QUESTIONNAIRES
Dear Sir / Madam,

I am A.H. Masthan Ali, working as Project Leader in BAeHAL Software Ltd, Bangalore, and pursuing Doctoral programme from S.K. University. I am conducting survey on "Succession planning and its impact on organizational performance – with reference to select leading information Technology companies in Bangalore". You are kindly requested to take part in this unique study. Your participation and your honest opinions will be highly appreciated. The objective of this survey is to understand the status and issues of succession planning and management efforts in IT companies.

In this regard I solicit your esteemed response in filling the questionnaire to meet the research requirements. I hereby assure you that the information provided by you will be kept confidential and used only for academic purpose. Thank you for your valuable time.

Yours Faithfully,

A.H. Masthan Ali

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Socio-economic profile:

Name (optional):

Age (in yrs) :

Gender :
  Male
  Female

Income (in Rs. p.a) :
  < 2 lacs / 2-4 lacs / 4-5 lacs / 5> lacs

Designation :
  Software Engineer/Senior Software Engineer/Project Leader/ Project Manager

Qualification :
  UG (Arts & Science Degree/Engineering)
  PG (Arts & Science Degree/Engineering)
  Others ........................................
1. How long you have been part of this organization?
   a. <1 yr b. 1-3 yr c. 3-5 yr d. 5 yrs

2. What is the mode through which you are recruited?
   a. Employee referrals
   b. Consultancy
   c. Walk-in
   d. Job Fair
   e. Job Portals
   f. Ads
   g. Campus recruitment

3. Please rank [1-5] the following factors that made you to opt for this organization?
   a. Good will
   b. Career opportunities
   c. Good Employee relations
   d. Compensation
   e. Rewards and recognition
   f. Succession planning

4. How do you find your job profile?
   a. Highly interesting
   b. Interesting
   c. Neither interesting nor uninteresting
   d. Uninteresting
   e. Highly uninteresting

   **Opinion towards Succession Planning**

5. Are you familiar with succession planning?
   a. Yes
   b. No

6. Does your company have a formal succession-planning in place?
   a. Yes
   b. No
7. In your opinion, a succession management system would be successful at which managerial level?
   a. Top Management level
   b. Middle Management level
   c. Lower Management level
   d. At all Management level

8. What do you think should be the main purpose(s) of succession management in the organization?
   a. To easily identify replacements to fill key positions
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9. Please rate the following methods in terms of their effectiveness in identifying potential successors? (1-4, rank 1 show most preferable while 4 shows least preferable.)
   a. Self-nomination
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10. Please rank which of the following methods would be most effective in assessing development need? (1-4, rank 1 show most preferable while 4 shows least preferable.)
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11. Please rank the following activities in terms of their effectiveness in developing employees (1-5, rank 1 show most preferable while 5 shows least preferable.)
    a. Job Rotation
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12. Should personality tests be used to assess potential successors?
   a. Yes
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13. Do you think employees should be held totally responsible for their career plans?
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14. Do you think the development period should vary according to the level of the position?
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15. Do you think the company values learning and development?
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16. How long do you think should be the development period for potential successors?
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Opinion towards Succession policy

Instructions: In this section, please respond to the items taking into consideration of the whole company as an organization.

17 How well is your company having succession policy?
   a. Very poor
   b. Inadequate
   c. Adequate
   d. Very good

18 How urgently does your company need to improve or establish a succession policy?
   a. Not needed at all
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   c. Urgently needed
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19. How do you rate the level of importance of a succession policy at your company?
   a. Low
   b. Moderate
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20. Select the degree of suitability of the following approaches to succession policy for your company.

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25. What is the level of impact of Govt policies and laws on the succession policy at your company?
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### Impact of succession policy towards organizational performance

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<td>Company is planning for new business expansion.</td>
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<td>26.9</td>
<td>Return On Investment in our company is good</td>
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### Opinion towards Succession practices

27. Are you familiar with succession planning practices in your company?
   a. Yes
   b. No

28. Does your company follow succession practices?
   a. Yes
   b. No
Impact of succession planning practices on employee and respondent organizations

Kindly give your level of agreement with respect to the following factors. Please (✓) accordingly.

(SA – Strongly Agree/NANDA-Neither Agree Nor Disagree/ DA – Disagree/ SDA – Strongly disagree)

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<td>The present work and competency requirements of different leadership positions are regularly assessed.</td>
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<td>29.2</td>
<td>Systems exist to assess future requirements for work and competency of different leadership positions.</td>
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<td>29.3</td>
<td>Individuals’ leadership potential for future usage is regularly assessed.</td>
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<td>29.4</td>
<td>There is a deliberate effort to attract outside talent for key leadership positions.</td>
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<td>29.5</td>
<td>Efforts exist to internally identify talent from existing employees for future leadership utilization.</td>
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<td>29.6</td>
<td>There are incentive schemes for retaining the existing employees with notable talent.</td>
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<td>29.7</td>
<td>There exists some kind of succession plan chart that guides the succession process for each leadership position.</td>
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<td>29.8</td>
<td>Management is involved in discussing/reviewing succession plan charts.</td>
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<td>29.9</td>
<td>There is a practice of identifying a pool of individuals with high leadership potential for each leadership position.</td>
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<td>29.10</td>
<td>Identified potential leaders take part in leadership development programs based on their competency needs.</td>
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<td>29.11</td>
<td>The current leaders are active in mentoring/coaching their potential subordinates.</td>
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<td>29.12</td>
<td>There is a practice of selecting successor candidates out of a pool of groomed potential leaders.</td>
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<td>29.13</td>
<td>Internally groomed candidates are regularly evaluated and given feedback.</td>
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<td>29.14</td>
<td>Internally groomed successor candidates receive gratifying salary packages.</td>
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<td>29.15</td>
<td>Usually successors are recruited from a group of internally groomed candidates.</td>
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<td>29.16</td>
<td>Before they leave, outgoing employees take time to mentor/coach their internal successors.</td>
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<td>29.17</td>
<td>The leadership transition periods are normally short and calm.</td>
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<td>Top management support leaders who promote internal leadership grooming.</td>
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<td>29.19</td>
<td>Top management leadership explicitly promotes succession planning policies and strategies.</td>
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<td>29.20</td>
<td>At least one top management leader is actively involved in succession planning issues.</td>
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<td>29.21</td>
<td>Grooming and promoting leaders from within constitute a part of accepted organization’s policies/philosophy.</td>
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<td>29.22</td>
<td>Succession planning activities form a substantive component of organization’s strategic plan.</td>
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<td>29.23</td>
<td>Institutional culture encourages the practice of recruiting, grooming, and retaining academic/administrative/leadership talent.</td>
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**Opinion towards models of succession planning**

30. What is the model followed in your organization?

- a. Traditional model
- b. Integrative Approach model
- c. Succession planning “pools” model
- d. Generic succession systems model
- e. Three track leadership model
- f. The Leadership Pipeline Model
- g. The Acceleration Pools model
- h. Life Cycle Model
- i. Mutual Role Adjustment Model
- j. Succession planning by position-management driven
- k. Top-down/bottom-up succession planning
- l. Public sector model
- m. Military Model
- n. Private sector model
- o. Family business model
- p. Independent model
- q. Replacement Planning Model
- r. Succession Planning Model
- s. Succession Management Model
- t. Talent Management Model
- u. Relay Succession Planning Model
- v. Scharmer's Theory U Model of Transformative Change
31. In your opinion, what is the performance of the organization after application of above-mentioned models?
   a. High
   b. Low

32. Your valuable suggestions to serve you better with succession planning practices
(b) Research Questionnaire (Pilot Survey)

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Total Experience (in yrs) : <3 3-6 6-9 9-12 12>

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   **Opinion towards Succession Planning**

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**Impact of succession policy towards organizational performance**

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<tr>
<td>26.8 Company is planning for new business expansion.</td>
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<tr>
<td>26.9 Return On Investment in our company is good</td>
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</tr>
</tbody>
</table>

**Opinion towards Succession practices**

27. Are you familiar with succession planning practices in your company?
   a. Yes
   b. No

28. Does your company follow succession practices?
   a. Yes
   b. No

**Impact of succession planning practices on employee and respondent organizations**

29. Kindly give your level of agreement with respect to the following factors. Please (✓) accordingly.
   (SA – Strongly Agree/NANDA-Neither Agree Nor Disagree/ DA – Disagree/ SDA – Strongly disagree)
<table>
<thead>
<tr>
<th>Q29</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>29.1</td>
<td>The present work and competency requirements of different leadership positions are regularly assessed.</td>
</tr>
<tr>
<td>29.2</td>
<td>Systems exist to assess future requirements for work and competency of different leadership positions.</td>
</tr>
<tr>
<td>29.3</td>
<td>Individuals’ leadership potential for future usage is regularly assessed.</td>
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<td>29.4</td>
<td>There is a deliberate effort to attract outside talent for key leadership positions.</td>
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<tr>
<td>29.5</td>
<td>Efforts exist to internally identify talent from existing employees for future leadership utilization.</td>
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<tr>
<td>29.6</td>
<td>There are incentive schemes for retaining the existing employees with notable talent.</td>
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<tr>
<td>29.7</td>
<td>There exists some kind of succession plan chart that guides the succession process for each leadership position.</td>
</tr>
<tr>
<td>29.8</td>
<td>Management is involved in discussing/reviewing succession plan charts.</td>
</tr>
<tr>
<td>29.9</td>
<td>There is a practice of identifying a pool of individuals with high leadership potential for each leadership position.</td>
</tr>
<tr>
<td>29.10</td>
<td>Identified potential leaders take part in leadership development programs based on their competency needs.</td>
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<tr>
<td>29.11</td>
<td>The current leaders are active in mentoring/coaching their potential subordinates.</td>
</tr>
<tr>
<td>29.12</td>
<td>There is a practice of selecting successor candidates out of a pool of groomed potential leaders.</td>
</tr>
<tr>
<td>29.13</td>
<td>Internally groomed candidates are regularly evaluated and given feedback.</td>
</tr>
<tr>
<td>29.14</td>
<td>Internally groomed successor candidates receive gratifying salary packages.</td>
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<tr>
<td>29.15</td>
<td>Usually successors are recruited from a group of internally groomed candidates.</td>
</tr>
<tr>
<td>29.16</td>
<td>Before they leave, outgoing employees take time to mentor/coach their internal successors.</td>
</tr>
<tr>
<td>29.17</td>
<td>The leadership transition periods are normally short and calm.</td>
</tr>
<tr>
<td>29.18</td>
<td>Top management support leaders who promote internal leadership grooming.</td>
</tr>
<tr>
<td>29.19</td>
<td>Top management leadership explicitly promotes succession planning policies and strategies.</td>
</tr>
<tr>
<td>29.20</td>
<td>At least one top management leader is actively involved in succession planning issues.</td>
</tr>
<tr>
<td>29.21</td>
<td>Grooming and promoting leaders from within constitute a part of accepted organization’s policies/philosophy.</td>
</tr>
<tr>
<td>29.22</td>
<td>Succession planning activities form a substantive component of organization’s strategic plan.</td>
</tr>
<tr>
<td>29.23</td>
<td>Institutional culture encourages the practice of recruiting, grooming, and retaining academic/administrative/leadership talent.</td>
</tr>
</tbody>
</table>
Opinion towards models of succession planning

30. What is the model followed in your organization?
   a. Traditional model
   b. Integrative Approach model
   c. Succession planning “pools” model
   d. Generic succession systems model
   e. Three track leadership model
   f. The Leadership Pipeline Model
   g. The Acceleration Pools model
   h. Life Cycle Model
   i. Mutual Role Adjustment Model
   j. Succession planning by position-management driven
   k. Top-down/bottom-up succession planning
   l. Public sector model
   m. Military Model
   n. Private sector model
   o. Family business model
   p. Independent model
   q. Replacement Planning Model
   r. Succession Planning Model
   s. Succession Management Model
   t. Talent Management Model
   u. Relay Succession Planning Model
   v. Scharmer's Theory U Model of Transformative Change
   w. Not applicable

31. In your opinion, what is the performance of the organization after application of above-mentioned models?
   a. High
   b. Low

32. Your valuable suggestions to serve you better with succession planning practices

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