

Leadership Strategies

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Paper Abstract

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Abstract

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Abstract

The abrupt removal or displacement of founding figures from global organizations, institutions, and religious entities, as seen in the cases of Ravi Zacarius, Bill Hybel, Brian Houston, Bill Gates, and various leaders in South African religious institutions, raises critical concerns about safeguarding the legacies and continuity of their life’s work. Despite their significant contributions, these leaders faced tumultuous exits that threatened the longevity of their organisations’ missions and values.

This research aims to scrutinise the commonalities in the experiences of these leaders and analyse the strategies employed to protect a founder’s legacy within organisations. Utilising a comparative case study approach, it examines various succession models, leadership structures, and governance mechanisms that aim to preserve the core ethos and achievements of a founder throughout leadership transitions.

The study uncovers shared patterns among these cases, highlighting vulnerabilities in existing succession planning models and governance frameworks. It identifies critical factors contributing to the erosion of a founder’s legacy during leadership transitions and examines the repercussions of such disruptions on organisational stability and credibility.

By synthesising insights from diverse organisational contexts, this research proposes strategies and best practices for organisations to fortify the preservation of a founder’s legacy. It delves into effective succession planning, leadership transition frameworks, and institutionalising values to ensure continuity and resilience, even amid unforeseen founder exits or controversies.

Recognising the significance of founders’ enduring legacies, this study advocates for proactive measures within organisations to fortify and perpetuate their founding visions. It underscores the importance of robust succession planning models and governance structures to uphold the continuity of the founder’s work, thereby ensuring organisational resilience and longevity.

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Institutions

¹ Global Centre for Academic Research (GCAR)

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