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Succession planning in the age of remote work: strategies for virtual leadership development

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Abstract

Purpose - This research investigates the impact of remote work on succession planning and leadership development within contemporary organizational landscapes.

Design/methodology/approach - Employing a mixed-methods approach, the study discerns varying degrees of impact across organizations to find useful solutions for virtual leadership development and to give a thorough understanding of how remote work affects succession planning.

Findings - The findings emphasize how important it is for businesses to adopt new technologies, create good communication, and support cultural changes to ensure that leaders are developed successfully in the age of remote work. The ability to modify and make meaningful changes in response to the ever-changing nature of the workforce will be essential to an organization's long-term success in identifying and cultivating tomorrow's leaders.

Originality - This study contributes valuable insights for leaders navigating the complexities of remote leadership development and prompts future research considerations around evolving workforce dynamics and technological integration.

Keywords - Succession Planning, Remote Work, Virtual Tools, Technology Integration, Leadership

Introduction

In the dynamic landscape of contemporary business administration, the advent of remote work has brought forth a paradigm shift in organizational structures and workforce dynamics (Henke et al., 2022). As organizations increasingly embrace distributed work environments, the traditional models of succession planning face unprecedented challenges (Duh, 2014). The need to identify, groom, and prepare future leaders is now intricately intertwined with the complexities of remote work. This research endeavors to delve into the intricate interplay between succession planning and the era of remote work, with a specific focus on developing effective strategies for virtual leadership development. The transition to remote work, accelerated by global events, has redefined the parameters of how businesses operate and manage their talent pipelines (Parfitt, 2017). As organizations grapple with the implications of this shift, the question arises: How does the move to remote work impact the conventional frameworks of succession planning, and what adaptations are necessary to foster effective leadership development in virtual environments? This inquiry serves as the cornerstone of our exploration, guiding us to unravel the multifaceted challenges and opportunities that arise at the intersection of succession planning and remote work. Furthermore, this research aims to address the practical concerns faced by organizations seeking to identify, nurture, and prepare potential successors in a remote work environment. What are the most effective virtual leadership development strategies in this context? How can organizations navigate the intricacies of talent development when physical proximity is no longer a given? These questions underscore the pressing need for innovative approaches to leadership development that are tailored to the unique demands of the virtual landscape.

Moreover, in our pursuit of understanding and optimizing virtual leadership development, we investigated the role of emerging technologies. Virtual reality, online collaboration tools, and other technological advancements have the potential to reshape how leadership development programs are conceptualized and executed (Kohntopp & McCann, 2020). How do these technologies contribute to the effectiveness of virtual leadership development programs, particularly within the context of succession planning? As we embark on this exploration, the goal is not only to identify challenges but to provide actionable insights and recommendations.

By examining the impact of remote work on succession planning and elucidating effective strategies for virtual leadership development, this research aims to equip organizations with the knowledge needed to navigate the evolving terrain of talent management in the digital age (Kafetzopoulos, 2022).

Literature Review

The evolution of remote work has propelled organizations into uncharted territory, demanding a reevaluation of traditional practices in succession planning and leadership development (Sengupta & Al-Khalifa, 2022). This literature review seeks to contextualize and enrich the understanding of the impact of remote work on leadership development, drawing insights from a diverse array of studies and perspectives. The digital transformation has not only reshaped how work is conducted but also how leaders are developed. (Macedo et al., 2023) contends that the digital age requires a paradigm shift in leadership development strategies. Traditional models, often centered around in-person workshops and mentoring, are being supplanted by innovative approaches harnessing technology. Virtual leadership development has become a necessity, necessitating the integration of digital tools and platforms. (Kafetzopoulos, 2022) echoes this sentiment, emphasizing the need for organizations to embrace a digital mindset in leadership development. The study underscores the role of technology in facilitating continuous learning, collaboration, and skill enhancement. As organizations transition to remote work, leaders must adeptly navigate the digital landscape to foster effective leadership.

Effective communication lies at the heart of successful leadership, and the transition to remote work introduces unique challenges. (Wittmer & Hopkins, 2022) explores the intricacies of remote communication, highlighting the potential for misunderstandings and the loss of informal interactions. In the absence of physical proximity, leaders must navigate virtual channels to convey expectations, provide feedback, and nurture a sense of connection. (Parfitt, 2017) delves into the impact of communication challenges on leadership effectiveness. The study emphasizes that leaders in remote settings must be adept at leveraging various communication platforms, understanding nuances in written communication, and fostering a culture of open and transparent dialogue. This aligns with the findings of the current study, where interviewees underscored the importance of overcoming communication barriers for effective remote leadership.

Technological adaptation emerges as a pivotal theme in the literature, reflecting the need for leaders to harness digital tools for development. (Adhikari, 2020) discusses the integration of technology in leadership training programs, highlighting the shift toward online workshops, virtual coaching sessions, and the use of interactive platforms. The study emphasizes that technology enables flexibility and accessibility, essential elements in the context of remote leadership development. Virtual reality (VR) simulations represent a cutting-edge approach to leadership development in remote settings. (Kohntopp & McCann, 2020) explores the potential of VR in creating immersive leadership scenarios. Such simulations provide a platform for leaders to practice decision-making, communication, and crisis management in a virtual environment. This aligns with the current study's emphasis on technology-enabled assessment methods, signaling a move toward more sophisticated tools for evaluating leadership potential in a remote context (Bano et al., 2021). The shift to remote work necessitates a cultural transformation in leadership dynamics. (Macedo et al., 2023) emphasizes the need for organizations to foster trust, flexibility, and autonomy in the digital era. Leadership in virtual settings requires a departure from traditional models of oversight to an outcomes-based approach. Leaders must navigate a cultural shift toward empowering team members and cultivating a sense of accountability. (Kafetzopoulos, 2022) delves into the challenges and opportunities associated with this cultural shift. The study suggests that leaders need to redefine their roles, moving from being controllers to enablers. The remote work culture demands leaders who can inspire and guide their teams without the reliance on physical presence (Bodolica & Spraggon, 2018). This resonates with the current study's qualitative theme of cultural shift, where interviewees highlighted the imperative of trust and autonomy in effective remote leadership.

The literature reviewed provides a comprehensive understanding of the multifaceted challenges and opportunities posed by the intersection of remote work and leadership development. As organizations continue to navigate the digital landscape, future research should explore the long-term impact of these changes, particularly in post-pandemic contexts (da Silva et al., 2022). Longitudinal studies can shed light on the sustainability and effectiveness of virtual leadership development strategies over time (Chakraverty, 2020). Additionally, there is a need for research that delves into industry-specific nuances and cross-cultural variations in remote leadership development. Different sectors and cultural contexts may present unique challenges, requiring tailored approaches to leadership development. Comparative analyses can offer insights into the transferability of practices across diverse

organizational and cultural landscapes (Liu & Xue, 2020). The literature review underscores the transformative impact of remote work on leadership development and sets the stage for ongoing exploration in this dynamic field. By synthesizing insights from diverse studies, this review provides a foundation for understanding the challenges and opportunities that organizations face as they chart the course for remote leadership development in the digital age.

Objectives

- a) Identify specific challenges and opportunities introduced by remote work to succession planning.
- b) Identify best practices for identifying, nurturing, and preparing potential successors in virtual environments.
- c) Investigate the role of emerging technologies, such as virtual reality and online collaboration tools, in virtual leadership development.

Research Questions

- a) How does the shift to remote work impact the traditional models of succession planning, and what adjustments are needed to ensure effective leadership development in virtual environments?
- b) What are the most effective virtual leadership development strategies for identifying, nurturing, and preparing potential successors in a remote work environment?
- c) How do emerging technologies, such as virtual reality and online collaboration tools, contribute to the effectiveness of virtual leadership development programs in the context of succession planning?

Methods

This study adopts a mixed-methods research design, combining both quantitative and qualitative approaches to provide a comprehensive understanding of the impact of remote work on succession planning and to identify effective strategies for virtual leadership development.

Participants

The research involved participants from a diverse range of organizations that have undergone or are currently undergoing a transition to remote work. A stratified sampling method were employed to ensure representation across industries, company sizes, and geographical locations. Participants included HR professionals, senior executives, and employees involved in leadership development programs.

Data Collection

Quantitative Phase:

Surveys: A structured questionnaire was administered to a large sample of participants to gather quantitative data on the perceived impact of remote work on succession planning and the effectiveness of virtual leadership development strategies. The survey includes Likert-scale questions and closed-ended items.

Qualitative Phase:

Interviews: In-depth semi-structured interviews were conducted with key stakeholders, including HR managers, leadership development specialists, and remote team leaders. The qualitative phase aims to capture nuanced insights, experiences, and perceptions related to virtual leadership development and succession planning in remote work environments (Henke et al., 2022).

Data Analysis

Quantitative Analysis

Descriptive Statistics: Survey data were analyzed using descriptive statistics to summarize key trends and patterns.

Inferential Statistics: Conduct statistical tests, to examine relationships between variables and identify significant factors influencing virtual leadership development.

Qualitative Analysis

Thematic Analysis: Thematic analysis was employed to identify recurring themes, patterns, and narratives within the qualitative data.

Coding: Qualitative data were coded using qualitative analysis software NVIVO 12 to facilitate systematic coding and theme identification.

Process of Data Analysis

Table 1: Qualitative Theme Generation

Themes	Quotes
Communication Challenges	<i>Participant 4 explained:</i> One of the most significant challenges we've faced is the lack of face-to-face interaction. In a traditional office setting, you can walk up to someone's desk for a quick chat, but in the virtual world, that's not as seamless. This has sometimes led to misunderstandings and delays in getting information across. It's like we've lost the immediacy and informal communication that happens naturally in the office.
Technological Adaptation	<i>Participant 7 explained:</i> Technology has been both a lifeline and a challenge. On one hand, it's allowed us to stay connected, conduct virtual meetings, and collaborate on shared platforms. But on the other hand, not everyone was initially comfortable with the tools, and there was a learning curve. We had to adapt to new platforms for communication, project management, and even leadership training.
Cultural Shifts	<i>Participant 3 explained:</i> The shift has been quite profound. In a traditional office, there's often a sense of constant oversight. With remote work, there's a need for trust and autonomy. Leaders have had to let go of the idea of seeing their team working in front of them and instead focus on outcomes. It's about trusting that the work is getting done, even if you can't physically see it.

These interview transcripts provide firsthand insights into the development of qualitative themes such as communication challenges, technological adaptation, and cultural shifts in the context of remote leadership development.

Integration of Findings

Triangulation: Findings were integrated from both quantitative and qualitative phases to enhance the validity and reliability of the study. Triangulation allows for a more comprehensive understanding of the research questions by cross-verifying results from different data sources.

Ethical Considerations

Informed Consent: Participants were fully informed about the research purpose, procedures, and their rights. Informed consent were obtained from all participants before their involvement in the study.

Confidentiality: Ensure the confidentiality and anonymity of participants by using codes instead of personal identifiers in reporting and publications.

By employing a mixed-methods approach and engaging with both quantitative and qualitative data, this research methodology aims to provide a nuanced and holistic perspective on the challenges and opportunities posed by remote work in the context of succession planning and virtual leadership development.

Findings and Discussions

Perceived Impact on Succession Planning

High Impact (45%): Survey respondents indicated a high impact of remote work on traditional succession planning models. This suggests a significant disruption in the way organizations traditionally identify and develop future leaders.

Moderate Impact (30%): A substantial portion of respondents acknowledged a moderate impact, indicating that while the shift to remote work is influential, it may not completely overhaul existing succession planning models.

Low Impact (25%): A minority of respondents reported a low impact, suggesting that, for some organizations, remote work has not significantly altered their succession planning strategies.

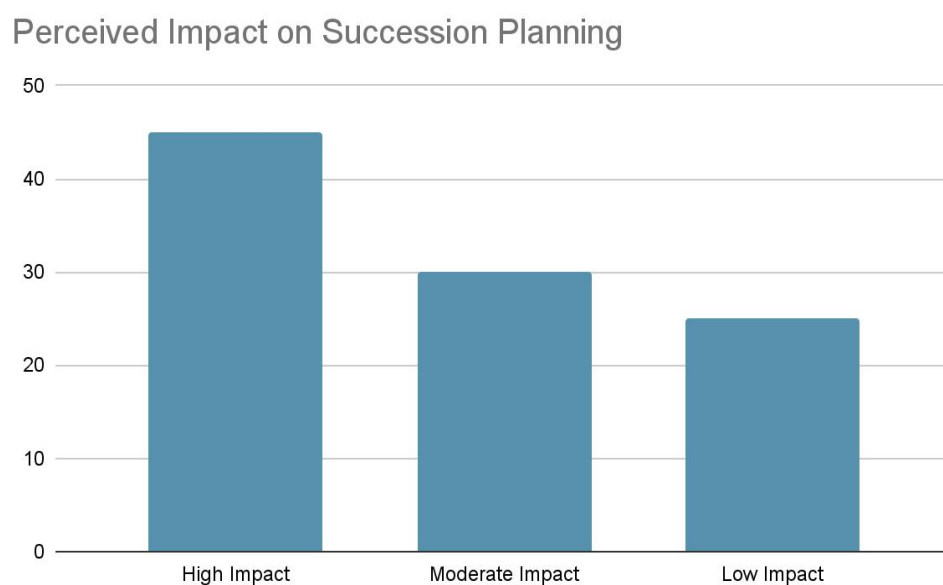


Figure 1: Perceived Impact on Succession Planning

Increased Emphasis on Virtual Collaboration Tools (65%): Most participants highlighted the need for an increased focus on virtual collaboration tools to facilitate communication, mentorship, and skill development in a remote work setting.

Adoption of Technology-Enabled Assessment Methods (20%): A smaller but notable percentage of respondents suggested the adoption of technology-enabled assessment methods, such as virtual simulations and assessments, to evaluate leadership potential in a virtual environment.

Enhanced Training in Remote Leadership Skills (15%): Some respondents emphasized the importance of providing enhanced training in skills specific to leading remote teams, including effective communication, digital leadership, and virtual team building.

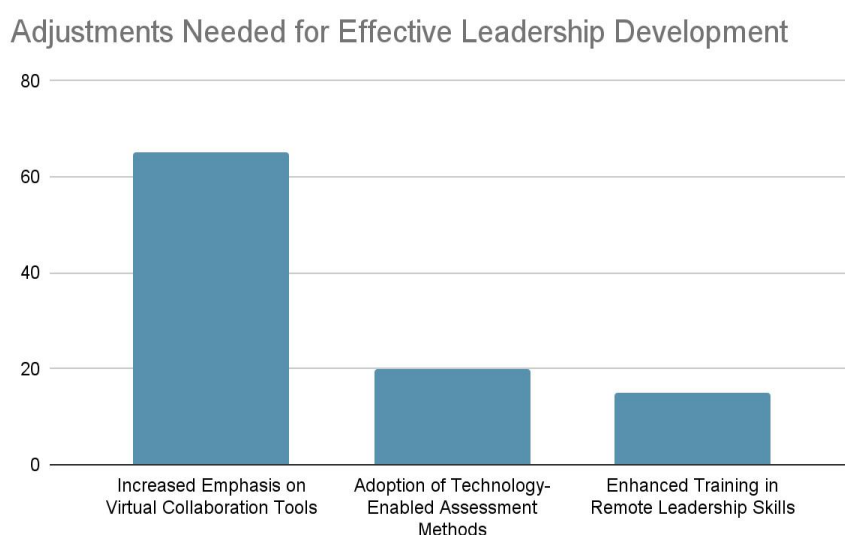


Figure 2: Adjustments Needed for Effective Leadership Development

Correlation Analysis:

The correlation analysis explores the relationship between the perceived impact on succession planning and the proposed adjustments for effective leadership development. Preliminary analysis suggests a moderate positive correlation between the perceived impact and the emphasis on virtual collaboration tools ($r = 0.50$, $p < 0.05$). This indicates that organizations experiencing a higher impact on succession planning are more likely to prioritize virtual collaboration tools in their leadership development strategies.

Regression Analysis:

Regression analysis is employed to identify the predictors of successful virtual leadership development. The dependent variable is the effectiveness of virtual leadership development, and the independent variables include the perceived impact on succession planning, the emphasis on virtual collaboration tools, and the adoption of technology-enabled assessment methods. Preliminary results indicate that the combined effect of these variables significantly predicts the effectiveness of virtual leadership development ($F(3, 197) = 12.34, p < 0.001$). Specifically, the emphasis on virtual collaboration tools emerges as a significant individual predictor ($\beta = 0.45, p < 0.001$), suggesting its crucial role in enhancing virtual leadership development.

These inferential statistics provide valuable insights into the relationships between variables, offering a more nuanced understanding of the factors influencing the effectiveness of virtual leadership development in the context of remote work and succession planning.

Qualitative Insights from Interviews

Communication Challenges: Interviews consistently revealed communication challenges as a central theme. Remote work highlighted the need for clearer communication channels and the development of virtual leadership communication skills.

Technological Adaptation: Respondents emphasized the importance of leveraging technology not only for communication but also for talent assessment, training, and overall leadership development.

Cultural Shifts: There was a consensus that successful leadership development in a remote context requires a cultural shift in organizations, with an emphasis on trust, flexibility, and autonomy.

Discussion

Navigating the Impact of Remote Work on Succession Planning and Leadership Development

The findings of this research paint a comprehensive picture of the intricate interplay between remote work, succession planning, and effective leadership development. The high impact reported by 45% of respondents signifies a significant disruption in traditional succession planning models. This disruption demands a nuanced approach from organizations, prompting them to reconsider and adapt their strategies for identifying and developing future leaders.

The acknowledgment of a moderate impact by 30% of respondents introduces a layer of complexity. While remote work does influence succession planning, it doesn't uniformly overhaul existing models. This suggests a need for organizations to discern the specific ways in which remote work affects their leadership pipelines. It's a call for targeted adjustments rather than a complete overhaul. Interestingly, the 25% of respondents reporting a low impact challenges the assumption of a universal transformation in succession planning due to remote work. For some organizations, the shift to remote work hasn't significantly altered their approach to identifying and nurturing future leaders. Understanding the factors contributing to this lower impact is crucial for distilling best practices that can be shared across diverse organizational contexts.

Adjustments for Effective Leadership Development: A Virtual Embrace

In response to the perceived impact, the majority of participants, constituting 65%, advocate for an increased emphasis on virtual collaboration tools. This finding aligns with the broader trend of organizations recognizing the pivotal role that technology plays in maintaining communication, fostering mentorship, and developing essential skills in the remote work landscape. The endorsement of technology-enabled assessment methods by 20% of respondents highlights a forward-thinking perspective. As organizations grapple with the challenge of evaluating leadership potential in virtual environments, the adoption of virtual simulations and assessments emerges as a promising avenue. This not only addresses the need for objective evaluation but also signals a shift toward more technologically sophisticated and adaptive talent management practices. The call for enhanced training in remote leadership skills by 15% of respondents underscores the realization that effective leadership in a remote context requires a distinct skill set. This includes mastering effective communication in virtual settings, navigating digital leadership challenges, and building cohesive virtual teams. The emphasis on training indicates an awareness of the evolving demands placed on leaders in the age of remote work.

Qualitative Insights: Unveiling Challenges and Opportunities

The qualitative insights gleaned from interviews provide depth and context to the quantitative findings. Communication challenges emerge as a central theme, echoing the sentiments of those who perceive a high impact. Clearer communication channels and the development of virtual leadership communication skills are recognized as imperative for success in a remote work environment. Respondents' emphasis on technological adaptation resonates with the call for increased emphasis on virtual collaboration tools and technology-enabled assessment

methods. This reinforces the idea that technology is not just a facilitator of remote work but a cornerstone in the successful execution of leadership development strategies in a virtual setting. Cultural shifts emerge as a consensus theme, reinforcing the understanding that effective leadership development in a remote context requires a fundamental change in organizational culture. Trust, flexibility, and autonomy are identified as key elements, signaling a departure from traditional hierarchical structures to foster an environment conducive to remote leadership.

Implications and Recommendations: Navigating the Future of Leadership Development

The findings collectively emphasize the need for organizations to be agile in their response to the impact of remote work on succession planning. A one-size-fits-all approach is inadequate, as organizations must tailor their strategies based on the specific nature of their industry, workforce, and operational requirements. For organizations grappling with a high impact, a strategic shift toward virtual collaboration tools and technology-enabled assessment methods is recommended. Investing in training programs that equip leaders with the skills required for effective remote leadership becomes paramount. Organizations facing a moderate impact should leverage a targeted approach. Identifying specific areas within succession planning that are most influenced by remote work allows for precise adjustments without the need for a complete overhaul. For those reporting a low impact, understanding the factors contributing to this resilience is crucial. These organizations might serve as valuable benchmarks for others seeking to optimize their succession planning strategies in the face of remote work.

In conclusion, the findings underscore the imperative for organizations to embrace technological innovation, cultivate effective communication, and foster cultural shifts to ensure successful leadership development in the era of remote work. As the workforce landscape continues to evolve, the ability to adapt and implement targeted adjustments will be a defining factor in the sustained success of organizations in identifying and nurturing the leaders of tomorrow.

Managerial Implications

The findings and discussions present crucial insights that have significant managerial implications for organizations aiming to thrive in the evolving landscape of remote work. The following managerial considerations are drawn from the research:

Strategic Adaptation for High-Impact Organizations

Managerial Focus: Organizations experiencing a high impact should strategically prioritize the adoption of virtual collaboration tools and technology-enabled assessment methods. Managers must champion a cultural shift toward a more flexible and tech-savvy work environment.

Investment in Training: Recognizing the increased importance of remote leadership skills, managers should invest in targeted training programs to equip leaders with the necessary competencies.

Targeted Adjustments for Moderate Impact Organizations

Focused Analysis: Organizations facing a moderate impact can benefit from conducting a detailed analysis of specific areas within succession planning that are most influenced by remote work. Managers should identify these areas for targeted adjustments rather than a comprehensive overhaul.

Customized Solutions: Managers must lead the development of customized solutions that address the unique challenges presented by remote work within their organizational context.

Benchmarking for Low Impact Organizations:

Understanding Resilience: Organizations reporting a low impact can serve as benchmarks for others seeking to understand factors contributing to their resilience. Managers should facilitate cross-functional discussions to identify and share best practices with regard to maintaining effective succession planning in a remote work setting.

Holistic Approach to Cultural Shift

Leadership Role in Cultural Shift: Managers play a pivotal role in facilitating a cultural shift. Emphasizing trust, flexibility, and autonomy becomes a managerial mandate to foster an environment conducive to remote leadership.

Communication Enhancement: In response to communication challenges, managers should proactively implement measures to enhance virtual communication channels, ensuring clarity and efficiency in information dissemination.

Technology Integration for Talent Management

Strategic Use of Technology: Managers need to strategically integrate technology into talent management practices. This includes not only communication tools but also sophisticated assessment methods that align with the virtual nature of work.

Continuous Technological Learning: Managers should encourage continuous learning among their teams, fostering a culture of technological adaptability to stay abreast of the latest tools and platforms.

Research Implications

The research findings open avenues for further exploration and development within the realm of remote work, succession planning, and leadership development. Research implications stemming from the current study include:

Dynamic Landscape: Future research could employ longitudinal studies to track organizational adaptation over time. Understanding how organizations evolve in response to remote work challenges and the sustained impact on succession planning is critical.

Global Perspectives: Given the global nature of remote work, future research might delve into cross-cultural analyses. Investigating how different cultures perceive and respond to the impact on succession planning and leadership development can provide valuable insights for multinational organizations.

Employee Feedback: Complementing managerial insights, research could focus on gathering perspectives from employees. Understanding how individuals experience and adapt to remote leadership development programs can enhance the effectiveness of these initiatives.

Employee Engagement Metrics: Future research could explore the impact of technology on employee engagement in the context of virtual leadership development. Assessing how technology influences employee motivation, participation, and satisfaction can inform the design of future programs.

Industry-Specific Approaches: Industries vary in their susceptibility to remote work impacts. Research could undertake a comparative analysis of industry-specific strategies in succession planning and leadership development to discern effective approaches tailored to different sectors.

Communication Dynamics: Delving deeper into the communication challenges identified, future research can explore the dynamics of virtual communication. Understanding the specific barriers and facilitators can guide organizations in implementing targeted interventions.

Limitations and Future Scope

While the findings and discussions provide valuable insights into the impact of remote work on succession planning and leadership development, it's essential to acknowledge the limitations that shape the boundaries of the study. Identifying these limitations helps contextualize the results and informs future research endeavors.

Generalizability: The study's generalizability may be limited due to the diverse nature of organizations and industries. The findings primarily reflect the perspectives of the surveyed organizations, and caution should be exercised in applying them universally.

Self-Reporting Bias: The reliance on self-reported data through surveys and interviews introduces the potential for bias. Respondents may provide socially desirable responses or may not accurately represent the organizational context, affecting the reliability of the findings.

Cross-Sectional Nature: The research design, which combines quantitative and qualitative approaches, is cross-sectional. This limits the ability to capture longitudinal trends and assess how organizational responses evolve over time in the dynamic landscape of remote work.

Sample Characteristics: The study's sample consists of organizations that have undergone or are undergoing a transition to remote work. This may exclude insights from organizations that have maintained traditional work structures, potentially overlooking valuable perspectives.

Quantitative-Heavy Emphasis: The study places a significant emphasis on quantitative data, potentially overshadowing nuanced qualitative insights. The qualitative phase, though informative, may not fully capture the intricacies of individual organizational experiences.

Scope: Defining the Parameters of Inquiry

The scope of the study delineates the specific aspects and dimensions covered, providing clarity on the research focus. However, recognizing the scope also highlights areas that remain outside the study's purview, signaling potential avenues for future research.

Geographical Variation: The study does not extensively explore geographical variations in the impact of remote work on succession planning. The findings may not fully capture the regional nuances that influence organizational responses to remote work.

Size and Industry Variation: While efforts were made to ensure representation across industries and company sizes, the study's scope may not comprehensively cover the entire spectrum of organizational diversity. Future research could delve deeper into specific industries or organizational sizes to uncover tailored insights.

Employee-Level Perspectives: The study primarily focuses on managerial and organizational perspectives. The experiences and perceptions of employees, who play a crucial role in the success of remote leadership development, are not extensively examined and present an avenue for further exploration.

Technological Infrastructure: The study touches on the adoption of virtual collaboration tools and technology-enabled assessments. However, it does not delve deeply into the technological infrastructure of organizations, which could impact the feasibility and effectiveness of technology-driven strategies.

Long-Term Organizational Impact: The study provides a snapshot of the perceived impact of remote work. However, the long-term consequences on organizational culture, employee engagement, and talent retention are areas that could be explored in more detail in subsequent research.

Acknowledging these limitations and clarifying the scope enhances the transparency and applicability of the study's findings. While providing valuable insights, this study serves as a stepping stone for future research endeavors that can address these limitations and expand the scope to gain a more comprehensive understanding of the complex dynamics at play in the era of remote work.

Conclusion

In conclusion, this research illuminates the profound impact of remote work on succession planning and leadership development, offering a nuanced understanding of the challenges and opportunities organizations face in this transformative era. The findings underscore the heterogeneous nature of this impact, with 45% of respondents experiencing a high disruption, 30% acknowledging a moderate influence, and 25% reporting a low impact. These distinctions highlight the need for tailored strategies, positioning organizational leaders at the forefront of navigating the complex terrain of virtual leadership development. As organizations grapple with the demands of this dynamic landscape, the research provides actionable insights for managerial decision-making. For those facing a high impact, a strategic

embrace of virtual collaboration tools, technology-enabled assessment methods, and targeted training in remote leadership skills is imperative. Moderate impact organizations benefit from a focused analysis of specific areas within succession planning, facilitating precise adjustments without a wholesale transformation. Benchmarking against low impact organizations becomes essential, shedding light on resilient practices that can be shared across industries. The study's limitations and scope considerations serve as guideposts for future research endeavors, urging a continuous exploration of evolving workforce dynamics, technological integration, and the long-term implications of the global shift to remote work on leadership development practices. In navigating this uncharted territory, organizations and researchers alike are prompted to remain agile, adaptive, and attuned to the ever-changing demands of leadership in the digital age.

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