

Abstract

This study examines the hypotheses that (1) type of executive succession in large corporations is associated with type of succession process, and (2) type of succession process is associated with the large-scale organizational change. Based on the degree of readiness of both predecessor and successor, executive successions are grouped into four types, while succession processes are classified as smooth or complicated. The data base is derived from 20 listed corporations in Taiwan which have experienced both chairman and presidential succession at least once in the ten-year period of analysis. Results show that (1) Favorable succession situations make succession processes smooth, whereas unfavorable succession situations may not let succession processes complicated if the ownership structure is centralized, and (2) smooth succession processes are associated with less large-scale organizational changes. Implications are discussed.

Keywords: type of executive succession, type of succession process, degree of succession readiness, large-scale organizational change.

This paper have received 19999 WSDI Best Award.