

## **Talent management and succession management, with an approach to organizational requirements**

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### **Abstract:**

Over the past half-century, organizations have undergone many changes; As today's organizations are less similar to past organizations in terms of management structure. One of the measures taken in today's organizations to meet the needs of the organization and manpower is the talent management and succession management program. Talent management system allows the organization to have ready-to-serve individuals in the face of absenteeism, resignation, death, retirement, disability, relocation and transfer of individuals. In fact, this planning is a tool that meets the future needs of the organization to employees and considers a number of successor candidates for each of the sensitive positions of the organization and focuses on the process of improving the quality of these candidates in terms of competencies and skills. Slowly and prepares people for leadership. The succession strategy provides leaders with

the ability to transfer knowledge and share it in the organization, and compensates for the possibility of knowledge shortages due to retirement, promotion, and erosion. This article, while examining the definitions and models of talent management and succession management, explains the organizational requirements for successful planning in this regard by reviewing the method and at the end, provides solutions.

**Keywords:** Talent Management, Succession Development, Organizational Requirements.

### **Introduction**

In today's global competition, organizations have a serious role to play in achieving a high position commensurate with the dignity of our beloved country, Iran. Managers play a very important role in this regard. In important organizations, due to the increase in the retirement period of managers and the arrival of newer managers, it is necessary to plan for their development and replacement. According to studies, due to the growth of new arenas, the rapid replacement of managers or the retirement of current forces, a large number of positions are vacated annually; As a result, the organization is obliged to have effective planning to fill these vacancies (1). Succession is one of the most important and necessary strategies for the development of organizations. In this way, goals such as meritocracy, motivation to grow and survive, continuous supply and

supply of human talents, creating a healthy competitive environment in the organization and ultimately organizational development are pursued. The purpose of this paper is to investigate the role of succession by relying on the principle of meritocracy and selection for organizational change (2).

Accordingly, in the coming years, the competition for talented and efficient managers in the country seems to be increasing day by day, and the readiness to fill key leadership positions at the right time is one of the most important challenges facing organizations. Therefore, it is important to examine where organizations are currently located and what components they need to pay attention to in order to achieve the desired situation.

In today's knowledge-based economy, competitive advantage is increasingly being found in facilitating the flow of information rather than access to specific resources and markets. Therefore, knowledge and intellectual capital are considered as the basic basis for achieving the main and strategic competencies for superior performance. In order to achieve a sustainable competitive advantage, attention to existing knowledge, how to use it effectively and create a structure for using information and knowledge The new is considered important and vital, and organizations should pay special attention to it. Succession management is one of the topics that today's economy has led organizations to rethink performance management and capture this vast knowledge. To increase the efficiency and effectiveness of the organization and provide good products and services to customers and gain their satisfaction, organizational knowledge is needed And manage talent identification and succession breeding. Therefore, knowledge

management is an integral part of succession management (3).

Advances in various cultural, political, economic, social, and especially technological fields have created a competitive, dynamic, ambiguous, unstable, and highly variable environment that deprives many organizations of the ability to plan in safe and sustainable conditions. The way to achieve their goals has faced many challenges. In such a way that the lack of timely and multifaceted action on these developments has led to the decline, merger or reduction of the life expectancy of many organizations in recent years. Organization, like other living things, has a life cycle. This means that it is born at a certain point in time, grows, reaches the stage of maturity, and then reaches the stage of saturation, and finally its aging and decline. Therefore, after the position of each organization is identified, it should be planned in such a way that organizations always remain in their growth and maturity stage. Because after that, in case of incorrect guidance and planning, the old age of the organization will appear and will eventually lead to the destruction of the organization (4). In such circumstances, it seems to be one of the most basic and important challenges. In order to maintain and sustain the life of the organization, there is a need for capable managers in the coming years. Some other organizations, in order to meet their future management needs, try to attract and use managers and talented forces outside the organization, regardless of internal resources. Organize, and ultimately a small number of smart organizations that seek to maintain and improve their position, focus their planning on identifying and nurturing managerial talent within the organization and, if necessary, use ready-made forces outside the organization. Such organizations seek to build the future (3). Understanding the

importance and effectiveness of managers in their growth and success, they seek to design and implement serious and regular programs for talent acquisition and replacement.

In the global and dynamic future economy, management has a strategic and decisive role, so in developed countries, various investments are used to nurture and strengthen the abilities and skills of managers. The results show that there is a shortage of managerial staff and the increasing need of organizations for managers is much more capable, talented, skilled and competent than today's managers in the coming years and the truth is that identifying and cultivating qualified managers and using them is one of the basic. The most important challenges facing organizations to overcome the difficult conditions of tomorrow (5).

For this reason, many forward-looking organizations seek to design new and regular succession programs to estimate and meet their future needs in this background. Most successful managers of organizations consider the role of successor and the issue of succession to be very vital. In a modern organization, the structure and level of employees is such that the organization is forced to use human resources in a more flexible way and the amount of flexibility is increasing every day. Although the existence of horizontal and flat structures has caused the opportunities for individuals to improve, but at the same time the opportunity for lateral movements and the expansion of responsibilities and the growth of skills has increased (6). Although identifying successors to key positions and senior members of an organization is important, succession planning is not limited to successful individuals holding senior management positions in the organization; In fact, succession planning: identifies the

most essential competencies of the organization; Specifies in detail what the organization expects from each level or position; identifies performance monitoring and evaluation tools; Describes the tasks that fall within the activities of a succession planning; Identifies the tools needed to support both individuals and the organization when performing these tasks.

### **Fundamentals of research**

In a review study by (2), he examined "succession-based succession based on qualification, a step towards organizational change": This article states that one of the ways to maintain the organization and adapt to changing global conditions is to create a process. Is a successor in the organization. This article reviews and describes topics such as succession breeding and its types, talent management and its relationship with succession breeding and organizational change. In the end, while discussing and concluding and expressing the relationship and role of succession planning with the improvement of human resources and organizational change, he has presented suggestions.

(7) reviewed the succession system with emphasis on dimensions and models: Succession is a process to ensure the maintenance and development of spiritual capital and knowledge for the future of the organization and encourage people to develop. The purpose of this study is to study the theoretical foundations of the concept of succession and to study the proposed models of succession. The method of conducting research is a review because it is an acceptable strategy for summarizing the research literature on a concept or phenomenon. Thus, in this research, literature on the concept of succession breeding and its various definitions were mentioned. Then, the models that have been presented so far for

the management of succession breeding by researchers were collected and introduced so that future managers and researchers can create a comprehensive view of the concept of succession breeding and help them in future research.

(8) deals with organization and succession breeding: Succession is a title that is attributed to this system. A program that, as a process, provides the conditions for the organization to take actions in the situations mentioned earlier. Anticipate the appropriate (educational) and maintain their readiness in case of encounter. Since the knowledge of the evolution of the system and attitudes in foster care and replacement, its goals and success factors clarify the applicability of such an issue, in this study, the information of which has been collected by the library method is briefly reviewed.

Different dimensions and angles of succession breeding in the organization are discussed and at the end, succession breeding is emphasized as a necessity that can be used to cover the strategies and policies of the organization and take the growing trend.

(9) designed a suitable model for succession breeding in industrial companies, case study: Large and medium companies in Mashhad industrial town: The present study aimed to design an appropriate model for succession breeding in industrial companies by studying large and medium companies Mashhad industrial town was done. In the present study, first, by examining the research literature, the dimensions of the succession breeding discussion from the perspective of various researchers have been studied and then using the analytical methodology of interpretive structural modeling (ISM), the relationships between dimensions and factors affecting the success of succession breeding program are analyzed. Takes. The

result has led to the design of a suitable model for succession in large and medium-sized companies. The results of this study indicate that the integrated model of this process includes the following dimensions: counseling programs, formation of talent reserves, commitment to implement succession planning, identification of future needs, use of technology, feedback from the program, formation of a sharing website Knowledge is the identification of existing capabilities and the creation of management models that interact with each other.

(10) in a study examined data on talent management practices and innovation performance of academic staff in a technology-based private university: Findings on talent and borrowing strategies as predictors to facilitate innovation performance Used in the sample university. It is recommended that the management of the university in question constantly need to adopt a reliable strategy to attract and retain people for excellence performance.

(11) in a study examining global talent management: A life cycle perspective on the interaction between human and social capital: We present a theoretical model that examines the interaction between social capital and human capital and the various forms that such interaction Can - be positive and negative, he describes. This model evaluates the development of stock concepts and knowledge flow, social capital flow versus human capital stock. We discuss global talent management practices in talent selection, development and utilization.

(12) showed that "presenting strategies for implementing succession management" showed that the current situation of succession management is not satisfactory and needs more attention. According to the research, the succession plan should be such that it promotes and covers all the main positions of the organization in the

development of employees' duties. Organizations also commit to nurturing their internal talents through staff training. Building employees is one of the responsibilities of their current and future jobs in educational institutions

(13) in a study entitled "Comparison of the current situation of succession planning and talent management with the desired situation in the higher education system", the findings indicate the need for a program for succession of higher education staff and also the need for commitment and attention. Senior managers are about to prepare for the implementation of this program, such as informing employees of their current job responsibilities and their future in educational institutions.

### **Types of successor breeding models**

There are various models and theories for implementing talent management and succession planning in organizational areas, which are mentioned in this article:

#### **Detailed succession model**

The detailed model of the succession system was designed and developed based on the following 9 main components, which are presented as follows according to the field of its application in organizations.

- 1- The vision of the future and the mission of the organization (C B S)
- 2- Goals and strategies of the company in the field of human resources (HRS)
- 3- The field of human resources strategy in the succession system
- 4- Organization and structure
- 5- Field of occupation
- 6 - Individual area
- 7- Career Management Decision Support (DCM)
- 8- Career Management and Planning (CM)
- 9- Project Management and Supervision (PMS) (14).

### **Power field model**

Levine (1951) used force field analysis to evaluate the motion from a real or existing position to the desired position. This theory emphasized the facilitation or deterrent forces of any change. Based on the analysis of the force field model, the facilitating forces tend to make a change; Deterrent forces, on the other hand, act to reduce or limit facilitators. So three situations are conceivable: facilitator, limiter, and deterrent. Opposition forces prevent succession planning and prevent the organization from moving. Balanced movement towards Point B requires forces that are greater than the forces that prevent change. This movement is achieved by increasing the forces in favor of succession or decreasing the forces opposing it (4).

### **Competency-based succession model**

Competence: Researchers believe that the competency approach is not a new one in human resource management, and the Romans used it in an effort to achieve the fine and detailed qualities of a good soldier. Competence refers to permissible behaviors based on knowledge, skills; Abilities and other personal characteristics are formed and a person must have them to perform his role successfully. Bojanis (1982) argues that the effective performance of managerial jobs is a function of personal characteristics and defines these characteristics as competencies. In the last decade, several models and frameworks for measuring competencies have been proposed, and these models often differ in the information they collect. Some patterns emphasize the generic ability and qualitative characteristics of individuals; While the other group of models focuses on job-specific technical skills, some models attempt to combine the three factors of job maps, job behaviors, and knowledge-skills and

abilities with a combination of individual competencies and context. Job competencies should be presented in a comprehensive approach (15). To manage

talent and succession program, the following competency model can be used. Based on the concepts of this model, the components of succession are:(16)

Indicators	Components of succession	
Commitment of senior management	The first stage of commitment	<b>first stage</b>
Commitment of human resource managers to proper design		
Commitment to the implementation of the succession system		
Determining job selection criteria	Determining the scope and extent of the organization's needs at the management and leadership levels	<b>second stage</b>
Assign points for strategic job determinants		
Grouping jobs into three groups: strategic, important and ordinary jobs.		
Examining competency patterns	Determining the competency model required by managers	<b>third stage</b>
Choose the right competency model		
Determining the selection criteria of individuals	Identify people with the ability to form a talent treasury	<b>fourth stage</b>
<b><u>The process of selecting people</u></b>		
<b><u>1) Leader-centered evaluation approach</u></b>		
<b><u>2) Participatory evaluation approach</u></b>	Evaluation of selected individuals	<b>Five stage</b>
<b><u>3) Delegated evaluation approach</u></b>		
Form a treasury of talents		
Psychometric tests		
Talent and ability tests		
Skills assessment test		
Knowledge assessment test		
Conduct an interview		
Performing activities and group discussions	Development of managers	<b>Six stage</b>
Classification of evaluated people		
Develop a competency model for managers		
Determining the competency gap of managers and leaders		
Determining the development methods of managers and leaders		
Implement leadership development programs	Replacing people in responsibilities	<b>Seven stage</b>
Determining the impact of leader development		
Interviews with finalists bred for replacement		
Determine the expectations of the parties and make an agreement		
Select people		
Evaluate people		

	Evaluate the effectiveness of the succession program	<b>Step eight</b>
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### **Seven-pointed star model**

This model consists of seven stages:

#### **1- Creating commitment:**

As a first step, the organization's decision-makers must commit to managing and planning a systematic succession and deploy it. To some extent, this is reflected in the rapid growth of beliefs and belief in the greater value of planned approaches than unplanned approaches in succession management and planning.

#### **2- Assessment of current work requirements:**

Decision makers need to evaluate the current job requirements in key positions. People can only be prepared for promotion based on a consistent, work-based approach.

At this stage, it should be clear where the key management positions are in the organization and use one or more approaches to determine the requirements.

#### **3- Individual performance evaluation:**

In most succession management and planning programs, it is assumed that people must do their current jobs well in order to qualify for promotion.

#### **4- Assessing the requirements of future work:**

Assessing future work requirements helps prepare future leaders to face changing work requirements.

#### **5- Assessing a person's future talents:**

How carefully people prepare for promotion and what talents they have. The organization should develop a process for assessing people's talents.

#### **6- Filling the breeding vacuum:** The organization should develop a continuous program to nurture future managers from

within the organization, as well as explore and implement alternatives to replace traditional promotion methods to meet the needs of succession.

#### **7- Evaluation of succession planning:**

The management and planning program should be continuously evaluated in order to improve the wind as much as possible. Evaluation results should also be used more regularly to maintain commitment and improve the management plan and systematic succession planning.

#### **1- Creating commitment to systematic succession management and planning and establishing succession planning**

#### **2- Assessing the requirements of the current job**

#### **3- Evaluation of individual performance**

#### **4- Assessing work requirements in the future**

#### **5- Evaluating the individual's future talents**

#### **6- Filling the breeding vacuum**

#### **7- Evaluation of succession planning**

### **The benefits of choosing a successor from within the organization**

Unlike hiring and hiring a senior manager from outside the company, which is associated with a lot of risk and has many problems. Choosing a successor from within the company will lead to positive results.

If a person from within the company or organization is selected for the future management of the company, it indicates that the senior manager of the organization has considered the internal interests of the company.

If a successor is selected from among the competent and competent people in the company, the senior manager, with the

knowledge he has of him, can prepare him for the transfer of management with peace and confidence. Gradually, he will become a prominent senior manager.

If a person from within the company is selected as a successor. The CEO can be more confident about the continuity of his managerial attitude and vision. Although the CEO wants his successor to have a new perspective and perspective, he will not be satisfied with the fact that his successor will follow all his previous actions. Be indifferent.

By choosing a suitable successor from within the company or organization, the possibility of proper transfer and delivery of management can be significantly increased and a successful future can be determined. It should also be noted that the process of transfer of management and selection of successor is a very private and confidential matter (19).

### **Murshid - Muridi model**

Identifying people with potential talent for management positions and transferring the knowledge, experience and skills of senior managers to them is crucial to the development of management.

The mentor-disciple relationship provides a platform for interaction between experienced and inexperienced employees, and during the process of observational learning, knowledge, experience and professional reserves and jobs of experienced people are transferred to inexperienced people and qualified people for the position. To obtain the said.

The mentor-disciple method is one of the existing methods to cultivate managers and develop their skills so that it can train suitable successors for the organization.

Murshid - Discipleship (Murshidgari) is a relationship between a more experienced and more skilled mentor with an less experienced and less skilled disciple,

through which the experiences and skills of the experienced are transferred to managers.

Today, the mentor-disciple is considered in many organizations as a tool to gain a competitive advantage. Mentor-student programs, both formal and informal, will bring benefits to the mentor, the student, and the organization in which they work.

Murshid-disciple programs in the process of implementing leadership and management development are considered as a key tool for training and human resource development.

Great leaders are not born, they are not self-made, but leaders are created from the guidance of the right mentor. The training and professional needs of each group of managers or leaders depend on the competencies that are expected of them and what they have achieved so far. However, it is necessary to consider the training of managers and leaders as an ongoing process. A mentor-disciple relationship consists of a mentor and a disciple, both of whom have formally established their relationship. The formalization of this relationship should be done by explaining the official mentor-discipline programs by the organization.

The mentor-disciple method is one of the existing methods to cultivate managers and develop their skills so that it can train suitable successors for the organization.

Murshid - Discipleship (Murshidgari) is a relationship developed between a more experienced and more skilled mentor with an less experienced and less skilled disciple so that the people involved in the relationship benefit from it.

Murshid - A disciple is not just a simple, pre-arranged consultation, but a one-on-one voluntary, coherent, broad, dynamic, supportive and honest process between an experienced person and an inexperienced initiator. The ultimate goal is the scientific,



professional and personality development of the disciple.

The mentor is connected to all the energy and ideas of the disciple, and the disciple receives the necessary guidance, support, and encouragement for his progress from the mentor. It also enables managers to learn how to balance conflicting professional and personal demands.

All experts and scholars seem to agree that the origin of the mentor-disciple is essentially the same concept of master-student.

The initial personal relationship gradually develops between the mentor and the disciple, and the student learns the required knowledge, skills, and personality traits and begins to succeed his teacher. The mentor-disciple method is based on social learning theory.

This theory was proposed by Albert Bandura in 1986 and immediately attracted the attention of educational scientists. Social learning theory emphasizes the process of observing and modeling the behavior, perceptions, and emotional reactions of others. Behavioral patterns may be learned through direct personal experience or by observing the responses of others.

According to social learning theory, relationships such as mentor-disciple create opportunities for education through direct experience and observation of the behavior of people involved in the interaction. The mentor-disciple relationship is formed in two general formal forms without the intervention of the organization and by the will of the parties.

Murshid - A formal disciple is formed through a mechanism planned by the organization. Empirical evidence suggests that mentors are less motivated in formal relationships and students are less satisfied. However, organizations are increasingly

seeking to provide formal rather than informal mentors.

Because it is believed that formal mentor-discipline programs will provide more employees with the opportunity to reap the benefits of this relationship. Especially for women and minorities, they may not be able to have an informal mentor-disciple relationship.

### **Advantages of applying the competency approach in human resource management**

Synergistic relationships between competency-based human resource subsystems lead to better and more desirable human resource management performance. For example, the following benefits can be expressed for competency-based human resource systems (17)

- The time required to train and manage the subsystems is reduced. Managers should only consider a specific set of competencies and definitions for each post. Identifying competencies and focusing on them will take less time to deploy a new program or subsystem.

- Subsystems validate each other. Because information and data are collected from a variety of sources, data from one segment or component can be used to validate the effectiveness of other components. For example, the scores obtained after reviewing and evaluating performance on the basis of competency can easily be used to create an effective and credible selection or training subsystem, and vice versa.

Competency-based human resource management subsystems reinforce each other. Using one subsystem enhances the use of other subsystems. Successful application of competency-based definitions and ratings in one subsystem strengthens the use of this strategy and these definitions in other subsystems by managers (4)

### **Intra-organizational requirements**

Different items can be proposed to facilitate succession planning in organizations. In general, six facilitating factors can be mentioned. That influence and facilitate succession planning.

A. Top management support and participation: Top management participation encourages others to ensure that the management team is serious about reviving the succession plan.

B- Systematic approach: the existence of continuous and regular processes is necessary for the development of succession breeding programs in the whole organization and considering the systematic relations of its subsystems;

C. Definite Development Plans: Individuals must believe that they can prepare for future leadership by participating in corporate development plans. Some programs, depending on the level of experience of the participants in the organization, may be considered in three steps:

Step 1 - A talented and effective team is considered for the future, which is full of inexperienced participants; At this stage, they are taught a set of general skills.

Step 2: Trained and educated people share development experiences and achieve important opportunities.

Step 3: People reach and occupy important positions; Because they are trained for higher positions.

D. Organizational culture: Future leaders will not grow in a part of the organization until a suitable environment is created for the growth of experiences; In the succession program, the acquisition of knowledge and skills and the differentiation of the organization's capabilities should be emphasized and the cultural capacity of the organization for growth should be considered by individuals.

E. Emphasis on quality improvement: The succession program emphasizes the need

for quality in order to enable the transfer of people for higher level jobs. It is worth noting that succession programs should emphasize the readiness of individuals to move from one organizational position to a higher position and to equip individuals to advance in subsequent careers.

Emphasis on Seniority: Usually, educators or mentors give people advice on how to deal with personal, organizational, and political challenges so that they can be helpful throughout their lives. Mentoring occurs when newcomers and talented people become attached to a super-influential and influential person. A superior, insightful and influential person is one who has the ability to communicate with people. These people are usually chosen by the students as mentors; Thus, although some organizations support formal mentorship and try to adapt new employees with more experience to senior staff, this usually happens informally (18).

### **Conclusion and Recommendations**

Organizational strategies require a holistic approach to talent management, so traditional approaches to best practices for learning, performance management, succession management, and career development need to be re-evaluated and reviewed. Just as the integration of performance management and learning has been recognized in many cases as an integral part of effective talent management strategy, succession management, which combines staff development and career planning, has played a special strategic role in today's organizations. . These organizations have found that surrogacy is a dynamic and continuous process, not a static goal. The success of the succession system depends to a large extent on the efficiency and performance of the employee appraisal system subject to succession reserve. In other words, placing

employees in the replacement reserve and determining their position in terms of scalability does not mean the end of evaluations, and the evaluation process of all employees in the replacement reserve, commensurate with the capabilities needed for the job and role of the candidate. They will continue in the future. This article emphasizes that managers develop more effective skills, incorporate competency into the performance management model, and establish a leadership skills training system that helps individuals improve their performance. Considering the practical experiences of implementing this plan in organizations, the following suggestions are presented for implementing the succession management plan in Iranian organizations and institutions:

Before entering this type of programs, one should carefully examine the performance status of the organization, its planning and the programs that they have for succession planning. These measurements include the following:

1. Establish a school to train skilled staff to become future leaders needed
2. Conduct in-depth behavioral studies to better understand the concept of competence and competence and how to create it among individuals
3. Re-examination and broader components of the competency and succession model and the relationships between them and the possible modification or development of the model of capabilities of managers of Iranian organizations
4. Applying this model in evaluating and recognizing the talents of managers and creating a suitable basis for meritocracy in the administrative system of the country
5. Applying the competency model of managers to define and implement training programs and development of managers' expertise in other public and private organizations

6. Designing appropriate tools in order to identify the extent of each capability in managers, according to the competency model of managers

7. Examining the tendency of the organization and its senior management to meritocracy and merit selection

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