


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Abstract

*In this study we re
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important topic? a*

Next, we explore the three key stages of succession research. The first phase covers the period from the 1950s to the 1960s. This period is best described as the emergence of the field. The second phase, covering the 1970s reflects a period of theory building and empirical investigation. The final phase from the 1980s to the present is characterized by review and explosive growth. Following our review, we use these combined studies to create an overall model of succession-a model designed to offer prescriptions as to where researchers have been and where they should be going in the future.



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1.

1. A fifth area of research focused on processes issues. Vance (1964) was one of the first researchers to explore this sub-area. His work focused on understanding the succession process and the board's role in that process. Because the attention to this area remained modest until the 1970s and 1980s, however, this area is covered in a later section.

2.

2. Importantly, however, in a study of 270 chief executive officers, Shetty and Perry (1976) found succession from outside the industry was quite rare (5.2%).
- 3.
3. As suggested by March (1978), the term “calculated” refers to behavior which is consequential, connected to goals and future outcomes, and controlled by intention. “Systematic” suggests that the behavior reflects historic rules which have evolved and accumulated over time within the organization and of which the succession participants may not be totally aware. And, “political” implies that the behavior is the result of self-interested but interdependent individuals and groups using power to influence the organization to further their own interests.

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