

ABSTRACT

Succession planning is a crucial element in ensuring leadership continuity. As a subsidiary of ANTAM, PT Gag Nickel faces challenges in maintaining leadership sustainability through a structured and continuous succession planning process. Although the company has a human resource management system in place, the implementation of succession planning does not yet appear to be optimal. This may affect the continuity of operations and the long-term success of the organization. In this context, a deep understanding of the current practices of succession planning at PT Gag Nickel is needed, as well as strategies that can be applied to strengthen it.

This study aims to assess the current succession planning strategies, explore challenges in their implementation, analyze success and failure factors, and propose strategic alternatives for future enhancement.

The study uses a qualitative approach with a descriptive method. Data were collected through in-depth interviews with three key informants, a focus group discussion with two members of the Board of Directors, observation, and documentation. Data analysis was conducted using Creswell's model and supported by NVivo 12 software.

The research findings indicate that the succession planning strategy at PT Gag Nickel remains reactive and unstructured. The absence of a formal succession system, limited communication, and individual development that is not integrated with assessment results are the main challenges. This study recommends strengthening the strategy through the development of a talent matrix, Individual Development Plans (IDPs), thematic leadership training, and a measurable evaluation system.

This research suggests that future studies adopt a more diverse theoretical approach and consider using mixed methods to achieve more comprehensive results. Practically, PT Gag Nickel needs to establish a structured succession planning system, develop an assessment-based talent matrix, and implement targeted IDPs. Strengthening leadership training and implementing KPI-based evaluations and 360-degree feedback are also essential to support sustainable leadership in the future.

Keywords: Talent Management, Succession Planning, Talent Matrix, Individual Development Plan, Performance