

THE ROLE OF 360-DEGREE FEEDBACK IN IDENTIFICATION AND DEVELOPMENT OF SUCCESSOR DURING SUCCESSION PLANNING IN HIGHER EDUCATION INSTITUTIONS

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Abstract

Organizational leaders recognize that cultivating successors is vital for the organization's future profitability. A primary deficiency in succession planning is inadequate preparation for assuming new positions when required. This study investigates the impact of a 360-degree assessment method in the implementation of succession planning particularly in higher education institutions and essential leadership instrument for organizational growth and sustainability within the institution. The document synthesizes current practices in leadership development via 360-degree feedback and its influence on succession planning implementation. The 360-degree feedback system is developed, and its systematic application is illustrated through the interaction among self, peers, and supervisors. The components of the 360° system, when amalgamated and integrated, effectively reduce obstacles to cultivating future leaders through succession, hence promoting organisational sustainability. The current study employed the integrative literature review method. The findings of the review suggested that utilizing 360 degree feedback will increase the chance of implementation of succession planning adequately. 360 degree feedback provides assessment of individual leadership skills and area for improvement, which establish solid foundation for competencies needed for future leaders that needs to be developed through succession planning. Meanwhile, 360 degree also support in identifying high potentials in the organisation.

INTRODUCTION

In today's evolving realm of higher educational institutions continually endeavor for the improvement of leadership capabilities and institutional efficiency (Keerio & Ahmad, 2024). Succession planning involves equipping executives for the future, ensuring that leadership is prepared to tackle upcoming business challenges. Implementing effective succession management is directly correlated with enhancements in organisational capabilities

(Chia et al., 2021). A dynamic work environment necessitates a focus on the leadership team, where individuals must contribute significantly and enhance their team's performance. Preparing all employees for leadership roles is essential, fostering a culture of long-term learning. An essential component of this initiative involves assessing leadership efficacy in the context of higher educational institutions (Arrieta et

al., 2022).

Organizations should prioritize identifying and developing managerial talents for future manager succession, as the issue of succession planning has not been adequately addressed within the higher education field (Besel *et al.*, 2021). Conventional assessment frameworks for identifying high potentials have primarily adhered to a hierarchical structure, with evaluations predominantly emanating from superiors or administrative bodies (Al Awadhi & Muslim, 2023). Nonetheless, a paradigmatic shift has emerged with a comprehensive leadership performance evaluation system (Abdullahi *et al.*, 2022). The 360-degree leadership performance assessment system represents a comprehensive approach to evaluating leadership effectiveness, integrating feedback from diverse stakeholders (Rafiq *et al.*, 2023). These factors include assessments from supervisors, colleagues, subordinates, and self-evaluations. This system is based on the understanding that thorough assessment provides a more precise and detailed representation of individual leadership skills and areas for improvement (Das & Rajini, 2023).

It is a thorough and efficient procedure that provides leaders and managers with profound insights. The insights derive from explicit input from peers, employees, managers, and consumers (Pandita, 2025). The feedback establishes a solid foundation for change by offering precise insights about many facets of leadership behavior and competencies. It additionally emphasizes the necessity of enhancing leadership effectiveness by acquiring and applying essential new skills and behaviors (Emam *et al.*, 2024). Collecting and obtaining feedback from colleagues and customers offers numerous advantages. In addition to the essential insights from managers, it enables an individual to understand how others within their sphere of influence, including peers, team members, and customers, perceive and evaluate their leadership style and behavior (Pandita, 2025). Furthermore the numerous human resource development scenarios that can be applied to various 360-degree feedback inventories, some examples of these scenarios include leaders training, advancement of management, assessment facilities, succession planning, leadership awareness, career advancement, need assessment, training and organisational

development evaluation, employee coaching, and personnel selection (Ellison *et al.*, 2022).

Leadership development starts with a comprehensive evaluation of individuals' strengths, weaknesses, and areas for growth. This evaluation may incorporate instruments like 360-degree feedback assessments, personality assessments, and competency evaluations (Emam *et al.*, 2024). Input from colleagues and management, along with self-evaluation, facilitates the recognition of improvement areas and the formulation of tailored development strategies. Collecting a wide range of perspectives is imperative to utilize feedback for employee development (Cheng *et al.*, 2022). The sole practical and preferable perspective for succession planning may be an employee's direct supervisor. Sometimes, requesting that employees select their feedback providers is appropriate (Masanja, 2024). There is no research to substantiate an optimal number of feedback providers. Theoretically, a precise, impartial evaluation of an employee's skills, abilities, and styles could be beneficial. External consultants and suppliers typically request feedback from four to ten providers for their 360-degree assessments. The individual who provides feedback is of greater significance than the quantity (Souki *et al.*, 2025).

Succession Management entails strategic human resource planning designed for a dynamic environment, highlighting the necessity for a more adaptable approach. Succession management can be assessed through several factors, including corporate orientation, organizational focus, outcomes, assessment techniques, communication, and the selection pool (George & Krishnakumar, 2023). Following the vice president of the HR department's approval for Accountability as one of the four design factors, it is essential to ensure that each rate includes at least one coaching or facilitated feedback session (Jackson & Dunn-Jensen, 2021). The involvement of the supervisor in the action-planning process is mandatory, and this should be incorporated into the development plan within the performance management system. Rates must review their results and action plan with their direct reports and other raters, with support from the coach and supervisor, which necessitates training for both parties (Mohamed Emam *et al.*, 2025). Additionally, it is important to develop compatible policies and

practices during the application of 360 degrees results in human resources procedures, including hiring, succession planning, high-potential selection and development, training and development, managing performance, and compensating (Bano *et al.*, 2022a). Every single leader and manager in an organization, whether they are at the company, division, or regional level, should be included in the 360-degree feedback process. This could result in a number of potential benefits (Motshegwa, 2024). A leadership system that incorporates greater communication, accountability, efficiency, uniformity, and justice, as well as comprehensive data on leaders. Specifically, it highlights the significance of this system in decision-making processes, early warning systems for dysfunctional managers, and the construction of a database of internal norms for research purposes. Additionally, it highlights the significance of data in assuring the dependability and quality of the information (Rafiq *et al.*, 2023).

In the realm of higher education institutions, succession planning significantly impacts the sustainability of future leadership. This problem stems from the scarcity of qualified and capable applicants for higher education leadership positions (Arrieta *et al.*, 2022). It is essential to delineate and specify leadership duties inside higher educational institutions to achieve the government's transformation objectives. The caliber of higher education institutions, and consequently the higher education system, is contingent upon the academic community, which encompasses educators, researchers, institutional leaders, practitioners, and educational support personnel, to effectively cultivate and oversee this foundational element (Zeynoddini Bidmeshki *et al.*, 2023). Nevertheless, inflexible professional growth trajectories have constrained higher education institutions in their ability to attract, recruit, and retain premier talent (George & Krishnakumar, 2023).

This review aims to highlight the key elements and conditions associated with utilizing 360 processes for designing the competencies required for future leaders and outline the necessary conditions for identifying high potentials.

Literature Review

2.1 360-Degree feedback

360-Degree feedback is an evaluation method that

collects feedback on an individual's leadership performance from various sources, such as supervisors, peers, and subordinates. The leadership development program includes a comprehensive assessment of leadership capabilities, highlighting strengths and areas for enhancement (Das & Rajini, 2023; Jackson & Dunn-Jensen, 2021). The 360-degree feedback concept traces origins to the German Military in the 1930s, where military psychologist Johann Baptist Rieffert devised a methodology to select officer candidates. Subsequently, in the context of World War II, the German Military initiated the collection of feedback from various sources to assess the performance of Military officers (Das & Rajini, 2023). The 360° feedback concept emerged in the business world in the 1950s, following two decades of development and refinement. The Esso Research and Engineering Group, currently recognized as ExxonMobil, pioneered in systematically documenting the application of multi-source surveys for employee evaluation (Masanja, 2024; Miao *et al.*, 2018). Subsequently, 360-degree feedback began to gain traction, and by the 1990s, most human resource and organizational development professionals had a clear understanding of the concept (Church *et al.*, 2018). The issue of gathering and organizing feedback necessitated a paper-based system, resulting in delays and requiring intricate manual calculations. This resulted in a sense of hopelessness among practitioners and a slow decline in recipients' dedication (Mahlke, 2019). With the advent of the Internet facilitating evaluations through online surveys, the popularity of multi-rater feedback has grown significantly over time (Pollack & Pollack, 2019).

Additionally, the outsourcing of human resource functions has led to a robust market for 360-degree feedback products provided by consultants. This has increased the availability of this feedback tool in the market (Lantu *et al.*, 2021; Sharma & Sengupta, 2018). Current research indicates that more than one-third of companies in the U.S. implement some form of multi-source feedback (Lockyer & Sargeant, 2022). Lafferty (2022) emphasized that the main goal of implementing the 360-degree feedback method is for the organization to clearly understand its intended outcomes from this approach. The researcher's examination of specialized literature and evaluation of

fundamental concepts reveals that the favorable results obtained from this method are realized through the subsequent sub-objectives. For the professional development, according to Fleenor and Prince (1997) a significant 94% of the organisations surveyed employ the 360-degree feedback method specifically for developmental and training objectives. The primary aim of utilizing this method is to improve job performance, which encompasses self-improvement, leadership development, enhancements in management and execution, as well as the identification of employee training requirements. Moreover, for cultural change, Alimo-Metcalf (1998) indicated that 360-degree feedback has the potential to drive changes in organizational culture. This method enhances the understanding of how leadership behaviors correspond with work outcomes, customer expectations, and the overarching strategies and values of the organization. Mamatoglu (2008) confirmed that numerous organizations utilize 360-degree feedback to promote cultural change, expedite the shift towards collaborative work, and improve work quality. Furthermore, this approach effectively assesses employee competence. A number of researchers have pointed out that this method effectively demonstrates its capability to accurately identify and evaluate employees' ability to manage their responsibilities and their degree of motivation (Alimo-Metcalf, 1998; Fleenor & Prince, 1997; Lafferty, 2022; Mamatoglu, 2008).

Multiple studies have highlighted the significance of 360-degree leadership performance appraisal in fostering leadership development. This feedback-rich context offers individuals a comprehensive view of their strengths and areas for improvement, thereby facilitating targeted enhancement of leadership skills (Bialek & Hagen, 2022; Das & Rajini, 2023; Rafiq *et al.*, 2023). This approach may enhance the development of more effective leaders in university settings (Rafiq *et al.*, 2023). Involving leaders at different levels in mutual feedback exchanges can foster a more collaborative and inclusive work environment (D. Day *et al.*, 2021). Empirical studies indicate a positive correlation between the implementation of 360-degree feedback and the development of future leaders through succession planning (Lawrason *et al.*, 2023). This feedback-

oriented approach assists individuals in recognizing personal development areas and aligning their efforts with the organization's overarching goals, thus enhancing overall performance outcomes (Motshegwa, 2024). The literature recognizes both the potential benefits and the challenges associated with the implementation of 360-degree performance appraisal (Jackson & Dunn-Jensen, 2021).

To guarantee the effectiveness of the assessment process, issues including possible rater bias, nuanced data interpretation, and confidentiality problems require careful management (Church *et al.*, 2018). Some research highlights how important it is to consider contextual and cultural issues when incorporating 360-degree feedback in varied university contexts (Lafferty, 2022). The effectiveness of the assessment process and the comprehension of feedback may be impacted by different institutional contexts and cultural norms (Mahlke, 2019). According to recent research, institutions should set up feedback systems and iterative loops for ongoing improvement based on the knowledge gained from 360-degree leadership performance reviews. This cyclic process can donate essentially to sustained development of leadership skills and the progressive advancement of the organization as a whole (Souki *et al.*, 2025). Available body of literature concerning 360-degree leadership performance appraisal underscores its substantial likely for generating favorable effects on leadership growth, organizational culture, employee contentment, and performance results within university milieu (Emam *et al.*, 2024).

2.2 Succession planning

As a guide for analyzing the complexities of the leadership succession planning process, especially in connection to management succession planning, Rothwell and Prescott (2022) conceptual framework offers a seven-step methodology for leadership succession planning. The leadership succession planning framework looks at the methodical way to create leadership through the gradual development of individuals. By demonstrating that leadership is defined by creativity, inspiration, originality, a focus on people and development, a challenge to the status quo, and a long-term outlook, Toor and Ofori (2008) distinguishes leadership from management. On the other hand, administration, control, imitation, a

concentration on systems, maintenance, acceptance of the status quo, and a focus on short-term results are characteristics of management (Toor & Ofori, 2008). Leadership succession planning is a deliberate endeavor that aims to develop leadership skills in a methodical manner with an eye toward long-term results, going beyond basic vacancy management (Ahmad, Ming, *et al.*, 2020).

Rothwell (2010) studied leadership succession and how predicting the duties of future leaders can help the process. An all-encompassing strategy that goes beyond simply identifying substitutes for crucial tasks. The focus is on acknowledgment. The framework sets itself apart from previous succession models by matching the skills of organizational leaders with the challenges of the future (Rothwell, 2010). It successfully combines succession leadership and succession planning. This encourages continued efforts to build organizational leadership skills through coaching and mentoring employees in accordance with the succession plan. This ongoing approach sets itself apart from the conceptual framework by promoting consistent leadership development that is in line with the needs of the business going forward (Rothwell & Prescott, 2022). Successive planning is employed to ascertain essential staff tiers and build a contingency strategy for their appropriate replacements (Bano *et al.*, 2022b). Corporate management is perpetually apprehensive about the absence of future leaders and successors across all staff levels (Ahmad, Keerio, *et al.*, 2020). This may rapidly destroy corporate continuity, requiring the establishment of a structured succession plan in all firms (Mahmoud & Raheem, 2025). The significance of succession planning must be evaluated in relation to variables such as identifying an appropriate replacement for the exiting employee and equipping the successor with requisite training (Rothwell, 2010). Succession planning is an effective strategy for skill enhancement, career advancement, and employee promotion (Keerio & Ahmad, 2024). Succession planning is seen as a proactive strategy for cultivating ongoing leadership within an organization and guaranteeing the fulfillment of all vacant roles in the event of both anticipated and unforeseen staff departures (Baporikar, 2024). The recognition that organizations rely not just on leaders but also on talented and competent personnel to exhibit effective

leadership underscores the necessity of implementing a succession plan for all employees, not exclusively for top executives and leaders (Arrieta *et al.*, 2022). Formulating educational and instructional policies that aid organisations in talent management (Besel *et al.*, 2021) facilitates the seamless integration of competences and career aspirations into the organizational business strategy and employee capabilities (George & Krishnakumar, 2023).

The list of available positions is a fundamental prerequisite for succession planning, and decision-makers must be acquainted with the characteristics of those positions in order to succeed in each role in the event of replacements. Planning for succession pertains to career advancement and training (Jackson & Dunn-Jensen, 2021). In contrast, Bano *et al.* (2022a) argues that, despite the significant effort that many businesses invest in the development of succession plans, only a small number of them are able to effectively delegate succession management across all organizational levels and incorporate it into daily operations. Succession management is a methodical process that is employed to ensure that the necessary backup for leadership positions is available and that intended roles and leadership positions are expanded. The requisite potential will be provided upon the opening of the positions (Besel *et al.*, 2021). Another advantage of the succession planning process is the emphasis that programs associated with succession management place on the development and maintenance of personnel with high potential. Consequently, they provide businesses with competent human resource benefits and managerial talent (Mahmoud & Raheem, 2025). Utilizing resources, potential, and extant talent is an additional advantage of succession planning. Nevertheless, the integration of succession planning into management activities will increase the probability of successful implementation, ensure that the right employees are on board at the right time, and contribute to the development of organizations (Al Awadhi & Muslim, 2023).

Baporikar (2024) contended that succession planning is interconnected with the identification of roles that are essential for success and the development of the most effective strategy to meet future needs. They also stated that succession planning involves the establishment of procedures for the selection of the

optimal internal and external hiring mix. Consequently, succession planning entails the identification of one or more successors for critical roles and the development of career advancements and programs that are specifically designed for these individuals (Ahmad, Ming, *et al.*, 2020).

The trajectory and prosperity of any organization are contingent upon the individuals who engage with unwavering commitment and dedication. It is of paramount significance that the future leaders of the organization are individuals of the utmost suitability. These individuals possess a distinct character and are profoundly motivated by the organization's mission and values (Al Awadhi & Muslim, 2023). Succession planning serves to identify and cultivate the appropriate individuals and leaders within the organization. The efficacy of nursing management is pivotal to the success of an organization, as any vacancies or deficiencies in management roles can adversely affect both organizational governance and leadership efficacy. Consequently, recognizing competent individuals, providing them with training, and positioning them in management roles is of paramount importance (Ghazali *et al.*, 2021).

In the process of staffing, selection is a component of the recruitment procedure that is responsible for selecting an employee to employ from among a shortened list of excellent applicants (Keerio *et al.*, 2022). During the course of the recruitment process, there are multiple opportunities for an option to be exercised. According to the findings of a number of researchers who have investigated the topic of staffing and selection, they discovered that staffing and selection have a positive impact on succession planning (Bano *et al.*, 2022b; Baporikar, 2024; George & Krishnakumar, 2023). Staffing and selection ensure that the appropriate individual is placed in the appropriate position, which significantly contributes to the development of better succession planning (Siambi, 2022).

Training and development encompass the improvement of organizational efficiency as well as the advancement of individuals and teams. Training can be viewed as immediate modifications in business efficiency through structured protocols, whereas development pertains to the advancement of long-term organizational and employee goals (Raby & Valeau, 2021). Although training and development

possess distinct definitions, they are often employed interchangeably and/or in conjunction with one another. Training and development have historically been a topic within applied psychology; however, in the past two decades, they have become intricately linked to personnel administration, talent management, human resources development, instructional design, human factors, and expertise management (D. V. Day *et al.*, 2021). A number of scholars examining the realms of training and development have discovered that these elements significantly enhance succession planning. The enhancement of training and development fosters a more proficient workforce, thereby contributing to the refinement of succession planning (D. Day *et al.*, 2021).

A performance appraisal, also referred to as a performance review, performance evaluation, occupational development conversation, or employee evaluation, is a systematic method for documenting and analyzing an employee's work efficiency (Ramola & Rangnekar, 2021). Performance appraisals are integral to career development and encompass standard evaluations of employee performance within organizations (Abdullahi *et al.*, 2022). Efficiency evaluations are typically conducted by a responsive manager, including line supervisors or front-line managers. Annual assessments of efficiency have faced criticism for providing feedback that is often unconstructive, with performance reviews typically causing more detriment than benefit. This concept within the principal-agent framework elucidates the intricate relationship between the organization and its employee (Ramola & Rangnekar, 2021). In this case, the direct outcome and subsequent action are achieved through the execution of an efficiency assessment. A number of scholars examining the subject of performance appraisal have discovered that it exerts a beneficial influence on succession planning. The process of performance appraisal guarantees a consistently elevated and progressive performance level, thereby facilitating the development of a more effective succession plan (Zeynoddini Bidmeshki *et al.*, 2023).

2.3 360-degree in the Higher education institutions

360-degree feedback is a method for monitoring

employee development and employment (Alimo-Metcalfe, 1998). Some organizations, including IBM, Federal Express, The Royal Bank of Canada, and Florida Power and Light, have implemented succession planning processes that are highly effective by employing variations of the multi-source assessment process (Das & Rajini, 2023). It is logical to incorporate this collective wisdom into the succession planning process, as multi-source intelligence is the most reliable and predictive legitimate information about career success. Both the organization and its employees benefit from improved succession planning information. Individual performers derive advantages from personal career planning and development (Emam *et al.*, 2024).

One of the main areas of focus in applied psychology is 360° feedback, sometimes referred to as multi-rater or collateral feedback. These days, companies include 360° feedback systems in their managerial development programs (de León Carlos *et al.*, 2020). Nevertheless, 360° feedback models have not been used in higher education, especially when it comes to college and university leadership development (de León Carlos *et al.*, 2020; Khalifa *et al.*, 2024). The corporate community's study findings support the 360-degree feedback method's ability to foster self-awareness and enhance managerial and leadership abilities. According to certain data, the usefulness of programs for evaluating school administrators has been questioned (Adu-Poku & Karikari, 2023). The incapacity of management developmental models to conform to bureaucratic systems, like higher education, has been a specific point of criticism (Rafiq *et al.*, 2023). Higher education has become more accountable as a result of financial austerity brought on by rising expenses and decreased government funding (Corbi *et al.*, 2018). Political pressures from both the inside and the outside are calling for administrative competence and organizational-institutional performance in this area (Das & Rajini, 2023).

The importance of developing administrative skills and personal capabilities in college and university administrators through an upward, downward, and parallel review process was originally highlighted by Nugraha *et al.* (2020). However, there has been disagreement about which competency-based models, leadership styles, or essential managerial abilities

might benefit academic administrators the most in a novel way. Shrestha (2022) used peer review to assess academic administrators at the University level. The participants reported that the "insight" training helped them strengthen their leadership abilities. Many scholarly studies have documented the benefits of using a 360° feedback model to improve leadership abilities in a sample of high school administrators and nursing professors in recent years (Emam *et al.*, 2024). According to Roach (1991), who offered an insightful perspective on the duties of the academic department chair in the 1970s, around 80% of all administrative decisions at a university setting take place at the departmental level. In essence, chairpersons were chosen for reasons other than their demonstrated managerial abilities and, surprisingly, received little training for the position. Moreover, according to Hubbell and Homer (1997), the majority of department heads come from the academics and lack administrative expertise. They emphasize that departmental chairs are given increased responsibilities by university administrators as a result of the growing complexity of running higher education institutions and constantly decreasing budgets. Therefore, it is crucial to make sure departmental chairmen get expertise in management, leadership, and planning strategies for the benefit of educational institutions.

Research indicates that the competencies most esteemed in chairs include character and integrity, leadership ability, interpersonal skills, practical communication skills, decision-making ability, planning ability, problem-solving ability, budgeting skills, and fundraising capabilities (Ngayo Fotso, 2021). It is important to acknowledge that the aforementioned traits and skills are thorough, broad, and quite exemplary. Gilli *et al.* (2023) contend that these general duties might be deceptive, as various types of chairs may prefer (or possess personal competency in) certain roles more than others: it may be more beneficial to outline responsibilities considered essential by effective chairs. The study by Wisniewski (2019) identified the ten most essential responsibilities of a chair: recruiting and selecting faculty, representing the department to the administration, evaluating faculty performance, promoting faculty research and publications, maintaining a supportive work environment,

fostering professional development for faculty, implementing departmental goals, and providing leadership for faculty.

360-degree and succession planning

The fundamental rationale for introducing 360-degree feedback is to improve organizational and individual performance by a more thorough and fair evaluation of an employee's strengths and opportunities for growth (Das & Rajini, 2023). Individuals are able to identify long-term development goals and career ambitions through the use of 360-degree assessments. This can help them advance in their careers and advance in their current roles (Emam *et al.*, 2024). A clear process for setting and tracking feedback-based development goals should be in place inside the organisation. Crucial to the success of the 360-degree feedback process is its alignment with the values, principles, and objectives of the organization. Make adjustments so it fits in with the established standards of the organisational culture (Mamatoglu, 2008).

The field of leadership development frequently employs the use of 360-degree feedback. This method helps in developing future leaders by revealing strengths and weaknesses in leadership. There is evidence that using 360-degree feedback in organizations can improve overall performance, according to Church *et al.* (2018). The reason behind this is that personal growth greatly contributes to the overall progress of the organisation (Ahmad, Ming, *et al.*, 2020).

360-degree feedback has the ability to bring about positive changes in employee behavior and performance, according to a number of study studies. People are more likely to work on their weaknesses when they see criticism in a favorable light (Mohamed Emam *et al.*, 2025). Organisations that implement 360-degree feedback programs tend to develop better managers and leaders (Das & Rajini, 2023). Those in positions of leadership who are often the recipients of varied and constructive criticism may be better equipped to address their weaknesses, capitalize on their strengths, and fine-tune their leadership styles for the best possible outcomes. According to the study's findings, using 360-degree feedback as an assessment tool and a way to improve oneself is vital.

Organisations that prioritize growth might have improved outcomes (Rafiq *et al.*, 2023).

The research shows that 360-degree feedback has a cumulative effect on management and leadership practices, and this tendency will continue as long as leaders actively use feedback for personal development (Alimo-Metcalf, 1998). As it speeds up the transition to cooperation and employee empowerment, 360-degree feedback can help organizations achieve cultural change (Mamatoglu, 2008). In addition to giving workers a say in how their bosses are doing, this tool is useful for executive growth, succession planning, staff training, reiterating company principles and goals, and providing managers with constructive criticism (Baporikar, 2024). From an employee's perspective, 360-degree performance management aids in performance improvement, problem identification, strength highlighting, negative feedback provision, and overall ability comprehension (Souki *et al.*, 2025). Moreover, supervisory training, management development, assessment centers, succession planning, style and leadership awareness, career development, needs assessment, training and organizational development evaluation, employee coaching, and personnel selection are just a few of the many HRD scenarios that can benefit from various 360-degree feedback checklists (Ellison *et al.*, 2022).

One of the factors that plays a role in the manner in which an effective succession plan is implemented is the level of individual capabilities that are present within the organization (Zeynoddini Bidmeshki *et al.*, 2023). For the purpose of determining how the university's succession planning system will be carried out, the public universities are required to develop competency-based models that are acceptable (Bano *et al.*, 2022a). In succession planning, competency models aid organizations in aligning job competencies, identifying high-potential employees, delineating essential skills for current and future roles, facilitating performance management, clarifying work expectations, creating tailored assessments, and formulating individual development plans. Competency models are essential for efficient succession planning (Baporikar, 2024; Ghazali *et al.*, 2021). Consequently, the implementation of competency models facilitates a systematic approach to succession planning. Succession planning serves as

a strategic mechanism that ensures the availability of skilled nurses for healthcare organizations and nursing education programs (Ghazali *et al.*, 2021).

Succession planning embodies a strategic approach that empowers organizations to navigate environmental challenges and fosters a conducive working atmosphere for employees (Besel *et al.*, 2021). Succession planning should be viewed as a continuous endeavor, fostering an environment that values excellence, encourages improvement, and stimulates innovation in the cultivation of future leaders. In the pursuit of effective governance, it is essential to cultivate corporate governance and a robust civil society within the management of civil servants. This necessitates the presence of human resources characterized by competence, skill, and a commendable attitude (George & Krishnakumar, 2023). The processes of recruitment, appointment, placement, and promotion for positions should be executed transparently and competitively, taking into account the qualifications, skills, and performance criteria pertinent to the role, alongside the candidate's own qualifications, skills, and performance metrics (Raby & Valeau, 2021).

One facet of succession planning involves the identification of talent, which ascertains the knowledge that successors gain and their continuous competencies (Ghazali *et al.*, 2021). This influences their preparedness for leadership positions and their self-assurance in the perception of others (Mahmoud & Raheem, 2025). The legacy established by the founder within a family enterprise persists in shaping the strategic approaches adopted by the subsequent generation of managers. Entrepreneurs can enhance their likelihood of achieving success by fostering dedication among their supporters, promoting their strengths, and adhering to the established program (Arrieta *et al.*, 2022). Benchmarking strategies play a crucial role in ensuring the sustainability and success of family businesses, as they encompass the establishment of long-term objectives and the formulation of resource allocation strategies that align with competitive advantages and market dimensions (Siambi, 2022). Entities that articulate a clearly delineated strategy to essential stakeholders are poised to sustain their success in the aftermath of succession (Al Awadhi & Muslim, 2023).

Methodology

The integrative literature review was the methodology employed in this investigation. An integrative literature review is a type of research methodology that creates new frameworks and viewpoints by systematically analyzing, assessing, and integrating pertinent literature on a certain subject. An integrated review aims to compile, evaluate, and discuss the body of knowledge regarding a certain research issue. Integrative literature evaluations cover both well-known and recently discovered topics (Torraco, 2016). According to Torraco (2016), "an integrative literature review of a mature topic addresses the need for a review, critique, and the potential reconceptualisation of the expanding and more diversified knowledge base of the topic as it continues to develop" (p. 350). There are several forms of literature reviews, such as integrative or consolidative, semi-systematic, and systematic varieties.

Discussion

Research on the relationship between 360-degree feedback and personal growth is scarce, despite the practice's widespread use and the expensive implementation costs. A significant correlation between the utilization of 360-degree feedback information for developmental planning and its provision was found in the study's findings. The analysis indicates that the organization excels in fostering an inspirational leadership environment but must enhance its emphasis on succession planning to ensure its future leaders remain viable and secure ongoing success (Mahmoud & Raheem, 2025). Elements of succession planning, including the identification, development, and retention of talent, exhibit increased adaptability. This indicates that although the organization acknowledges the significance of these elements, there may be obstacles or deficiencies in the comprehensive execution of intricate processes, and these deficiencies are crucial for the organization to progress in retaining leaders and cultivating future leaders internally (Baporikar, 2024).

Depending on their strategic goals, organizations have very different Succession Planning structures. A succession plan can be as basic as a list of people who could get promoted to top management, or it can be

as complex as a defined structure for succession at every level of the organization (Arrieta *et al.*, 2022). Succession planning is a complex process that combines several different components. An ideal succession plan should include the creation of a candidate database, a systematic screening procedure, efforts to improve candidate potential, and an extensive development program, according to the implementation of strategic planning in management change. Careful planning, rigor, and precise preparation are the main components of an efficient succession management approach (Chia *et al.*, 2021). Strategic planning is a crucial component of human resource management that mitigates instability within educational institutions due to leadership absence or turnover (Jackson & Dunn-Jensen, 2021). Furthermore, it constitutes a long-term initiative for colleges and universities, aligning with their strategic objectives and fundamentally serving as a long-term talent development strategy (Al Awadhi & Muslim, 2023). When a successor is anticipated due to promotion, transfer, or retirement, the task transition necessitates meticulous planning. A smoother transition is made possible by the outgoing person coaching and teaching the successor during this phase, but it also means that colleges and universities must prioritize the successor's training and preparation to guarantee quick adjustment to the new position (Besel *et al.*, 2021).

A further problem of succession planning is identifying, delegating, and maintaining staff engagement for essential leadership roles in the future. Exceptional talent is a rare and invaluable asset for businesses, and the ability to retain such talent provides companies with a competitive advantage in the marketplace (Keerio & Ahmad, 2024). Organisations must formulate strategic initiatives to support personnel training and development programs to facilitate succession planning. The results showed that when a 360-degree evaluation is utilized for training, the employees typically receive the results directly. To aid in developmental planning, workers may present the findings to their managers. Employee managers are usually informed of the feedback outcomes in succession planning and assessment center programs. 360-degree feedback things can make it ineffective as a tool for developmental feedback, include ratees' lack

of accountability to use the ratings and their innate unwillingness to take negative feedback due to ego-protective mechanisms. Since ratees are typically given total freedom to use the feedback anyway they see fit, the question of their accountability is essential to the efficacy of 360-degree feedback (Das & Rajini, 2023).

The the above process may be constrained by particular conditions, resource limitations, and conflicting priorities, particularly within public organisations (Church *et al.*, 2018). Talent development is essential for meeting immediate succession requirements and for creating a sustainable leadership pipeline that guarantees organisational continuity and resilience (Bano *et al.*, 2022b). There is no singular route to attaining leadership success. Nonetheless, prioritisation of expertise and the cultivation of future leadership pipelines is essential in non-profit companies (Ahmad, Ming, *et al.*, 2020). One crucial component of succession planning that needs to be addressed is determining the competency requirements for leaders (Ghazali *et al.*, 2021). In their research, Ghazali *et al.* (2021) emphasized the necessity of a proactive approach to successor selection. According to Keerio and Ahmad (2024), crucial policies need to be put in place to support succession planning and keep potential employees at the company. According to Mahmoud and Raheem (2025) effective succession planning requires the facilitation of education and the learning process, the creation of favorable learning environments for the development of potential successors, and the provision of learning opportunities for individuals.

The study's findings reveal that the succession planning cycle includes components such as talent acquisition, identification, validation, selection, empowerment/enhancement of chosen persons, accountability, experience translation, and evaluation. Leadership skills, strategic management, human resource management, upper-management attitudes, underlying causes, intervening factors, and repercussions are the components of the succession planning model, according to Ghazali *et al.* (2021) one must concentrate on creating a strategic plan, evaluating the necessary skills and requirements, identifying potential candidates, determining whether interim leadership is necessary, implementing leadership development programs, providing

resources, and monitoring progress in order to carry out succession planning successfully.

Conclusion

This study derives from a comprehensive examination of the literature on role of 360 degree feedback has on the implementation of succession planning. It necessitates a comprehensive analysis of the intricacies of succession planning in higher education, surpassing a superficial review. Research on succession in higher education is significantly limited, underscoring the need for initial assessments of identification and development for future leaders in this context. These assessments are crucial for comprehending the current circumstances and establishing a basis for the succession planning initiatives of academic institutions.

According to the study's findings, succession planning is a lengthy process that requires knowledge of how successor requirements change as academic institutions strategically align and fields go through developmental stages. To monitor and modify plans in response to organizational demands, effective succession planning necessitates the use of a scientifically sound set of evaluation indicators, including process, reaction, and outcome indicators. Such a system ought to carefully evaluate a candidate's capacity for leadership, teamwork, vision, creativity, and flexibility. As a result, 360-degree feedback assessments can be effective instruments for a range of organizational development and training initiatives. These tools give workers a rare chance to compare their own assessments of their own talents, abilities, and styles with those of others in an unbiased manner. An employee is moving toward improved job performance when they are able to recognize and accept constructive but accurate criticism.

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