.10 Factors influencing succession planning
Succession planning is a vital process that public [church] institutions in Zimbabwe cannot afford to ignore. Public institutions lose workforce all the time. The workforce might be replaced in a short time, but what they are actually losing is a large quantity of institutional memory and essential skills (Mehrabani & NA, 2011). There are many factors which influence succession planning to be successful and effective, even though each institution will be quite unique in its specific features. Meharabani and Mohamed (2011) came up with the following factors as part of their research findings:

2.10.1 Training
Training plans help the employees to learn new skills and knowledge and therefore give them new abilities. Trained people are more empowered; therefore, training programmes should be made available for any effective succession planning.
2.10.2 Management Support:
In order to implement a successful succession planning system, there is a need for a lot of support from the [elders].

2.10.3 Career path.
Clarifying the career path is another factor where an organization clarifies the career path that would eventually help employees to better understand the career objectives and also help them towards a better implementation of succession planning.

2.10.4 Positive vision
Another factor is creating a positive vision which will help create a positive insight towards succession planning programmes thus removing fear in employees who think succession planning is a threat to their positions in the organization. Having a strong organizational culture which provides values, beliefs, standards and paradigms for all employees also affect effective succession planning. [Pastors] can consider these values, beliefs, standards and paradigms as a guideline for their everyday performance. Therefore, if these values and standards support the succession planning system, successors would follow the system too.

2.10.5 Technological advancements
Technological advancements also impacts the way of preparing workforce for new jobs. In addition, technology advancement makes it easier for successors to find opportunities elsewhere.

2.10.6 Flat structure
Flat structure is also a factor which influences succession planning since it allows better communication and easier knowledge sharing in the organizations, which are parameters that would greatly help in implementation of succession planning.

2.10.7 Financial conditions
Financial conditions of the organization also affect implementation of effective succession plans. For example, having enough budgets for human resources is one of the most important conditions for training people.
2.11 Conclusion
In summary, the literature review considered the nature of succession planning. The main theories underpinning succession management were discussed. The literature review revealed multiple reasons for the benefits and importance of succession planning. Factors influencing succession planning were also considered in bid to implement in the recommendations of this research. The need for succession planning and challenges of implementing succession planning were also tackled although the research did not establish a definite link between the earlier movements and the emerging ones of today, those in leadership still have to consider their emergence as a backlash of not meeting the spiritual needs of its community and culture.
CHAPTER THREE - RESEARCH METHODOLOGY

3.0 Introduction
This Chapter looks at how the research was designed and executed. In identifying the appropriate methodology is of vital importance not only to guarantee that the research objectives are met, but also to establish a comprehensive study. This chapter therefore describes and justifies the research methodology adopted to explore the research questions addressed in chapter one.

3.1 Research philosophy
The philosophy is informed by the assumptions that one makes of the world, which assumptions underpin the research strategy and methods. Research philosophy relates to the development of knowledge, the nature of that knowledge and contains important assumptions about the way in which researchers view the business world (Mugenda, 2008). The concept of research philosophy is subdivided into two paradigms which are essential to social science researches thus, positivism and phenomenology. These paradigms however differ in ontology and epistemology. The researcher takes a mixed philosophy in this research whose tenets are explained hereunder.

3.1.1 Ontology
Hatch and Cunliffe, (2006) researched the concept of ontology and concluded that individuals define reality in different ways that is as “subjective” or “objective” depending on individual experiences. Researches which are based on positivists allude that reality can be defined from an objective perspective. In this research, despite the researcher being part of the mainline church, the purpose of the research is to find out the feasibility of implementing succession planning in mainline churches. The researcher is independent of these and would not allow personal values or whims to sway the conclusions. For example, if training is considered critical in implementing succession, that would be considered factual and the researcher cannot do much about that.
3.1.2 Epistemology

On the other hand, epistemology is “the theory of knowledge”, reflecting views “of what the researchers can know about the business world and how they can know it” (Easterby-Smith et al., 2012). It helps to determine what knowledge is and to define its sources and limits (Eriksson, P. and Kovalainen, 2008). The researcher prefers to consider not only what experts say about implementing succession matters, but to verify those factors against what is obtaining on the ground. For example, are the factors said to be critical seen to be propelling the most successful successions carried out in churches?

3.1.3 Positivism

Positivism adheres to the view that only factual knowledge gained through observation including measurement. This implies that the role of the researcher is limited to data collection and interpretation through objective approach and the research findings are usually observable and quantifiable. The researcher will apply this approach as some data gathering instruments implied quantifiable methods. This follows that the approach depends on quantifiable observations that lead to statistical analysis. Furthermore the researcher will apply phenomenology approach in this study.

3.1.4 Phenomenology

Phenomenology is a mere variation of interpretivist. Gummesson (2003) argues that all research is interpretive and more researchers contented that every researcher battles with the problem of risk perception while considering objective versus subjective viewpoints, only to favour the subjective perspective as more balanced. Cohen, Manion and Morrison (2007) moreover explain that positivism cannot be applied to the study of human behaviour where immerse complexity of human nature and elusive and intangible quality of social phenomena contrast with the order and regularity of the natural world. The researcher also used phenomenology when he chooses the hypothesis so as stream line the subjective arena.
3.2 Research approach

This research used the deductive approach. In this case, testing a hypothesis is more realistic, given that the researcher picks what he thinks are the critical factors, to form the hypotheses. This is meant to control the research and remain in line with the research objectives hence satisfying them. However, the deductive approach tends to be rigid and shuts out alternative explanations. On the other hand, there is an inductive approach which collects data and develops theory from analysis of the data. The use of an inductive approach is most appropriate where the sample is relatively small.

3.3 Research Design

There are several research designs which includes ex post facto design, experimental, exploratory, case study, descriptive study, cross-sectional study, monitoring, causative, statistical study, laboratory research or conditions etc. Zimkund (2003) defined a research design as a master plan specifying the methods and procedures for collecting and analysing the needed information. Thus, a design can be described as an outline of the steps that would be used in the data gathering, measurement and analysis. The central role of research design is to minimize the change of drawing incorrect causal inferences from data. The study seeks to gain an in-depth analysis of the feasibility of implementing succession planning in mainline churches.

The researcher chose the case study method because it is convenient and appropriate for the research study. A case study is defined by Aldridge and Levine (2001) as an in-depth investigation into a particular social phenomenon. It is a method used to narrow down a very broad field of research into one easily researchable topic. In this respect, the selected Methodist Churches in Zimbabwe were chosen to represent the mainline churches.

3.3.1 Advantages of the case study method

Advantages of the case study research design are that one can focus on specific and interesting cases. Chisaka and Vakalisa (2003) credit the case study strategy with the chief advantage of being applicable to both qualitative and quantitative research paradigms. In this respect, a research technique that includes questionnaires, interviews, observations and focused group
discussion will be used in this study. According to Grant (1997) a case study develops analytic and problem solving skills. The use case study allows for exploration of solutions for complex issues by the researcher in this research. The case study method also allowed the researcher to apply new knowledge and skills as well as confirmatory that is testing a hypothesis with empirical evidence.

3.3.2 Disadvantages of the case study

Some major weaknesses of the case study are according to Best and Khan (2003) the researcher may not see relevance to own situation. The researcher is of the view that insufficient information can lead to inappropriate results because a case study requires a lot of empirical data. Another disadvantage of a case study observed by the researcher in this study is that the researcher may become suspicious and may end up behaving artificial which distorts the research outcome.

3.4 Choices

This concerns the choice of either quantitative or qualitative or a mixture of both methods of gathering and analysing data. Quantitative uses numerical data, for example gathered through a questionnaire or analysed using tables and graphs, whilst qualitative generates non-numerical (predominantly text, pictures or videos) data, gathered say using interviews or analysed through categorising.

The researcher used multiple methods (as opposed to mono method) in undertaking the research, that is, a combination of quantitative and qualitative methods and procedures, as well as both primary and secondary data. This was done in the form of a mixed-model research (a subset of multiple methods), where some data, which is predominantly qualitative, was, in the words of Saunders et al (2009), “quantisized” so that it could be analysed using quantitative methods. Some of the reasons of using a mixed method are:

- Triangulation – where one source of data independently corroborates another source.
• Complementarity – dovetailing different aspects of the research. For example, questionnaires might be used to identify the challenges faced in succession, whilst interviews answer more of the explanation part.

• Aid interpretation – qualitative data provides descriptions and explanations for micro aspects, whilst quantitative techniques look at macro aspects. In this case, quantitative techniques are used to provide relative weights for the factors identified qualitatively, so that they could be ranked, and in the process single out the most critical ones.

3.5 Sampling

Kothari (2009) defined a sampling frame as a complete and representative list of all the items of a population. Such a list should be comprehensive, correct, reliable and appropriate. This study targeted different people at differing positions across the church members. It also targeted the middle to top management level with some help from the pastors, heads of departments, directors, independent stakeholders and other people with informal authority.

3.5.1 Sampling technique

The researcher used quota sampling (a form of non-probability sampling which assigns quotas for different segments and then sample elements selected on the basis of judgement or convenience). The researcher used his own experience to identify those whom he considered experts and were also likely to respond. This was meant to arrest low turnout, a known problem with most questionnaires.

3.5.2 Sample size

According to Saunders et al. (2007), the sample size was defined as the number of people to be surveyed. The researcher distributed 106 questionnaires as illustrated in the table below:

Table 3:1 – Quota Sampling

<table>
<thead>
<tr>
<th>Targeted segment</th>
<th>No. of Questionnaires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministers</td>
<td>8</td>
</tr>
<tr>
<td>Superintendents</td>
<td>15</td>
</tr>
<tr>
<td>Bishops</td>
<td>15</td>
</tr>
<tr>
<td>Academics</td>
<td>8</td>
</tr>
<tr>
<td>Members of the church</td>
<td>26</td>
</tr>
</tbody>
</table>
For convenience sampling, 72 church members were targeted since the questionnaire was directed to people at different levels across the church set up. Ministers, Bishops and Superintendents within church stations are the very people that are in a position to know more about succession planning and they are directly involved in the process hence they were targeted. The target also included members of the Church as they are the ones who are led by those in positions of authority and whatever decision made affects them directly. The research used judgmental sampling since the researcher in senior leadership of the Methodist Church in Zimbabwe. The academic fraternity was also included as it is actively involved in molding frameworks and possible roadmaps and channels in scrutinizing succession squabbles.

3.6 Pilot Study
A pilot study was carried out to test content validities of the research questionnaire, its understand ability, willingness of response and time take to respond to the questionnaire. Two of the respondents were pastors from two mainline churches in Harare excluding Methodist Church in Zimbabwe and another two were from the Methodist Churches in Zimbabwe. Generally a representative sample for pilot test was picked using convenience sampling.

3.7 Data Collection Techniques and procedures
This section covers the finer aspects of how the data was gathered and analysed. The two areas to consider are the techniques for gathering data and the procedure for sampling. For the purpose of this study all the Methodist churches in Zimbabwe forms the basis of the population under study.

3.7.1 Techniques and Research Instruments
The researcher designed a structured questionnaire for gathering data, as well as a set of interview questions for purposes of following up to get a detailed explanation on the results of the questionnaire survey. The questionnaire is designed in such a manner that it can gather both qualitative and quantitative data, hence the need to apply both quantitative and qualitative techniques to analyse the data.
3.7.1.1 Questionnaire

A questionnaire is a form given to people to fill out to obtain demographic information and views and interests of the questioned (Kuter, U & Tilmaz, C, 2001). In other words it is a method of collecting information. Many researchers held an opinion that using questionnaires is the best way of collecting data especially where factual information is required. Primary data was collected using a 5-scale Likert based survey questionnaire.

Closed questions were mainly used; these types of questions were used to make it easy for respondents to answer the questions, since the responses were straight to the point. Boxes to tick and scales to rank were used for closed-ended questions.

The questionnaire was modified to map out all the succession dimensions thus from financial squabbles right through to power hungry paradigm. The questionnaire was helpful in fully understanding current status, the loop holes and the possible solutions to current systems.

Advantages of questionnaires

Kothari (2009) pointed out the merits of using questionnaires to collect data such as; low cost when the universe is large, the instrument is free from bias of the interviewer, respondents have adequate time to give well thought answers and large samples can be reached. The researcher designed a closed ended questionnaire were there was no room for personal maneuvering by respondents. Open ended questions were then designed to complement the questionnaire through the interview guide to probe for further clarity on some areas.

Respondents had more time to give well-thought and researched answers since they were given time to complete the questionnaires. The questionnaires were distributed and respondents were given up to a maximum of one week before collection by the researcher. This enhanced the quality of data collected and increased the validity of the conclusions and recommendations made. Some of the questionnaires were distributed via email. These respondents were easily and conveniently reachable with the use of questionnaires.
Questionnaires provided respondents with anonymity and confidentiality to respondents especially to those in the leadership position of churches they would not have responded if the process were to be carried out publicly.

3.7.1.2 Interviews

Robson (2002) states that interviews are methods of gathering data whereby the researcher asks the respondents a series of questions and the respondents provide objective and subjective data. Sharing the same sentiments Hubbard (2009) defines an interview as a planned and guided conversation. Thus interviews are a data collecting technique that facilitates a one to one verbal interaction between the researcher and the respondents for the purpose of extracting research data. In this respect, the interviewer draws out question that seeks appropriate responses and perceptions on succession issues in mainline churches in Zimbabwe.

Advantages of using interviews

Interviews can produce in-depth data when well conducted. Haralambos (1995) states that interviews are flexible since the interviewer can adopt the situation to each subject. Interviews produce more accurate and honest responses since the interviewer can explain and clarify both the purpose of the research and individual questions. Interviews can follow up incomplete or nuclear responses by asking additional probing questions.

Disadvantages of using interviews

Some major weaknesses of interviews are: interviews require a level of skills such as knowledge of sampling and instrument development and also a variety of communication and interpersonal relation skills. Interviews are generally viewed as high cost in terms of travelling fares and time to conduct them. Data processing and coding of responses by interviewees is both taxing and time consuming (Frankel and Wallen 2006). Gay (1996) asserts that responses by subjects may be biased and affected by the respondents’ reaction to the interviewer.
3.8 Data Presentation and Analysis Procedures

Data collected from primary and secondary research methods will be compiled and edited for accuracy, completeness, relevance, reliability and consistency through the use of computer generated programmes such as Microsoft Excel, SPSS and Microsoft Word for computing summations, graphs, percentages and tables that will be necessary for clear data analysis and presentation. Among the above SPSS will be used mostly in data analysis. It is a Windows based program that is used to perform data entry and analysis and to create tables and graphs.

Schehr, (2007) says the advantages of using SPSS, include data labelling options, can produce multiple tables with few steps, recorded output and powerful statistical options while those of excel include, easy data entry, software widely available, quick and easy pivot tables and nice and flexible charting options. Hence the researcher chose these tools because they are appropriate for the study data analysis and presentation.

3.8.1 Exploratory factor analysis (EFA)

EFA on SPSS was used to determine underlying constructs for the set of measured variables. EFA assist when developing a scale and a scale can be defined as the collection of questions used to measure a particular research topic. Measured variables are any of the variety of attributes of people that may be observed and measured. EFA assisted the researcher in trimming data and identifying intended variables. The following are steps involved in carrying out EFA.

3.8.1.1 Cronbach’s Alpha

The Cronbach’s Alpha test for reliability of the research instrument was used and this was meant to ensure internal consistency, completeness, and reliability of the instrument. Reliability refers to how free the scale is the random error. Nunnally (1978) recommended a minimum alpha coefficient of 0.7. Cronbach’s alpha assists in measuring the internal consistency which means the degree to which items in your scale measure the same underlying attribute or construct. The Cronbach’s alpha ranges from 0 to 1 with higher value denoting a high degree of reliability. The researcher went on to test for data normality using Shapiro-Wilk test.
3.8.1.2 Normality test
Normality of data was tested using the Shapiro – Wilk test. When the researcher observed the normality of the data, he went on to determine exploratory factor analysis and significance tests as statistical techniques to analyse data. If the significance value is greater than 0.05 it denotes that the data is normal. When it is lower than 0.05, the data is said to be significantly deviates from the normal distribution.

3.8.1.3 Statistical tests
Significance levels were tested using the sample T-Tests. Statistical significance was then used to analyse whether any differences observed between factors are real or simply due to chance. When a statistic is significant, it means that it is reliable, the higher the figure, the higher the probability that the statistic is true.

3.8.1.4 Constructs
The EFA was then performed and so that latent variables could be identified through pattern analysis of variables loaded on a factor. According to Kim and Mujeller (1978); Tabachnick and Fidell (2001), factor loadings should be at least three showing great correlation among the factor loadings. Factors with at least five loadings are considered to be solid factors (Kim & Mujeller, 1978). The factors were further subjected under Cronbach’s test to ensure consistency and reliability of the results.

3.8.1.5 Validity of research instruments
To ascertain the validity of the research instruments, the researcher used a suitable probability sampling for the study. And as such, each sample represented the true position of the population such that the sample can be generalised. The researcher made sure that the questions used in interviews and questionnaires were extracted from research objectives and research questions. The questionnaires were rechecked to eliminate biases in formulating questions.

3.9 Limitations
The study area was highly sensitive as such some leaders within the church leadership were unwilling to furnish such information. However the researcher used personal relations to get access to some sensitive information to ensure a robust outcome is achieved. The study also
probed various areas in church leadership and the respective succession challenges to the extent that some section heads were taking a defensive approach and not free to provide such information. The time frame to which the research was done was considered to be insufficient given the pressure at the researcher’s work station. The financial resources were also insufficient as the researched wanted to cut across the country such that the representative sample will be more realistic.

3.10 Delimitations

This research will be conducted at the Methodist church in Zimbabwe. Attention will be mainly on the church head office that is based in Harare Zimbabwe while including the regional offices and circuits. Much emphasis will be put on the head office of the church mainly because the implementation of succession planning starts at the head office spreading to the districts and societies.

3.11 Ethical Considerations

In the context of research, ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it (Saunders 2009). Cooper and Schindler (2008) define ethics as the norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others. Research ethics therefore relates to questions about how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyse data and write up our research findings in a moral and responsible way.

The researcher treated all the information and data gather with exceptional confidentiality. Findings were used as is and this was restricted for the sole purpose of this research. The respondents who were not willing to participate were not coerced as this is against research ethics and these people might not give their true perspectives. Participation was therefore voluntary and anonymity was guaranteed. Researcher and participant bias was also reduced by allowing the respondents of questionnaires to fill in whilst the researcher is away and by avoiding leading and rhetorical questions in interviews and focused group discussions.
3.12 Summary

This chapter has described and justified the design of the study. This evaluation used a case study approach and descriptive analysis to assessing the feasibility of implementing succession planning in mainline churches in Zimbabwe. The results of the study were analysed and subjected to descriptive statistic and exploratory factor analysis so that valid conclusions can be withdrawn. These range from primary data to secondary data. Secondary data was mainly consulted on the literature review and primary data was analysed in the next chapter.
CHAPTER FOUR  
DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter seeks to assemble and present the primary collected by the researcher so as to allow a systematic examination of the findings. The data will be presented and analyzed through statistical methods including bar graphs and tables. A combination of descriptive and correlation analysis were used in areas where it was suitable whilst descriptive analysis only used as was necessary. The principal research instruments used were questionnaires and personal interviews. The results obtained through a questionnaire survey and interviews were synchronized since interviews were used a follow up on questionnaire questions.

The primary objective of the research was to assess the feasibility of implementation of succession planning in main line churches in Zimbabwe. Secondary objectives were then formulated to crystallise the primary objective in assessing the role played by politics in implementation of succession planning practices in main line churches in Zimbabwe, in examining the challenges experienced during the implementation and to identify strategies for enhancing the application of succession planning practices in Zimbabwean mainline Churches. A questionnaire was then designed in line with the aforementioned objectives and the responses gathered are presented and discussed in this chapter.

4.1 Questionnaire Response rate

The response rate, variously known as the completion or return rate, is the ratio of number of participants who answered or completed a questionnaire divided by the number of people who were asked to participate (www.cdc.gov/healthyyouthevaluation). The higher the response rate, the more reliable are the results of the sample. In fact, Stat Pac Inc. (2014) noted that the response rate is the single most important indicator of how much confidence one can place in the results. Mundy (2002) postulated that the response rate above 80% is considered good and acceptable.
The researcher managed to obtain a fairly satisfactory response rate. The purposeful quota share sampling implemented, which also made use of judgment in selecting the respondents, contributed to the high response rate. Out of the 72 questionnaires distributed, the researcher got a 91.67% response rate.

4.2 Demographic distribution

As represented in table 4.1 below, the male composition from the responses of 43.9% was greater than that of females at 56.1%. The researcher was distributed the questionnaires on a parity basis so as to eliminate bias and achieve gender equality. Focusing on the age group, the age group of those below 20 years garnered 18.2%, 20 less than 30 years of age category scored 13.6%, whilst the age group of 30 less than 40 had a score of 15.2% and the largest number was on the 40 years age category with 53.0%. The researcher also categorized the respondents in terms of their church worshiping period and the outcome showed that 7.6% of the respondents were less than 1 year, 4.5% were in the age group of 1 less than 5, 15.2% were in the age group of 5-<10, 16.7% were in the age group of 10 less than 15 and the greater party of 56.1% were in the range above of above 15 years. A detailed description of population profile is provided in Table 4.1

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Measuring group Number</th>
<th>Number of valid responses</th>
<th>Valid Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>29</td>
<td>43.9</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>27</td>
<td>56.1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>66</td>
<td>100.0</td>
</tr>
<tr>
<td>Age group</td>
<td>Less than 20 years</td>
<td>12</td>
<td>18.2</td>
</tr>
<tr>
<td></td>
<td>20 less than 30</td>
<td>9</td>
<td>13.6</td>
</tr>
<tr>
<td></td>
<td>30 less than 40</td>
<td>10</td>
<td>15.2</td>
</tr>
<tr>
<td></td>
<td>40 years and above</td>
<td>35</td>
<td>53.0</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>66</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 4.1: Demographic distribution table
<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Measuring group Number</th>
<th>Number of valid responses</th>
<th>Valid Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church worshiping duration</td>
<td>Less than 1 year</td>
<td>5</td>
<td>7.6</td>
</tr>
<tr>
<td></td>
<td>1 less than 5</td>
<td>3</td>
<td>4.5</td>
</tr>
<tr>
<td></td>
<td>5 less than 10</td>
<td>10</td>
<td>15.2</td>
</tr>
<tr>
<td></td>
<td>10 less than 15</td>
<td>11</td>
<td>16.7</td>
</tr>
<tr>
<td></td>
<td>15 years and above</td>
<td>37</td>
<td>56.1</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>66</td>
<td>100</td>
</tr>
</tbody>
</table>

### 4.2.1 Reliability of the data

Reliability is the extent to which the scale can produce consistent results if the measurement of reliability are repeated (Malhotra, et al., 2003). In the current research, the author used **Cronbach’s Alpha** in testing the reliability of the data. In addition, Cronbach’s alpha can also be used to determine the internal factors’ and constructs reliability (Mugenda & Mugenda, 2003). The internal consistency together with scales in a questionnaire were calculated in this research.

**Table 4.2: Data reliability**

<table>
<thead>
<tr>
<th>Factor Dimension</th>
<th>Cronbach’s Alpha</th>
<th>N of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>The role played by politics in implementation of succession planning practices</td>
<td>0.752</td>
<td>15</td>
</tr>
<tr>
<td>Challenges in the implementation of succession planning</td>
<td>0.845</td>
<td>7</td>
</tr>
<tr>
<td>Strategies to enhance the implementation of succession planning</td>
<td>0.625</td>
<td>7</td>
</tr>
</tbody>
</table>

**Primary source**

The reliability coefficients of all the variables were greater than 0.60. This result is in line with George & Malley (2003) who provided the following guidelines: “≥ .9 – Excellent, ≥ .8 Good, ≥ .7 – Acceptable, ≥ .6 – Questionable, ≥ .5 – Poor, and ≤ .5 – Unacceptable”. Using the obtained
coefficients and the provided scale, the results of the study were reliable and acceptable. The findings are also in line with literature by Nunnaly (1978) who posited that a Cronbach’s alpha above 0.6 is acceptable. Normality and skewness of the data were tested because of the favourable data reliability.

4.2.2 Data normality test
Since the data was few, Shapiro-Wilk test was the most suitable to test data normality. According to Ghashemi (2012), Shapiro-Wilk test should be applied when the sample size is less than 50. When the significance value of Shapiro–Wilk Test is greater than 0.05, it means that the data is normal. A check was conducted using SPSS to test for normality as shown in Table 4.2.

<table>
<thead>
<tr>
<th>Table 4.3: Data Normality test table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shapiro-Wilk</td>
</tr>
<tr>
<td>Statistic</td>
</tr>
<tr>
<td>Factors influencing acceptance</td>
</tr>
<tr>
<td>Awareness</td>
</tr>
<tr>
<td>Societal cognitive perception</td>
</tr>
<tr>
<td>Societal acceptance</td>
</tr>
<tr>
<td>Challenges</td>
</tr>
</tbody>
</table>

The significance values obtained were all above 0.05 meaning the data was normally distributed. According to Costello and Osborne (2005) the data which produces a p-value greater than 0.05 is considered to follow a normal distribution qualifying it for further tests which rely on the normality of the data. After finding out that the data was normally distributed and usable, the researcher went on to interpret the means obtained on other aspects of succession implementation in main line churches.

4.3 Church culture and politics on implementation of succession planning
This research was aiming at ascertaining the feasibility of Implementing Succession Planning in mainline churches. Respondents were asked a series of questions on these components on a 5
scale Likert-based survey questionnaire and they expressed their position with regards to culture and politics as an influencing factor to succession planning. As demonstrated in fig 4.1, the respondents demonstrated that culture and politics prohibit implementation of succession planning in main line churches in Zimbabwe. Positive statements were crafted to measure if the respondents were strongly disagreeing, disagreeing, neutral, agreeing, strongly agreeing.

The respondents were asked if organisational structure supports the implementation of a succession plan, 6.1% of the respondents strongly disagreed, 13.6% disagreed, 9.1% were neutral, 47% agreed whilst 22.7% strongly agreed with the statement exhibiting a (mean score = 2.6). Using the scale developed by Van Gruenen, Viviers and Venter (2011) it shows that respondents were neutral in their responses.

The respondents were also asked if there is a general pro-active succession plan at all levels and 7.6% strongly disagreed, 15.2% disagreed, 13.6% were neutral whilst 45.5% agreed and 18.2% strongly agreed with the statement exhibiting a mean score = 2.52. A poor result was observed on this statement showing that the issue of a clear succession plan is yet to be devised.

In a bid to investigate whether church members are allowed to challenge existing practices, a poor result was demonstrated by a mean score = 2.44. It emerged that 12.1% strongly disagreed, 10.1% disagreed, 16.7% were neutral in their responses, 42.4% agreed and finally 18.2% strongly agreed. This result shows that general church members have a lesser input in planning succession in mainline churches. The respondents were asked if church governance promotes continuous learning and improvement and a mean score of 2.83 was obtained. A few respondents of 3% strongly disagreed with the statement 6.1% disagreed, 21.2% were neutral in their responses, 43.9% agreed and 25.8% strongly agreed with the statement. The results indicate that church members usually face bottlenecks in succession issues as they are discouraged to interject often in leadership’s wrangles. The reasons given in a follow up interview showed that top leaders hide some information which is supposed to be disseminated to church members and lack of appreciation by church members of succession issues acerbated the challenge.

Respondents were asked if their church considers long-term survival through effective succession planning. The responses were distributed as follows: 1.5% strongly disagreed with the statement 15.2% disagreed, 15.2% were neutral in their responses, 42.4% agreed and 25.2%
strongly agreed with the statement and a mean score 2.51 was obtained. These results proved that if there is a direct relationship between church survival and excellent leadership. A properly selected leadership with all prerequisites fulfilled will stir the church into infinity.

Respondents were found to be aware of the mission, vision, and values of their churches as exhibiting by a high mean score of 3.12. Responses were distributed as follows; 9.1% strongly disagreed with the statement, 9.1% disagreed, 13.6% were neutral in their responses, 43% agreed and 24.2% strongly agreed with the statement.

The researcher furthered his quest by asking respondents whether incoming bishop is given ample time to learn before assuming the duty. The results obtained were poor with a mean score of 2.21. From the questionnaire, 12.1% strongly disagreed with the statement 18.2% disagreed, 22.6% were neutral in their responses, 31.8% agreed and 15.2% strongly agreed with the statement. Leadership wrangles were being attributed to lack of proper orientation and grooming as exhibited by this mean score and supported by the interview carried out. In an interview it emerged that “kare a candidate aigara atodomwa omboshanda naBishop anenge aripo kusvikira azotora chigaro, manje mazuva ano munhu akungobva kuzasi otomuka atova Bishop ndizvo zvirikuuraya church” (long back the candidate was appointed and then works under mentorship of the current bishop until assumption of office duties).

In order to interrogate the matter the researcher interviewed the former bishop and he stated that “the current crop of leaders lack experience, orientation since these positions are now being attained through playing around with church politics, ukangogona kutamba politics zvakakana automatically you grab a powerful position”. He further stipulated that “…unlike our time munhu aigadzwa based on chipo chake not politics or education”( unlike our time people used to be ordained based on their gifts rather than politics and educational achievements).

The mean scores were not enough to draw final conclusions since it can be affected by outliers it was imperative to consider the distribution of the responses. Standard deviation is a key measure for the distribution of the responses in relation to the mean. The standard deviation furnishes a valued evocative measure. Two unique distributions of responses can score the same mean, therefore, it was imperative to note that standard deviations do not depict right or wrong, a smaller standard deviation does not necessarily depict the desirability of the distribution. It is
used solely as a descriptive statistic. It describes the deviation of the distribution from the mean. The majority of the standard deviations were in the range (1.2 ≤ sd ≤ 3.9) which depicts that individual responses on averages were all less than 2.7 units from the mean. Below is the figure showing the detailed means and standard deviation obtained from culture and politics’ influence on implementation of succession planning.

**Figure: 4.1 Culture and politics influence the implementation of succession planning**

Source: Primary data

*- (The following scales are used to measure the responses on culture and politics’ influence on implementation of succession planning.

Mean scores ranging from 1.0 ≤ M < 1.8: Very Poor
Mean scores ranging from 1.8 ≤ M < 2.6: Poor
Mean scores ranging from 2.6 ≤ M ≤ 3.4: Neutral
Mean scores ranging from 3.4 < M ≤ 4.2: Good
Mean scores ranging from 4.2 < M ≤ 5.0: Optimised)
The key was adopted from Van Gruenen, Viviers and Venter (2011).

4.4 Challenges experienced during the implementation of succession planning

In relation to the challenges hindering implementation of succession planning, respondents were asked a series of questions as discussed hereunder. The respondents were asked whether they face resistance from church leaders coupled with lack of support from top level church leaders, 10.6% of the respondents strongly disagreed, 9.1% disagreed, 27.1% were neutral and the majority of 50.0% agreed and 3.0% strongly agreed with the statement exhibiting a (mean score = 3.10). Using the scale developed by Van Gruenen, Viviers and Venter (2011) it shows that indeed church leaders are acting as an obstruction to the implementation of succession planning.

The respondents were also asked if lack of financial resources is an impeding factor in implementing succession planning and 4.5% strongly disagreed, 18.2% disagreed, 37.9% were neutral, 30.3% agreed and 9.1% strongly agreed with the statement exhibiting a mean score of 2.21. This low result exhibits that financial resources have an influence on succession implementation. The researcher conducted an interview to further probe on this matter and one of the respondents pointed out that “if we are to groom a successor whilst the incumbent is still serving his tenure, this will place a burden on church members since they both need to be paid their allowances”.

Lack of expertise within the church to implement the succession plan was seen a major challenge by many as 10.6% strongly disagreed, 19.7% disagreed, 19.7% were neutral, 37.9% agreed and 12.1% strongly agreed with the statement. Expertise is a critical component in leadership hence the lack of it will be a recipe for disaster.

The researcher on this issue of challenges furthered the case by asking whether failure by church leaders to spearhead the succession program obstruct implementation of succession planning. It emerged that 14.6% strongly disagreed, 17.2% disagreed, 17% were neutral in their responses 26.9% agreed and 24.3% strongly agreed with the aforesaid statement and a mean score of 2.12. This result showed that leadership crisis is an impediment in implementing succession planning that is lack of clear vision of the organisation.

In an interview conducted the researcher found that the tenure system is hampering proper succession. The interviewee stated that “when a bishop serves his tenure to completion he will
leave office without a proper hand over- takeover process with the incoming bishop”. The respondent further stated that “in some cases the vision will just change drastically because the new leader may not agree with the policies and strategies of the outgoing leader”. All the respondents interviewed anchored the same deliberations with the other one stating that “the new dispensation can actually come with new vision like what happened between comrade Mugabe and comrade Mnangagwa. The same national politics trends can manifest in church politics as well”. It can be concluded that both churches and governments share similar succession challenges.

Standard deviation is a key measure for the distribution of the responses in relation to the mean. The standard deviations were in the range $1.0 \leq sd \leq 4.03$ showing that there was an inconsistency in the respondents’ answers. Below is figure 4.2 showing the all the standard deviations and means on the list of challenges.

![Figure 4.2: Standard Deviation and Means of list of challenges](image)

Source: Primary data

*-* (The following scales are used to measure the responses.
Mean scores ranging from $1.0 \leq M < 1.8$: Very Poor
Mean scores ranging from $1.8 \leq M < 2.6$: Poor
Mean scores ranging from $2.6 \leq M \leq 3.4$: Neutral
Mean scores ranging from $3.4 < M \leq 4.2$: Good
Mean scores ranging from $4.2 < M \leq 5.0$: Optimised)

The key was adopted from Van Gruenen, Viviers and Venter (2011).

4.5 Strategies for enhancing proper adoption and implementation succession planning

In a quest to fully exhaust the objectives of the study, the researcher tested various strategies which enhance proper adoption and implementation of succession planning in churches. The respondents were asked a series of questions as discussed here under.

The respondents were asked if educating senior church leaders on the importance of a proper succession planning was critical and a neutral mean score of 2.9 was observed. The responses were distributed as follows: 3.0% strongly disagreed with the statement, 9.1% disagreed, 7.6% neutral, 53.0% agreed and 27.3% strongly agreed their responses. Most of the responses were positive meaning that they viewed education as a significant factor in succession implementation.

The respondents were asked if a proper cultural change management is also important and a mean score of 2.92 was obtained. 1.5% strongly disagreed, 6.0% disagreed, 13.6% neutral, 56.1% agreed and 22.8% strongly agreed. These results demonstrate that most people perceive this factor to be influential on the implementation of succession planning henceforth if churches start to embrace succession planning culture it will be easy if the time for leadership renewal is imminent.

Respondents were asked if crafting a biblical rooted standardised succession planning policy for the church would go a long way in curbing succession tussles and the following results were obtained: 4.5% strongly disagreed with the statement, 16.7% disagreed, 4.5% were neutral, 43.9% agreed with the statement and 30.3% strongly agreed and an overall neutral mean score of 2.8 was obtained. From the aforementioned percentages it can be seen that two thirds of the respondents agreed that it is essential for crafting a biblical rooted standardised succession planning policy as a road map towards effective succession.
In an interview one of the senior pastors argued that “in the Bible we have read about various successions that occurred from the old testament to the new testament where mentorship and gifts were of paramount importance. There is need for these churches, not only Methodist Church in Zimbabwe to follow biblical principles not just ordaining people based on popularity and or academic credentials. Kune vanhu vasina kana kudzidza but vachigona kutungamira sangano (There are some people who are not educated but very gifted in leading the church)”.

Respondents were asked if pastors need to be mentored before assumption of senior leadership positions and responses came out as follows respondents of 3.0% strongly disagreed with the statement, 3.0% disagreed, 16.7% were neutral, 31.8% agreed with the statement and 45.4% strongly agreed and an overall good mean score of 3.12 was obtained. A good mean score coupled with a 45.4% signifies that mentorship is critical in preparing future leadership.

The respondents were also asked if resource mobilisation is essential in implementation of succession plan and 1.5% strongly disagreed, 9.1% disagreed, 7.6% were neutral, 37.9% agreed and 43.9% strongly agreed with the statement exhibiting a mean score =3.14 This result clearly shows that resources need be availed to enable a smooth flow of the planning process.

In an interview carried out the respondent was asked if there was a proper written down success plan and it emerged that the organisation had no succession plan at the time when this research was conducted. He stated that “ah hapana any form of document rinonyatsotaura zve succession except only the mission and vision chete. (there no any form of document which spells out succession).

The standard deviations were in the range (0.86≤ sd ≤ 1.24) which depicts that individual responses on averages were all less than 0.38 units from the mean. Below is the figure showing the means and standard deviations obtained from the strategies for enhancing proper adoption and implementation succession planning?
Figure 4.3 standard Deviation and Means for the Strategies for proper adoption and implementation of succession planning

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilisation of resources to implement the succession plan</td>
<td>3.14</td>
<td>1.01</td>
</tr>
<tr>
<td>Senior leaders should spearhead the implementation process</td>
<td>2.59</td>
<td>1.12</td>
</tr>
<tr>
<td>Training of all members to assume leadership positions at all levels.</td>
<td>2.64</td>
<td>1.24</td>
</tr>
<tr>
<td>Pastors need to be mentored before assumption of senior leadership positions</td>
<td>2.64</td>
<td>1.01</td>
</tr>
<tr>
<td>Proper cultural change management</td>
<td>2.92</td>
<td>0.86</td>
</tr>
<tr>
<td>Crafting a biblical rooted standardised succession planning policy for the church.</td>
<td>2.79</td>
<td>1.18</td>
</tr>
<tr>
<td>Educating senior church leaders on the importance of a proper succession planning supported by the bible.</td>
<td>2.92</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Source: primary data

*- (The following scales are used to measure the responses.
Mean scores ranging from 1.0 ≤ M < 1.8: Very Poor
Mean scores ranging from 1.8 ≤ M < 2.6: Poor
Mean scores ranging from 2.6 ≤ M ≤ 3.4: Neutral
Mean scores ranging from 3.4 < M ≤ 4.2: Good
Mean scores ranging from 4.2 < M ≤ 5.0: Optimised)

The key was adopted from Van Gruenen, Viviers and Venter (2011).

4.6 Relationship between succession planning and growth of the church in main line churches

The researcher set elements of to test the relationship between succession planning and growth of the church. The respondents were asked a series of questions and the following results were obtained. Respondents were asked whether succession plan can support the growth of church. It was found that indeed succession planning has a direct relationship church growth as exhibited by a mean score of 3.36; of these respondents 9.1% disagreed, 18.2% were neutral, 43.9%
agreed and 28.8% strongly disagreed. The follow up interviews carried out also brought the similar result with all the interviewees agreeing with the notion.

The respondents were asked if succession plan can support the sustainability of the church and a mean score of 2.97 was obtained. 9.1% disagreed, 12.1% were neutral, 51.5% agreed, 27.3% strongly agreed. These results demonstrate that most of the respondents were positive in their perspectives as more than three quarter agreed with statement.

Respondents were asked if succession planning promotes smooth transition of change of leadership and the following results were obtained: 1.5% strongly disagreed with the statement, 9.1% disagreed, 7.6% were neutral, 48.6% agreed with the statement and 33.2% strongly agreed. The overall mean score of 3.03 was obtained. This result shows that many people agreed with the statement as also supported by interviews carried out where most people goes by the adage that failure to plan is planning to fail.

The respondents were finally asked if succession plan can bring transparency and trust in the leadership and a neutral mean score of 2.80 was exhibited. 3.0% strongly disagreed, 9.1% disagreed, 21.2% were neutral, 37.9% agreed and 28.8% strongly agreed. The neutral mean score shows that there might be higher variation on the response obtained or there was lack of comprehension of the statement by the respondents. However the result from the interviews showed that a plan could be used as benchmark to which the actions could be benchmarked therefore a succession plan can bring trust in leadership.

The interviews reviewed that each time the organisation changes from one bishop to another the church usually loses quite a number of members due to discontent with the new leader. The interviewee stated that “the problem emanates from the issue of elections if your favorite candidate loses obviously you will be disgruntled and that’s what destroys the spirits of many followers”.

The standard deviations were in the range (0.88 ≤ sd ≤ 3.81) which depicts that individual responses on averages were all less than 2.93 units from the mean. However 2.93 units is great
figure which means that the responses deviated with a higher magnitude. Below is the figure showing the means and standard deviations obtained from the statements which were crafted to test the relationship between succession planning and growth of the church in main line churches in Zimbabwe.

**Fig 4.4 standard deviation and Mean of the relationship between succession planning and church growth.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Std. Deviation</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Succession plan can brings transparency and trust in my the leadership.</td>
<td>1.06</td>
<td>2.80</td>
</tr>
<tr>
<td>Succession planning promotes smooth transition of change of leadership</td>
<td>0.96</td>
<td>3.03</td>
</tr>
<tr>
<td>Succession plan can support the sustainability of my church</td>
<td>0.88</td>
<td>2.97</td>
</tr>
<tr>
<td>A succession plan can support the growth of my church</td>
<td></td>
<td>3.36</td>
</tr>
</tbody>
</table>

Source: Primary data

* (The following scales are used to measure the responses.

- Mean scores ranging from $1.0 \leq M < 1.8$: Very Poor
- Mean scores ranging from $1.8 \leq M < 2.6$: Poor
- Mean scores ranging from $2.6 \leq M \leq 3.4$: Neutral
- Mean scores ranging from $3.4 < M \leq 4.2$: Good
- Mean scores ranging from $4.2 < M \leq 5.0$: Optimised)

The key was adopted from Van Gruenen, Viviers and Venter (2011).

**4.7 Factor analysis on culture and politics on implementation of succession planning**

The following results were reviewed after performing a factor analysis in SPSS. This test shows the adequacy of the factor loadings and suitability in the use of EFA (Costello & Osborne, 2005).
Table 4.4: KMO and bartlett’s test

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</th>
<th>.500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>40.057</td>
</tr>
<tr>
<td>Df</td>
<td>15</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

Source: Primary Data

The Kaiser-Meyer-Olkin (KMO) measure should be greater than .70 and is inadequate if less than .050. The KMO test tells us whether or not enough items are predicted by each factor. Here it is 0.500 so that is fairly acceptable according to (Costello & Osborne, 2005). The Bartlett test should be significant (that is, a significant value of less than .05); this means that the variables are correlated highly enough to provide a reasonable basis for factor analysis as in this case.

4.7.1 Eigenvalues of Factors

This result was obtained from SPSS after running the data in the software. This shows the factors extracted for further analysis. The researcher considered the factors which had an eigenvalue of greater than one. As shown in table 4.4, only three factors were extracted.

Table 4.5: Showing eigenvalues of factors

<table>
<thead>
<tr>
<th>Factor</th>
<th>Initial Eigenvalues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>1</td>
<td>1.910</td>
</tr>
<tr>
<td>2</td>
<td>1.543</td>
</tr>
<tr>
<td>3</td>
<td>1.063</td>
</tr>
<tr>
<td>4</td>
<td>.812</td>
</tr>
<tr>
<td>5</td>
<td>.398</td>
</tr>
<tr>
<td>6</td>
<td>.273</td>
</tr>
</tbody>
</table>

Extraction Method: Maximum Likelihood.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Source: Primary Data
4.7.2 Component matrix showing the factor loadings and cross loadings

The following results were obtained after running the SPSS so that the researcher visualise the loadings on every factor.

Table 4.6: Component matrix

<table>
<thead>
<tr>
<th>Culture and politics on succession planning</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>The church politics allows for the implementation of a formal succession plan</td>
<td>.20</td>
</tr>
<tr>
<td>I am happy with the current succession process in my church</td>
<td>.45</td>
</tr>
<tr>
<td>The organisational structure supports the implementation of a succession plan</td>
<td>.85</td>
</tr>
<tr>
<td>The incoming bishop is given ample time to learn before assuming the duty</td>
<td></td>
</tr>
<tr>
<td>There is a proper documented succession plan in my church</td>
<td>.808</td>
</tr>
<tr>
<td>Leaders work under their senior leaders before promoted to senior positions</td>
<td>.25</td>
</tr>
<tr>
<td>The church is encouraged to challenge existing practices.</td>
<td></td>
</tr>
<tr>
<td>The church governance promotes continuous learning and improvement.</td>
<td>.22</td>
</tr>
<tr>
<td>There is a general pro-active succession plan at all levels.</td>
<td>.15</td>
</tr>
</tbody>
</table>
There are specific church roles assigned to me which prepares me to be a good leader.

There is a budget in place for succession planning.

Church performance evaluation includes succession planning outcomes.

Church members are trained to be future leaders.

My church considers the long-term survival of the church through effective succession planning.

The mission, vision, and values of this church are clearly communicated.

|                               | .110 | .601 | -.118 |
|                               | .38  | .112 | -     |
|                               | 2    | .207 | .563  | .154 |
|                               | 4    |      |       | .43  |
|                               | .12  | .294 | -     | .684 | -   |
|                               | 2    |      |       |      |     |
|                               | .16  | .219 | .104  | -    | -.666 |
|                               |      |      |       | 4    |     |
|                               | 1    |      |       | 9    |     |
|                               | .29  | .183 | .64   |
|                               | 3    |      |       | 1    |     |
|                               | .86  | .665 | .56   |
|                               | 3    |      |       | 5    |     |

Extraction Method: Principal Component Analysis.

If the cross loadings are less than 0.32 they are considered insignificant unless the researcher has strong theoretical knowledge which justifies the inclusion of such variable. Tabachnick and Fidell (2001) postulated that 0.32 as an acceptable rule of thumb for the minimum loading of an item, which likens to approximately 10% overlapping variance with the other items in that factor. A “cross loading” item is an item that loads at .32 or higher on two or more factors. According to Kim and Mujeller (1978) the researcher needs to decide whether a cross loading item should be dropped from the analysis, which may be a good choice if there are several adequate to strong loaders (.50 or better) on each factor. A factor with fewer than three items is generally weak and unstable; 5 or more strongly loading items (.50 or better) are desirable and indicate a solid factor. To deal with cross loading the researcher followed the above criterion were only factors with items which were more than 2 and adequate loadings above 0.5 were considered significant as shown in the table 4.4. Using the above criterion, the researcher retained only three factors. These factors are discussed here under in detail.
4.7.4 Interpretation of the results

From the analysis, 3 factors were extracted. They had Eigenvalues which were above 1, as shown in figure 4.3. Basing on factor loadings, variables which had high component loadings were identified. According to Kim and Mujeller (1978) high factor loadings are desirable since they show the significance and the strength of the relationship between the factor components. Component loadings assisted the researcher to choose variables which were best related to culture and politics’ impact on implementation of succession planning in main line churches. Out of the variables analysed three of them had high factor loadings meaning that they are the major cultural and political influences on the implementation of succession planning. These were as follows: the organisational structure supports the implementation of a succession plan with 0.881, the incoming bishop is given ample time to learn before assuming the duty with 0.671 and there is a proper documented succession plan in my church 0.596.

The above results were further supported in the literature; the organisational structure is a critical component as it shows the flow of power, authority and the respective mandates. It encompasses the leadership from the bottom of the church hierarchy right through elders and pastors to bishops hence if there is a proper structure coupled with required documentation of trainings, experiences and values which enables benchmarking. From the primary data this statement scores a mean of 3.42. An alignment between the churches’ vision and its structures demonstrates an understanding of the need to have appropriate staffing to achieve strategic plans. The incoming bishop is given ample time to learn before assuming the duty emerged as one of the critical pro-experience necessary. From the primary data this statement scores a mean of 2.42. In chapter 2, issues of mentorship arise also were highlighted whereby the incoming leader is given enough time before assuming the position. A commitment of developing career paths for employees which will facilitate the church’s ability to retain top-performing members and volunteers which will reduce succession squabbles.

Lastly, proper documentation for succession planning also emerged as a critical component. It is a means of ensuring that the church is prepared with a plan to support service continuity when the bishop, senior pastors or key people leave. This will enable a continuing supply of qualified, motivated people who are prepared to take over when current senior staff and other key members
leave these positions. From primary data this statement scored a mean of 3.77. From chapter two, it emerged that proper succession planning will ensure that the second in command is exposed to a broad range of experiences so that he or she has a wider understanding of the operations of the church.

4.8 Bivariate correlational analysis
The bivariate correctional analysis was carried to test the following hypothesis.

H0: There is no relationship between role played by politics in succession planning and strategies used to enhance the implementation.

H1: There is relationship between role played by politics in succession planning and strategies used to enhance the implementation.

**Table 4.7: Bivariate correlational analysis**

<table>
<thead>
<tr>
<th></th>
<th>Politics in succession implementation</th>
<th>Strategies in enhancing succession implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics in succession implementation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>14</td>
</tr>
<tr>
<td>Strategies in enhancing succession implementation</td>
<td>Pearson Correlation</td>
<td>.708**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.005</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>14</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

*Primary source*

H1: There is relationship between role played by politics in succession planning and strategies used to enhance the implementation.
A Pearson correlation was performed using SPSS whether there is a significant relationship between role played by politics in succession planning and strategies used to enhance the implementation. The correlation coefficient of 70.8% at 1% level of significant was enough evidence to show the existence of relationship between the role played by politics in succession planning and strategies used to enhance the implementation. The study rejected the null hypothesis and it was also confirmed that any change in politics will affect the strategies used in enhancing the succession implementation. The results are supported in the literature by Godevenos (2002) who postulated that the strategies used in the implementation of succession planning can be determined by level of politics in the church.

4.9 Chapter summary
This chapter provided a gap-fill for the secondary research that had been undertaken. The data analysis presented in this chapter has successfully assisted the researcher to answer the research questions mentioned in chapter one. It was established that first and foremost, the top leadership is responsible for drawing up a plan of action and effectively communicating it to the rest of the leadership from as soon as possible. This is necessary to demonstrate that the leadership is taking decisive action, to deal with any misinformation that may be generated by a quick departure and to ensure that all of the church members’ questions are answered. Primary research also brought to surface that the current practice does not fully support implementation of succession planning. However, this analysis on its own cannot make a decisive meaning if not accompanied by recommendations and conclusions covered in the next chapter.
CHAPTER 5
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter serves to present the research findings and make appropriate conclusions that arose from the study. This logically follows the analysis done in the preceding chapter which analysed primary data. The conclusions presented which summarizes one’s understanding of the process and dynamics of the subject under this research. Suggestions for areas of further studies are also made in this chapter. The researcher concludes the chapter by giving a finer summary in a shot.

5.1 Summary of the findings
It was found that far too often in the world and even in our Zimbabwean churches, leadership is seen more as a position of power than a position of responsibility. This notion raises leadership wrangles and destroys the legacy to which the outgoing leaders would have built. Succession happens when the people are engaged by the mission, equipped to do it, and accept the responsibility to carry it out (Barna, 1993).

From the literature review it emerged that church members are emotionally attached to their perceived leaders to whom they subscribe based on merit. These emotions then form church politics which have its own benefits and drawbacks as postulated by (Keener, 2005). Primary data also supported this notion as it was found that succession documentation and implementation should not overestimate nor underestimate how deep emotions run for a leader. There is a tremendous need for succession planning in mainline churches in Zimbabwe as exhibited by the primary data. This has been the major outcry by many interviewees. It was found that for some churches the crisis has already come, for others, it is around the corner and one thing is certain; crisis and change are coming hence the need for being prepared.

It was also found that most leaders for example pastors, get to larger churches by moving to them, rather than growing them hence there is no guarantee that such a leader or a pastor who
was effective in a different setting will work out in a larger church. Berke (2005) postulated that the best predictor of the future behaviour is past behaviour in the same scenario.

It was also found that establishing the qualifications of a successor as an applicable professional is essential. The areas which could need to be articulated include the ability to navigate complex situations, focus and energy to obtain results, and behavioural expectations of appropriate attitude and actions in the work environment.

It was found that succession planning should be created at every level such that it will become the culture of everyone in the leadership spectrum. This will enable leaders to have a track record which will then create a positive legacy. The defining legacy of any leader is the quality of those you develop and your ability to transition out your role at any time and for any reason, with little disruption (Godevenos, 2002).

Church leadership matters in enhancing continuity and reducing breakaways (Stott, 2013). It was found that it is possible to provide church leaders with training skills, knowledge and encourage them to engage and conduct regular conversations with church members especially around their position aspirations and development in a church.

Leaders see the value of talent, but most churches are still struggling to systematize and integrate their talent management processes which then act negatively in return. Creating a proper nurturing and grooming culture and environment promotes such development and engagement. Future leaders are prepared by developing a pool of people with a range of leadership competencies hence the focus must be on future requirements and developing experiences that will skill people to meet the future demands leading (Warren, 2008). This means leadership development is an essential condition in achieving virtually all of a church’s objectives. If a church is developing a dynamic group of leaders at all levels, its problems diminish in proportion to their numbers, strength, and distribution.
5.2 Conclusions
The conclusions hereunder were guided by the research objectives and the research findings outlined above. The researcher collates the findings from primary data which were supported by secondary data from literature review.

It can be concluded that the most expensive appointment a church could make is appointing a wrong person at a particular post. This will lead to collapse of trust, relations with different stakeholders, misdirecting of the church and further possible wrong appointment could also be made. Usually people around the leader could see clearly the emotional block and unwillingness to think through the succession planning question and over time some of the best and most trusted relationships for the leader start losing the bond of solidarity.

It can also be concluded that lack of equipping strategically the successors will be a recipe for transitional failure. The irony for the senior pastor who is not preparing for a transition is that they rob themselves the beauty of the ministry in the final chapter. It was established that that the greatest fruitfulness in ministry comes in the later years as the leaders lead from depth of character and a lifelong of learning.

It can be concluded that the most heartbreaking cost is the loss of a leaders’ legacy when pastoring or leading the flock long beyond their season of effectiveness. It is so easy for senior leaders to be blind to their decreasing value as a ministry doer. No matter how well a leader leads over their lifetime, how they finish will mark how they are remembered.

It can also be concluded that elections on their own might not help elect the best successor, because individuals might use various strategies to win the hearts of the electorate. The leaders chosen might not be suitably qualified and experienced enough to square off with the tasks at hand. From the analysis of the hypothesis, it can be concluded that there is a relationship between succession planning and church growth. To be effective in future leadership development efforts, churches should not think only on what they know and what they have; it was verified from the research that churches must also think of what they aspire to become.
Therefore it is not cost cutting no time saving but strategic innovation that differentiates great from mediocre churches.

It can be also be concluded that churches need to take a long term-term systematic approach to implementation of succession planning and create a supportive environment and culture for doing so. Developing and cultivating the next generation of leaders’ remains a complex life-long task that takes concerted efforts form all stakeholders in mainline churches. The earlier this fact is recognized, the faster they will enable more of the church members to become effective in the next generations.

5.3 Recommendations

In order to implement a successful succession plan, the researcher submits the following proposals as recommendations for the way forward to be considered by mainline churches:

Training in its broad sense was found to be a major component in enhancing a smooth transition. It can therefore be recommended that training should be done along the following dimensions: training through formal and informal structured programs, training through mentoring and coaching, training through on the job ministry, careful selection of the emerging leaders, life long process of development, senior leadership involvement, and church and leadership culture. It can be suggested that churches can strengthen their capacities through robust training programmes.

These programmes can be in the form of workshops, conferences, outings etc. Church members should be fully acquainted with its culture and this is only possible if members are groomed properly through trainings.

The top leaders should plan, implement and evaluate the congregation and leadership culture and begin to work on strategies that will help in facilitating leadership development. These changes might be minor in momentum and they should not be pushed with hidden agendas. This is only possible if there is a well-documented succession plan which outlines how internal and external candidates should be considered. In addition, biblical principles should also be followed so as to align these successions to the Holy book.
Churches should devote time for succession implementation planning initiatives as this will encourage a proper handover and takeover between the outgoing leader and the incoming leader. If the initiatives are not well spelt to address the obvious issues that come with passing on the baton, untimely, this will become a challenge.

A development process should be created that will define the identification of specific skills and aptitudes needed to meet the predetermined competencies. Former leaders can be given the chance form a council which will provide feedback and direction to the current leadership. Elections can then be used to select from the pool of mentored prospective candidates who have been recommended by experienced former leaders.

**Areas for further research**

The areas of further research could include the similar topic being carried out in relation to Baptist and Charismatic churches, a research can be carried out to analyze and assess the effectiveness of different leadership styles in mainline churches in Zimbabwe. Another area which needs clarity is that of succession planning concept and how the church leadership of the educational institutions in Zimbabwe perceives these succession plans.

**5.5 Chapter summary**

A critical part of leadership is recognizing the talent in other people and acknowledge the reality of life that one day one will leave and therefore there is need to work on the issues of succession as It was observed that every role in a church is an interim position. Life happens, someone get sick, moves away, or gets burned out `successions. The chapter gave a summarized brief of findings together with conclusions and recommendations and concluded the research.
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Dear Sir/Madam,

Ref: Request for information for a research.

My name is Noel Nhariswa, Student Number B1646915, an MBL student in my final year at Bindura University of Science Education (BUSE). I am undertaking a research titled “The Feasibility of Implementing Succession Planning in Mainline Churches: A Case Study of Methodist Church in Zimbabwe.”

This information will be solely for academic purposes and will be in complementary partial fulfilment of the requirements for the MBL at Bindura University of Science Education (BUSE).

I would like to thank you in advance for your positive contribution to the success of the project by your participation in completing this questionnaire. Your participation is optional.

Thank you for your corporation.

If you have any concerns, please contact the undersigned;

Noel Nhariswa

Email address: noelnhariswa@yahoo.com

Cell: +263 772 997081

QUESTIONNAIRE

INSTRUCTIONS:

i) Please answer all questions fully and honestly.

ii) Where boxes are provided indicate your answer by ticking the appropriate box.

iii) Do not write your name or identity on the questionnaire.
SECTION 1: PERSONAL DETAILS

1. Gender?

| Male | Female |

2. Age group?

| 0–<10 years | 10–<20 years | 20–<30 years | 30–<40 years | 40 years and above |

3. How long have you been worshiping in this church?

| 0–<1 year | 1–<5 years | 5–<10 years | 10–<15 years | 15–<20 years | 20 years and above |

4. The following are the statements which test if the current church culture and politics allow implementation of succession planning in main line churches in Zimbabwe.

*Please tick the appropriate response in the boxes provided. Key: Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA);*

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The church politics allows for the implementation of a formal succession plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisational structure supports the implementation of a succession plan</td>
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<tr>
<td>There is a general pro-active succession plan at all levels.</td>
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<tr>
<td>The church is encouraged to challenge existing practices.</td>
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<tr>
<td>The church governance promotes continuous learning and improvement.</td>
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<tr>
<td>My church considers the long-term survival of the church through effective succession planning.</td>
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<tr>
<td>The mission, vision, and values of this church are clearly communicated</td>
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</tbody>
</table>
I am happy with the current succession process in my church

Church performance evaluation includes succession planning outcomes

There are specific church roles assigned to me which preparers me to be a good leader

Church members are trained to be future leaders

There is a budget in place for succession planning

Leaders work under their senior leaders before promoted to senior positions

The incoming bishop is given ample time to learn before assuming the duty

There is a proper documented succession plan in my church

5. Do you think your church is likely to face these challenges in implementing succession plan?

*Please tick the appropriate response in the boxes provided. Key: Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA);*

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SD</strong></td>
<td><strong>D</strong></td>
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<tr>
<td>Resistance from church leaders</td>
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<tr>
<td>Lack of financial resources to implement the succession plan</td>
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<tr>
<td>Lack of expertise within the church to implement the succession plan.</td>
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<tr>
<td>Lack of support from top level church leaders.</td>
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<tr>
<td>Resistance to change by church members</td>
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<tr>
<td>Failure by church leaders to spearhead the succession program.</td>
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<tr>
<td>Lack of clear vision of the organisation</td>
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</tbody>
</table>
6. The following strategies can enhance proper adoption and implementation of succession planning in my church. Key: *Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA)*;

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educating senior church leaders on the importance of a proper succession planning supported by the bible.</td>
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<tr>
<td>Crafting a biblical rooted standardised succession planning policy for the church.</td>
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<tr>
<td>Proper cultural change management</td>
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<tr>
<td>Training of all members to assume leadership positions at all levels.</td>
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<tr>
<td>Pastors need to be mentored before assumption of senior leadership positions</td>
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<tr>
<td>Senior leaders should spearhead the implementation process</td>
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<tr>
<td>Mobilisation of resources to implement the succession plan</td>
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</tbody>
</table>

7. The following are the statements which test if the relation between succession planning and growth of the church in main line churches in Zimbabwe.

*Please tick the appropriate response in the boxes provided. Key: *Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A); Strongly Agree (SA)*;

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>A succession plan can support the growth of my church</td>
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<tr>
<td>Succession plan can support the sustainability of my church</td>
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<tr>
<td>Succession planning promotes smooth transition of change of leadership</td>
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<tr>
<td>Succession plan can bring transparency and trust in the leadership.</td>
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</tbody>
</table>
8. Any other comments on issues of succession planning in churches.______________________________________________________________________
______________________________________________________________________________

Thank you.
INTERVIEW GUIDE
Bindura University of science education

INTERVIEW GUIDE

1. What is the role played by politics in implementing of succession planning practices in Zimbabwean main line churches?

2. What are the challenges in implementing succession planning in mainline churches in Zimbabwe?

3. What are the strategies for enhancing the application of succession planning in Zimbabwean main line churches?

4. How would you comment the current succession process of the Bishop and pastors in your church?

5. What would you want changed to improve the current succession process?

6. How do you describe the commitment and the demonstration of the church to upheld good succession plan?

7. Are there references materials in place that makes the entire organisation have a uniform understanding of succession plan in the church?