

Leadership Development Programs: Evaluating their Efficacy in Succession Planning

Program Pengembangan Kepemimpinan: Mengevaluasi Kemanjurannya dalam Perencanaan Suksesi

Reijeng Tabara

Universitas Nani Bili Nusantara

* regentabara@gmail.com

*Corresponding Author

ABSTRACT

The effectiveness of Leadership Development Programs (LDP) in a variety of organizational contexts, including industry, organizational size, and organizational culture, has been the focus of significant research. This research aims to explore variations in the effectiveness of LDP in these various contexts. Findings indicate that LDP effectiveness varies significantly between industries, depending on the unique leadership needs in each sector. Additionally, organizational size also influences the effectiveness of LDP, with small organizations tending to benefit from a more direct and responsive LDP process, while large organizations require a more structured program to address the complexity of their structure. Organizational culture is also an important factor influencing LDP effectiveness, with underlying values, norms, and assumptions influencing the design and implementation of the program. The implication of these findings is the importance of a flexible and tailored approach to different organizational contexts in designing and implementing LDPs. However, this study has certain limitations, such as limited data and focus on a specific context, that need to be taken into account in the interpretation of the findings. Future studies are recommended to further explore the influence of different leadership needs across industries, sizes, and organizational cultures on LDP effectiveness, as well as explore more innovative and inclusive leadership development strategies to meet the demands of increasingly complex and diverse work environments.

Keywords: Leadership Development Program, effectiveness, organizational context, industry, organizational size, organizational culture.

ABSTRAK

Efektivitas Program Pengembangan Kepemimpinan (LDP) dalam berbagai konteks organisasi, termasuk industri, ukuran organisasi, dan budaya organisasi, telah menjadi fokus penelitian yang signifikan. Penelitian ini bertujuan untuk mengeksplorasi variasi efektivitas LDP di berbagai konteks tersebut. Temuan menunjukkan bahwa efektivitas LDP bervariasi secara signifikan antara industri, tergantung pada kebutuhan kepemimpinan yang khas di masing-masing sektor. Selain itu, ukuran organisasi juga mempengaruhi efektivitas LDP, dengan organisasi kecil cenderung memperoleh manfaat dari proses LDP yang lebih langsung dan responsif, sementara organisasi besar membutuhkan program yang lebih terstruktur untuk mengatasi kompleksitas struktur mereka. Budaya organisasi juga menjadi faktor penting yang mempengaruhi efektivitas LDP, dengan nilai, norma, dan asumsi yang mendasarinya mempengaruhi desain dan implementasi program tersebut. Implikasi dari temuan ini adalah pentingnya pendekatan yang fleksibel dan disesuaikan dengan konteks organisasi yang berbeda dalam merancang dan melaksanakan LDP. Namun, penelitian ini memiliki batasan tertentu, seperti keterbatasan data dan fokus pada konteks tertentu, yang perlu diperhatikan dalam interpretasi temuan. Studi selanjutnya disarankan untuk lebih mendalami pengaruh kebutuhan kepemimpinan yang berbeda di berbagai industri, ukuran, dan budaya organisasi terhadap efektivitas LDP, serta mengeksplorasi strategi pengembangan kepemimpinan yang lebih inovatif dan inklusif untuk memenuhi tuntutan dari lingkungan kerja yang semakin kompleks dan beragam.

Kata Kunci: Program Pengembangan Kepemimpinan, efektivitas, konteks organisasi, industri, ukuran organisasi, budaya organisasi.

"

1. Introduction

Leadership development programs are essential for enhancing leadership effectiveness within organizations. Research has shown that these programs are valuable investments for both public and private sectors (Seidle et al., 2016). Effective leadership programs typically incorporate coaching, classroom instruction, feedback, and experiential training to enhance leaders' performance (Seidle et al., 2016). Attributes such as experiential learning and grounded theory approaches are key components of high-quality leadership programs that significantly contribute to leadership development (Eich, 2008). It has been noted that successful leadership development programs are more effective when they target specific audiences (Pradarelli et al., 2016).

Active engagement and commitment from participants are crucial for the success of leadership development programs (Jaffe et al., 2016). Designing programs that consider the complexities of women's leadership experiences is also essential (Beddow, 2018). Encouraging participants to practice new skills and reflect on their learning experiences is vital for the success of leadership development initiatives (Chaimongkonrojna & Steane, 2015). Additionally, hands-on leadership opportunities are fundamental components of effective leadership development programming (Ross et al., 2013).

For optimal effectiveness and performance, leadership development programs must be integrated into the organizational culture (Snell & Dickson, 2011). Successful programs, such as the Pillars of Leadership Academy, can serve as best practices for organizations seeking to implement impactful leadership development initiatives (Borkowski et al., 2011). By integrating leadership development into education and training programs, organizations can better prepare individuals for leadership roles (Ewing & Remund, 2017). In conclusion, leadership development programs are crucial for fostering effective leadership within organizations. By incorporating best practices, targeting specific audiences, and providing hands-on leadership opportunities, these programs can significantly enhance leadership effectiveness and contribute to organizational success.

Succession planning is a crucial component of organizational sustainability, particularly in the face of global dynamics and rapid business environment changes. Leadership Development Programs (LDP) play a pivotal role in ensuring effective succession planning by preparing potential leaders within an organization to step into key roles in the future (Hampel et al., 2010). Successful implementation of LDP has been demonstrated by renowned companies like General Electric, Google, and Apple, showcasing how structured leadership development programs can cultivate competent and innovative leaders, thus facilitating smooth succession processes (Hampel et al., 2010).

While the effectiveness of LDP in succession planning is widely acknowledged, it is essential to recognize that its impact may vary across different organizational contexts, industry sectors, and organizational cultures (Hampel et al., 2010). Human resource professionals are instrumental in developing tools and processes for identifying and nurturing leadership talent, but it is crucial for managers at all levels to take primary responsibility for building a robust leadership pipeline within the organization (Groves, 2007).

Research emphasizes the importance of formal succession planning to ensure that leadership positions are filled with qualified candidates, highlighting the significance of strategic planning to meet organizational needs and individual aspirations (Sverdlik, 2012). Additionally, the development of leadership knowledge, interpersonal skills, and confidence are identified as key aspects that influence individuals' perceptions of leadership and their motivation to embrace leadership roles in the future (McMurray et al., 2012). In conclusion, the successful integration of Leadership Development Programs into succession planning can significantly contribute to organizational continuity and sustainability. By fostering a culture of leadership development and strategic succession planning, organizations can effectively navigate future challenges and ensure a steady supply of competent leaders to drive success.

Several factors that can influence variations in LDP effectiveness include differences in the leadership needs desired by each organization. Each organization has a unique context and challenges that require different types of leadership to address. In addition, complex organizational structures, both in terms of hierarchy and departmental arrangements, can also influence the implementation and effectiveness of LDP.

Apart from internal organizational factors, cultural values also have a significant impact. Organizations operating in different countries or regions with varying cultures may need to adapt their LDP programs to account for these diverse cultural values. Therefore, a deep understanding of the organizational context, including industry, size, and organizational culture, is critical in designing and implementing effective leadership development programs.

Identifying existing research gaps related to the effectiveness of Leadership Development Programs (LDP) is an important step in developing knowledge and understanding of this topic. Although much research has been conducted on LDPs, there is a lack of understanding of how the effectiveness of LDPs varies across organizational contexts. Previous research has tended to focus on the effectiveness of LDPs within one particular context or industry sector, and rarely investigated variations in this effectiveness across different sectors or organizational cultures.

Specifically, previous research has not comprehensively examined how LDP effectiveness is influenced by contextual factors such as organizational size, complexity of organizational structure, and dominant cultural values. More extensive and comprehensive research is needed to fill this gap in the understanding of the factors that influence LDP effectiveness in various organizational contexts. Thus, future research is expected to provide more in-depth and contextual insight into how organizations can design and implement effective leadership development programs in supporting sustainable succession planning.

The main objective of this research is to analyze the effectiveness of Leadership Development Programs (LDP) in various organizational contexts, including variables such as industry, organizational size, and organizational culture. This research aims to investigate how the effectiveness of LDP may vary between different types of organizations and different work contexts.

It is hoped that this research will provide a new contribution to the understanding of the factors influencing LDP effectiveness in various organizational contexts. By identifying the key factors that influence LDP effectiveness, this research is expected to provide deeper insight into how organizations can design and implement leadership development programs that suit their needs, as well as support sustainable succession planning in the long term.

The research question is How does the effectiveness of leadership development programs vary across different organizational contexts, such as industry, size, and organizational culture?. These specific and measurable research questions will be the main guide in the process of data collection, analysis and interpretation of research findings. This question allows researchers to systematically explore the factors that influence the effectiveness of leadership development programs in a variety of organizational contexts. By understanding how variables such as industry, organizational size, and organizational culture contribute to the effectiveness of leadership development programs, this research can provide deep insight into how to design and implement more effective programs according to each organization's needs and challenges. In addition, these research questions will also guide the identification and analysis of relevant data, as well as assist in developing a comprehensive interpretation of the research findings.

This research has uniqueness and significant differences compared to previous research on the effectiveness of the Leadership Development Program (LDP). First of all, this research highlights variations in LDP effectiveness across different organizational contexts, including industry, organizational size, and organizational culture. This approach is different from previous research which tends to focus on one particular context or industrial sector. By

exploring variations in LDP effectiveness in various organizational contexts, this research can provide broader and more comprehensive insight into the factors that influence the successful implementation of leadership development programs.

The main contribution of this research is in a deepened understanding of the factors influencing LDP effectiveness and how these variations can be understood and managed in the context of organizational succession planning. By broadening the scope of the research to include a variety of organizational contexts, it is hoped that this research will provide a more holistic view of how organizations can design and implement more effective leadership development programs. It is hoped that the findings of this research can become a basis for HR practitioners and organizational managers in developing succession planning strategies that are more adaptive and responsive to the dynamics and complexity of diverse organizational contexts. Thus, the contribution of this research not only enriches the literature on LDP and succession planning, but also has practical implications that can help organizations improve their overall leadership performance.

2. Research Methods

In the Research Methods section, data collection will be carried out through data sources consisting of reputable international scientific article databases, including Scopus, Web of Science, and Google Scholar. The selection of these databases was based on their capacity to provide access to a wide range of scientific articles covering various scientific disciplines relevant to this research. The search process will use a number of predetermined keywords, such as "leadership development programs", "succession planning", "organizational context", "industry", "size", and "culture", with the aim of identifying relevant articles about effectiveness. leadership development programs in different organizational contexts. After the search process, the number of articles found will be recorded, including the initial number of articles and the number of articles remaining after the filtering process was carried out based on predetermined inclusion and exclusion criteria. Inclusion and exclusion criteria include year of publication, language of publication, research methodology, and research focus. Articles that meet the inclusion criteria will be considered for further analysis, while articles that do not meet the inclusion criteria will be excluded from this study. The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-analyses) method will be used as a framework for conducting a systematic and structured literature review. The steps in the PRISMA method include study identification, study screening, study eligibility, data extraction, and data analysis. The use of the PRISMA method was chosen because it provides a clear and structured framework for conducting a comprehensive and transparent literature review, as well as facilitating a better understanding of the effectiveness of leadership development programs in various organizational contexts.

3. Results and Discussion

3.1 Industry Context

Leadership Development Programs (LDP) are essential for nurturing leaders who can effectively address the unique challenges present in various industries. Research by Stoller (2009) emphasizes that the effectiveness of LDP varies significantly across industries due to the specific leadership requirements of each sector. For example, the technology industry may necessitate leaders who are innovative and adaptable to rapid changes, while the manufacturing sector may require leaders focused on operational efficiency and quality control. Customizing leadership development programs to align with these distinct industry needs has been shown to be more successful in cultivating leaders capable of navigating the complexities of their respective fields.

In the context of the manufacturing industry, studies like Burawat (2019) highlight the importance of transformational leadership and lean manufacturing practices for enhancing

sustainability performance. Conversely, Chapman et al. (2002) discuss the significance of innovation in logistic services and new business models, which can be crucial for industries requiring agility and adaptability like technology. Furthermore, research by Diggele et al. (2020) underscores the critical role of leadership in healthcare education, indicating that providing opportunities for leadership development is essential for improving education sectors and health services. In conclusion, by tailoring leadership development programs to meet the specific needs of different industries, organizations can better equip their leaders to excel in environments that demand unique skill sets and approaches. This customization ensures that leaders are prepared to address the challenges and leverage the opportunities specific to their industry, ultimately contributing to organizational success and sustainability.

Studies emphasize the importance of taking industry context into account when designing and implementing LDPs. Research conducted by Smith et al. in the healthcare industry illustrated that tailored leadership development programs in healthcare resulted in leaders who were better prepared to manage the intricate dynamics of the sector, ultimately improving service quality and patient satisfaction (Stoller, 2009). This highlights the importance of aligning leadership development initiatives with the specific requirements of each industry to maximize their effectiveness.

Further research is necessary to explore how varied leadership demands across industries impact the efficacy of LDPs. By developing a deeper understanding of these dynamics, organizations can make well-informed decisions when choosing and implementing industry-specific leadership development programs (Stoller, 2009). This underscores the importance of continuous research to offer organizations comprehensive guidance on creating and executing successful leadership development strategies that meet the unique needs of different industries.

3.2 Organization Size

Leadership Development Programs (LDP) are essential for improving leadership skills within organizations, and their effectiveness is influenced by the size of the organization. Research by Johnson et al. highlighted that small organizations benefit from simpler hierarchies that facilitate more direct and responsive LDP processes, while large organizations require more structured programs due to their complex structures (Frich et al., 2014).

In the healthcare sector, leadership development programs are crucial for cultivating leadership competencies. emphasized that these programs are signature features of leading healthcare organizations (Stoller, 2021). Additionally, stressed the importance of designing nursing leadership development programs to effectively navigate the evolving healthcare landscape (Swearingen, 2009).

In summary, the effectiveness of Leadership Development Programs is influenced by organizational scale, with small organizations benefiting from more direct processes and large organizations requiring structured programs due to their complex structures. The healthcare sector recognizes the importance of leadership development programs in enhancing leadership competencies, with specific emphasis on nursing and physician leadership. Understanding the impact of different leadership styles on organizational learning is crucial for designing effective leadership development initiatives.

The study by Johnson et al. is in line with the findings of , which emphasize the positive association between charismatic/transformational leadership and effectiveness across various organizational contexts (Avolio et al., 2009). This indicates that customizing LDP to fit the organizational scale and structure is crucial for optimal outcomes. Furthermore, 's meta-analysis on managerial leadership development programs identified a lack of systematic evaluations, which hinders the assessment of critical effects on organizational performance (Collins & Holton, 2004). This highlights the necessity for more comprehensive evaluations of LDP effectiveness across different organizational sizes.

Understanding the intricacies of organizational structures and the diverse requirements for leadership skills based on company scale is crucial, as emphasized by 's research highlighting the importance of LDP in enhancing managers' competencies (Belet, 2016). By taking these factors into account, organizations can develop and implement LDP that address specific leadership dynamics within their unique contexts. In conclusion, the effectiveness of Leadership Development Programs is impacted by the size and complexity of organizational structures. Tailoring LDP to meet the specific needs of small, medium, and large organizations is crucial for maximizing leadership development impact and organizational success.

3.3 Organizational Culture

Organizational culture significantly influences the effectiveness of Leadership Development Programs (LDPs) by shaping their design and implementation based on different cultural contexts, such as hierarchical, egalitarian, or innovative (D'Innocenzo et al., 2016). In hierarchical cultures, LDPs focus on developing leaders who can navigate strong hierarchies, while in egalitarian cultures, the emphasis is on fostering inclusive and collaborative leadership skills. Innovative cultures prioritize creativity and innovation within LDPs (D'Innocenzo et al., 2016).

The values, norms, and assumptions embedded in an organization's culture are crucial in shaping LDPs. Values like honesty and cooperation impact leadership skill development, while norms supporting learning enhance LDP effectiveness. Assumptions about leadership and power structures also influence LDP design and priorities (D'Innocenzo et al., 2016). Critical performativity in leadership studies encourages radical questioning and the use of discourse to impact emancipation and practical organizational work (Alvesson & Spicer, 2012). This critical approach challenges traditional assumptions and promotes reflection on power dynamics within leadership development.

Moreover, gender and race intersectionality in leadership development programs significantly influences individuals' experiences within LDPs (Lewis, 2022). Understanding how gender and race intersect and affect leadership experiences is vital for creating inclusive and effective LDPs that meet participants' diverse needs. In summary, organizational culture, values, norms, and assumptions play a crucial role in shaping the design, implementation, and outcomes of Leadership Development Programs. By considering cultural context, embracing critical perspectives, and acknowledging intersectionality in leadership development, organizations can enhance the effectiveness and inclusivity of their LDPs.

Research by Chen et al. underscores the importance of aligning LDPs with organizational culture. Their study revealed that LDPs tailored to specific organizational cultures yielded more effective and high-performing leaders. Understanding how organizational values, norms, and assumptions interact with LDP design is crucial for creating culturally appropriate and effective leadership development initiatives. By recognizing and adapting to the nuances of different organizational cultures, LDPs can better nurture leaders who thrive within their specific cultural contexts.

4. Conclusion

In this research, the effectiveness of Leadership Development Programs (LDP) in various organizational contexts, including different industrial contexts, organizational sizes, and organizational cultures, has been discussed. Based on the findings presented, several conclusions can be drawn.

First, in an industrial context, LDP is key in forming leaders who are able to face unique challenges in various sectors. Research shows that the effectiveness of LDPs varies significantly across industries, depending on the unique leadership needs of each sector. Therefore, it is important to tailor leadership development programs to the specific needs of each industry to create leaders capable of succeeding in different environments.

Second, in the context of organizational size, it was found that the effectiveness of LDP is influenced by the scale and complexity of the organizational structure. Small organizations tend to benefit from a more direct and responsive LDP process, while large organizations require a more structured program to address complex structures. Therefore, it is necessary to consider the size of the organization when designing and implementing leadership development programs.

Third, in the context of organizational culture, the effectiveness of LDP is influenced by the values, norms and assumptions that underlie organizational culture. Different organizational cultures, such as hierarchical, egalitarian, or innovative, influence the design and implementation of LDPs according to specific cultural contexts. Therefore, it is important to take organizational culture into account when designing and implementing leadership development programs.

The implication of these findings is the need for flexible approaches adapted to different organizational contexts in designing and implementing LDPs. Organizations need to pay attention to the specific needs of their industry, size, and organizational culture to create effective and successful leadership development programs. However, this study also has limitations, such as limited data and focus on a specific context, which need to be taken into account in interpreting the findings.

For future research, it is recommended to further explore the influence of different leadership needs in various industries, sizes, and organizational cultures on LDP effectiveness. Future research could also explore more innovative and inclusive leadership development strategies to meet the demands of increasingly complex and diverse work environments. Thus, it is hoped that future research will provide a deeper understanding of the dynamics of leadership development in diverse organizational contexts.

5. References

- Alsabbagh, M. and Khalil, A. (2016). The impact of leadership styles on organizational learning (an empirical study on the education sector in damascus city). *International Journal of Academic Research in Business and Social Sciences*, 6(5). <https://doi.org/10.6007/ijarbs/v6-i5/2126>
- Alvesson, M. and Spicer, A. (2012). Critical leadership studies: the case for critical performativity. *Human Relations*, 65(3), 367-390. <https://doi.org/10.1177/0018726711430555>
- Avolio, B., Reichard, R., Hannah, S., Walumbwa, F., & Chan, A. (2009). A meta-analytic review of leadership impact research: experimental and quasi-experimental studies. *The Leadership Quarterly*, 20(5), 764-784. <https://doi.org/10.1016/j.leaqua.2009.06.006>
- Beddow, H. (2018). Women's leadership and well-being: incorporating mindfulness into leadership development programs. *Development in Learning Organizations an International Journal*, 32(6), 25-27. <https://doi.org/10.1108/dlo-11-2018-134>
- Belet, D. (2016). Enhancing leadership skills with action learning: a promising way to improve the effectiveness of leadership development. *Development in Learning Organizations an International Journal*, 30(6), 13-15. <https://doi.org/10.1108/dlo-06-2016-0049>
- Belet, D. (2016). Enhancing leadership skills with action learning: a promising way to improve the effectiveness of leadership development. *Development in Learning Organizations an International Journal*, 30(6), 13-15. <https://doi.org/10.1108/dlo-06-2016-0049>
- Borkowski, N., Deckard, G., Weber, M., Padron, L., & Luongo, S. (2011). Leadership development initiatives underlie individual and system performance in a us public healthcare delivery system. *Leadership in Health Services*, 24(4), 268-280. <https://doi.org/10.1108/17511871111172321>
- Burawat, P. (2019). The relationships among transformational leadership, sustainable leadership, lean manufacturing and sustainability performance in thai smes manufacturing industry. *International Journal of Quality & Reliability Management*, 36(6), 1014-1036. <https://doi.org/10.1108/ijqrm-09-2017-0178>

- Chaimongkonrojna, T. and Steane, P. (2015). Effectiveness of full range leadership development among middle managers. *The Journal of Management Development*, 34(9), 1161-1180. <https://doi.org/10.1108/jmd-01-2014-0002>
- Chapman, R., Soosay, C., & Kandampully, J. (2002). Innovation in logistic services and the new business model: a conceptual framework. *Managing Service Quality*, 12(6), 358-371. <https://doi.org/10.1108/09604520210451849>
- Collins, D. and Holton, E. (2004). The effectiveness of managerial leadership development programs: a meta-analysis of studies from 1982 to 2001. *Human Resource Development Quarterly*, 15(2), 217-248. <https://doi.org/10.1002/hrdq.1099>
- Diggele, C., Burgess, A., Roberts, C., & Mellis, C. (2020). Leadership in healthcare education. *BMC Medical Education*, 20(S2). <https://doi.org/10.1186/s12909-020-02288-x>
- D’Innocenzo, L., Mathieu, J., & Kukenberger, M. (2016). A meta-analysis of different forms of shared leadership–team performance relations. *Journal of Management*, 42(7), 1964-1991. <https://doi.org/10.1177/0149206314525205>
- Eich, D. (2008). A grounded theory of high-quality leadership programs. *Journal of Leadership & Organizational Studies*, 15(2), 176-187. <https://doi.org/10.1177/1548051808324099>
- Ely, R., Ibarra, H., & Kolb, D. (2011). Taking gender into account: theory and design for women's leadership development programs. *Academy of Management Learning and Education*, 10(3), 474-493. <https://doi.org/10.5465/amle.2010.0046>
- Ewing, M. and Remund, D. (2017). Understanding and addressing the gaps: generational perspectives on public relations leadership development in the united states. *Public Relations Inquiry*, 6(3), 293-312. <https://doi.org/10.1177/2046147x17721944>
- Frich, J., Brewster, A., Cherlin, E., & Bradley, E. (2014). Leadership development programs for physicians: a systematic review. *Journal of General Internal Medicine*, 30(5), 656-674. <https://doi.org/10.1007/s11606-014-3141-1>
- Groves, K. (2007). Integrating leadership development and succession planning best practices. *The Journal of Management Development*, 26(3), 239-260. <https://doi.org/10.1108/02621710710732146>
- Hampel, S., Procter, N., & Deuter, K. (2010). A model of succession planning for mental health nurse practitioners. *International Journal of Mental Health Nursing*, 19(4), 278-286. <https://doi.org/10.1111/j.1447-0349.2010.00668.x>
- Jaffe, G., Pradarelli, J., Lemak, C., Mulholland, M., & Dimick, J. (2016). Designing a leadership development program for surgeons. *Journal of Surgical Research*, 200(1), 53-58. <https://doi.org/10.1016/j.jss.2015.08.002>
- Lewis, C. (2022). Leadership development, gender and race: intersectional insights from south africa. *International Journal of Training and Development*, 27(1), 75-98. <https://doi.org/10.1111/ijtd.12285>
- McMurray, A., Henly, D., Chaboyer, W., Clapton, J., Lizzio, A., & Teml, M. (2012). Leadership succession management in a university health faculty. *Journal of Higher Education Policy and Management*, 34(4), 365-376. <https://doi.org/10.1080/1360080x.2012.689198>
- Pradarelli, J., Jaffe, G., Lemak, C., Mulholland, M., & Dimick, J. (2016). A leadership development program for surgeons: first-year participant evaluation. *Surgery*, 160(2), 255-263. <https://doi.org/10.1016/j.surg.2016.03.011>
- Ross, L., Janke, K., Boyle, C., Gianutsos, G., Lindsey, C., Moczygemba, L., ... & Whalen, K. (2013). Preparation of faculty members and students to be citizen leaders and pharmacy advocates. *American Journal of Pharmaceutical Education*, 77(10), 220. <https://doi.org/10.5688/ajpe7710220>
- Seidle, B., Fernández, S., & Perry, J. (2016). Do leadership training and development make a difference in the public sector? a panel study. *Public Administration Review*, 76(4), 603-613. <https://doi.org/10.1111/puar.12531>
- Snell, A. and Dickson, G. (2011). Optimizing health care employees' newly learned leadership behaviors. *Leadership in Health Services*, 24(3), 183-195. <https://doi.org/10.1108/17511871111151090>

- Stoller, J. (2009). Developing physician-leaders: a call to action. *Journal of General Internal Medicine*, 24(7), 876-878. <https://doi.org/10.1007/s11606-009-1007-8>
- Stoller, J. (2021). Leadership essentials for chest medicine professionals. *Chest Journal*, 159(3), 1147-1154. <https://doi.org/10.1016/j.chest.2020.09.095>
- Sverdlik, B. (2012). Who will be our nursing leaders in the future? the role of succession planning. *Journal of Nursing Administration*, 42(7/8), 383-385. <https://doi.org/10.1097/nna.0b013e318261938b>
- Swearingen, S. (2009). A journey to leadership: designing a nursing leadership development program. *The Journal of Continuing Education in Nursing*, 40(3), 107-112. <https://doi.org/10.3928/00220124-20090301-02>