

The Role of Grit and Learning Agility in Developing Emerging Talent: A Succession Planning Perspective

Azka Ananda Sari^{1*}, Aurik Gustomo¹

¹ School of Business and Management, Institut Teknologi Bandung, Bandung, Indonesia

*Corresponding Author: azka.ananda06@gmail.com

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Abstract: *In response to increasing volatility in organizational contexts, particularly concerning the media industries undergoing rapid changes, succession strategy has become vital for continuity of leadership and sustained competitive advantage. This research examines psychological factors like grit and learning agility and their contribution to the job performance of emerging talent in the context of succession planning. This quantitative research analyzed 120 high-potential employees in a Media Company and administered several instruments: the Short Grit Scale (Duckworth & Quinn, 2009), an adapted learning agility scale by Lombardo and Eichinger (2000), and a performance measure developed by Borman and Motowidlo (1993). Regression analyses were performed to examine the hypothesis that learning agility moderates the effect of grit on job performance. Findings show that grit has a significant predictive relationship with job performance ($\beta = .344, p < .05$), accounting for 30.8% of the variance. Further analysis showed that learning agility acts as a positive moderator of the relationship ($p = .016$), suggesting that high grit employees demonstrate even greater job performance when paired with high learning agility. The results indicated that grit is indeed important to sustain performance over time, but is made far more effective when coupled with learning agility. To build a strong internal talent pool organizations need to nurture learning agility. “Agile Leadership Accelerator” program were developed focusing on the four dimensions of learning agility to develop aspiring leaders for succession planning.*

Keywords: Grit, Learning Agility, Job Performance, Succession Planning, Talent Management

1. Introduction

In this era of rapid change, effective human resource planning is critical for organizational survival particularly in fast changing sectors such as media and technology (Mujtaba & Mubarik, 2022). To align with strategic goals and provide mitigation against potential shocks, disruption, and any challenges that may arise, employees are developed, acquired, and retained through systematic processes called as ‘Talent management strategies’ (Bassett et al., 2005). These strategies are important for succession planning, an approach to ensure leadership continuity by developing a pipeline of emerging talent that is capable of filling critical roles (Sobol et al., 2007; Tansley et al., 2007). Effective talent management practices improve the performance, innovation, and sustainability of the organization in the long-term by ensuring the right people are in the right roles at the right time (Collings & Mellahi, 2009). This strategic

alignment between people and business underscores why talent is increasingly regarded as a critical competitive factor (Scullion & Collings, 2011).

Having a talent pool is essential for organizations aiming for sustainable success and competitive advantage, as it ensures a readily available pipeline of skilled individuals prepared to assume critical roles when necessary (Collings & Mellahi, 2009). According to Cappelli (2008), maintaining a talent pool enables organizations to swiftly adapt to workforce changes, minimizing disruptions in leadership continuity and operational efficiency. The development of a strong talent pool ensures high potential talent to be strategically developed and fostered in order to address emerging business needs, leading to improved organizational agility and responsiveness to market dynamics (Sparrow, Scullion, & Tarique, 2014).

High-potential talent refers to employees identified as having the capacity to excel in critical leadership roles, driven by their exceptional performance, adaptability, and future leadership potential (Silzer & Church, 2009). There is evidence that emphasizes disproportionate contribution of HiPos on organizational success, with some studies correlating the development of HiPos to 25% improvement in the effectiveness of the leadership pipeline (McDonnell et al., 2017). For instance, Cappelli and Keller (2014) report companies that focus on HiPo identification and development outperform by 18% in unstable market conditions due to innovation and agility provided by these employees.

Given the critical value of high-potential individuals in pivotal roles, organizations should recognize the importance of having a talent pool of high-potential talent and are obliged to guarantee their continued availability through planning and development activities. Establishing a well-structured talent pool is integral to succession planning, enabling organizations to efficiently fill essential leadership positions and minimize operational disruptions (Sobol, Harkins & Conley, 2007).

Additionally, to achieve optimal results such succession planning and talent pool development must take into consideration more than traditional performance metrics and instead focus on psychological attributes that enable successful leaders to remain in the organization for the longest period of time. Recent studies underline the importance of psychological factors, which greatly impact leaders' effectiveness in coping with stress, exercising sustained effort, and remaining committed to an organization over time (Duckworth et al., 2007; Credé et al., 2017). Among these, grit along with learning agility is increasingly noted for how individuals confront challenges, display perseverance, and adapt to changes. Such traits not only allow people to overcome challenges and setbacks, but enable them to learn, grow, and transform to achieve success in the ever-evolving world of leadership.

Research conducted by Hill, Burrow, and Bronk (2016) concluded that individuals who are highly committed to their life goals are likely to develop certain traits that enable them to accomplish their goals. These traits are referred to as grit. Grit is a construct categorized as a trait. (Duckworth, Peterson, Matthews, & Kelly, 2007). While grit exists within everyone to varying degrees, its manifestation differs across individuals, influencing behaviors such as sustained effort, goal focus, and resilience in the face of obstacles. Grit also has emerged as a key predictor of employee retention and performance in demanding roles (Eskreis-Winkler et al., 2014). On the other hand, having grit is not without disadvantages; research suggests, studies suggest its effectiveness diminishes in ambiguous or rapidly changing environments where rigid adherence to outdated strategies can lead to stagnation (Credé et al., 2017; MacNamara et al., 2014).

In an organization where innovation and change are important, employees must combine grit with learning agility, the ability to extract lessons from experience and apply them to novel challenges (De Meuse, 2017; Lombardo & Eichinger, 2000). As organizations grow in complexity, the need for learning from experiences is crucial: employees need to constantly upskill and reskill to move with the imminent changes (De Meuse, 2017). This underscores the gap requiring learning agility, an individual’s willingness to learn from experiences and apply those insights to new and unprecedented challenges (Lombardo & Eichinger, 2000). There is evidence that leaders who possess learning agility are more effective at change and unfamiliar tasks, and accelerate their development in succession roles (De Meuse, 2017; Dai, De Meuse, & Tang, 2013). Learning agility helps leaders to thrive in volatile, uncertain, complex and ambiguous (VUCA) environments, as highlighted in recent studies (Bouland-van Dam et al., 2022). Employees who are highly learning agile are able to demonstrate an effective ability to learn from the myriad experiences and work environments they come across. This agility ensures organizations adaptability, as the employee must not only master current roles but also continuously recalibrate their capabilities to align with unpredictable future challenges.

Both grit and learning agility seem to positively influence job performance. Theoretically, learning agility could amplify the benefits of grit, a persevering employee who is also highly agile in learning can not only stick to goals but also continually refine their approach, ensuring persistence translates into effective performance rather than rigid routine. Very little research has examined this issue, as prior studies focusing on learning agility alongside grit have explored the two phenomena in isolation. Thus, this study intends to fill this gap by investigating the degree to which learning agility helps amplify the impact of grit regarding the adaptability to change, embracing of challenges, and excelling in leadership positions within succession planning in an organizational context. These should be added to the existing literature on succession planning by shedding light on how specific traits could inform succession plan design, particularly within a framework that seeks to merge willingness with psychological flexibility and technical competence.

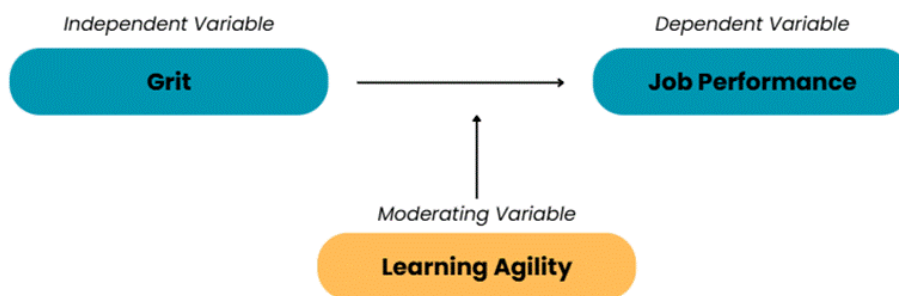


Figure 1: Conceptual Framework

2. Literature Review

2.1 Talent Management

According to Collings and Mellahi (2009), talent management involves systematic processes aimed at capturing and developing, actively engaging, retaining, and efficiently deploying staff who will impact the organizational performance and growth. One of the most important frameworks in the field of human resource management is Collings and Mellahi's (2009) Strategic Talent Management (STM) Model. With this model, the emphasis of people management is shifted from a broad developmental approach to a more strategic and focused alignment with business goals. Strategic talent management, according to Collins and Mellahi

(2009), is the set of procedures and activities that include the methodical identification of critical positions that significantly contribute to the organization's long-term competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these positions and the establishment of a unique human resource architecture to support these roles.

2.2 Grit

Grit is defined as perseverance and passion for long-term goals (Duckworth, Peterson, Matthews, & Kelly, 2007). Grit is a construct that falls under the category of personality traits. The construct of grit describes hard work in facing challenges, the ability to maintain effort over time, and to sustain enthusiasm over years despite experiencing various failures, difficulties, and without significant progress (Duckworth & Quinn, 2009). Someone can be said to have perseverance or be "gritty" if they can remain focused on their goals or tasks until they successfully complete them.

Duckworth, Peterson, Matthews, & Kelly (2007) state that grit is a construct distinct from the construct of conscientiousness in the Big Five theory. The main difference between perseverance and conscientiousness is the stamina or effort exerted continuously, which is emphasized in the construct of perseverance. More specifically, perseverance is the capacity possessed by an individual to maintain their effort and enthusiasm in completing tasks that require a relatively long time, measured in months or years. Furthermore, Duckworth & Gross (2014) also state the difference between the construct of grit and self-control. Self-control is defined as an individual's capacity to change themselves in order to achieve alignment between themselves and reality, one important aspect of self-control is the ability to resist unnecessary impulses (Tangner, Baumeister, & Boone, 2004). From that definition, it is known that the difference between self-control and perseverance is that self-control emphasizes the ability to resist short-term impulses, while perseverance emphasizes the spirit and effort maintained over a long period (Duckworth & Gross, 2014). Based on the definition above, it can be concluded that perseverance is the ability of a person to maintain their determination by showing effort and enthusiasm in achieving long-term goals despite facing various obstacles and failures.

2.3 Learning Agility

According to Lombardo and Eichinger (2000), learning agility is the capacity and willingness of an individual to gain knowledge from experience and, more significantly, to successfully apply that knowledge in novel or unfamiliar circumstances. Because it captures a person's ability to adjust, develop, and handle difficult situations, especially in rapidly changing environments, it is seen as a crucial predictor of leadership success. Lombardo and Eichinger (2000) identified four key dimensions of learning agility, that is mental agility, people agility, change agility, and result agility.

a. Mental Agility

Mental agility refers to the capacity to examine problems in unique and complex ways. It entails having an open mind, being at ease with ambiguity, and being adept at drawing connections between ideas that don't seem to be related. People with mental agility frequently pose compelling queries, reinterpret problems, and think critically beyond the box.

b. People Agility

The capacity to relate to, work with, and influence a variety of people, especially those who differ from oneself in background, personality, or viewpoints, is referred to as people

agility. In this dimension, agile learners are characterized as self-aware, open-minded, and adept at building relationships with others. They can handle a variety of relationships with sensitivity and empathy, ask for feedback, and are inquisitive about others.

c. **Change Agility**

The capacity to successfully accept, initiate, and guide change is known as change agility. People who are highly adaptable see change as an opportunity rather than a danger. They want to try new things, bounce back from failures fast, and seek out new experiences. New challenges excite change-agile talent, who are frequently early adopters.

d. **Result Agility**

Results agility describes the ability to deliver outcomes, especially under challenging or first-time conditions. People with high scores in this category exhibit tenacity, self-assurance, and ingenuity. They maintain objective concentration while being adaptable in their approach. Additionally, they can swiftly learn from mistakes and modify their tactics as necessary.

2.4 Job Performance

Employee performance or job performance in other words, is defined as individuals' behaviors regarding self-control and those affecting achievement of organizational goals (Campbell, 1990). Rotundo and Sackett (2002) characterize as performance to actions and behaviors that an individual exercises which are relevant and significant to the objectives of the organization. In other words, employee job performance is the amount of output generated from a job by an employee over a particular period of time in an organization.

Borman and Motowidlo, (1993) conceptualized employee performance having two dimensions namely task and contextual performance. The totality of performance of employees on their job should be the aggregation of both task and contextual performance. According to this notation, the task performance captures the core behaviors or expected behaviors on the job by the formal authority of the firm (Befort & Hattrup, 2003). On the other hand, contextual performance includes the behavior exhibited by employees which are related to the culture and the context of the organization.

3. Research Methodology

This research was designed to quantify how learning agility moderates the relationship between grit and high-potential talent. Following Creswell (2014), a quantitative approach was taken in this research study because it is efficient in hypothesis testing, variable measurement, and relationship analysis through statistical computations. This study applied purposive sampling as its sampling method, a non-probability sampling technique where participants are chosen based on predetermined criteria relevant to the study's goals. In this research, the respondents are chosen from the talent pool available within the organization since they are considered high-potential employees who have been earmarked for development and succession planning. The talent pool group is relevant to investigate the psychological characteristics of grit and learning agility in relation to job performance in a succession planning context.

3.1 Measurement of Grit

The Short Grit Scale (Grit-S), developed by Angela Duckworth and Patrick D. Quinn (2009), is an 8-item self-report questionnaire designed to assess an individual's perseverance and

passion for long-term goals. It consists of the original 12-item Grit Scale while maintaining its two-factor structure, consistency of interest and perseverance of effort.

3.2 Measurement of Learning Agility

Learning agility is measured using the learning agility measurement tool adapted from Gravett and Caldwell (2016) by Wardhani, Sulastiana, & Ashriyana (2022). Lombardo and Eichinger (2000) developed a four-factor structure with dimensions that are latently correlated, namely people agility, results agility, mental agility, and change agility. This measurement tool consists of 18 items on the learning Agility scale that measure 4 dimensions of learning agility.

3.3 Measurement of Job Performance

Job performance is measured using job performance measurement adapted from Broman and Motowidlo (1993). Borman and Motowidlo (1993), develop job performance theory, which posits that employee performance comprises two dimensions, that is task performance and contextual dimensions. This measurement tool consists of 10 items that measure 2 dimensions of job performance.

4. Result

4.1 Respondent Profile

The research participants numbered 120 individuals with the characteristics of employees who fall into the talent pool category. From the demographic sheets filled out by the participants, the following characteristics of the participants were obtained:

Table 4.1: Respondent Profile

Profile	Frequency	Percentage
Age		
Gen Z	47	39%
Gen Y	64	53%
Gen X	9	8%
Total	120	100%
Gender		
Male	53	44,2%
Female	67	55,8%
Total	120	100%

In table 4.1 above, it shows by generation the majority of respondents Generation Y or Millennial, totaling 64 people (53%), while the fewest respondents are generation X, totaling 9 people (8%). Based on gender, the majority of respondents were female, totaling 67 people (55.8%), while male respondents numbered 53 people (44.2%).

4.2 Cross Tabulation Result

Generation X has the highest Grit scores with 31.3 out of 40, followed closely by Gen Z at 29.5 and Millennials at 29.3. This indicates that older workers, on average, tend to show greater persistent effort toward their aims in life when measured by this metric. Consistent result also found in Learning Agility variables where Generation X leads with 72.1, while Gen Z 67.9 and Millennials 67.1 show slightly lower averages.

Moreover, on learning agility variables then break down into four dimensions. In People Agility, Gen Z performs better than Millennials with a score 18.9, but still falls short with 19.0

underperformed by Gen X who scored 20.9. Gen Z and Millennials also fall behind Generation X's 19.6 in Result Agility. Gen X leads Mental Agility at 16.2 out of 20 while Gen Z and Millennials lag behind at 15.2 and 15.1, respectively. The trend also consistent with Change Agility where Gen X scores 15.44, slightly ahead of Millennials (14.9) and Gen Z (14.8).

Table 4.2: Cross Tabulation Result

Generation	Grit	Learning Agility	Avg. of People Agility	Avg. of Result Agility	Avg. of Mental Agility	Avg. of Change Agility
Gen X	31.3	72.1	20.9	19.6	16.2	15.4
Millennial	29.3	67.1	18.5	18.6	15.1	14.9
Gen Z	29.5	67.9	18.9	18.9	15.2	14.8
Average Score	30	69	19.4	19	15.2	14.9

4.3 Path Analysis Structural 1

In structural 1, the effect of grit on job performance will be measured. The analysis of the research data was conducted using the simple regression technique, and the results obtained are as follows:

Table 4.3: Individual Parameter Significance Test (t-statistic Test)

Variable	B	Std. Error	t	Sig.
Grit	.344	.099	3.490	.001

As seen on table 4.3, with a confidence level of 95% and a significance level (α) of 5%, the hypothesis that will be tested is:

- H01 : Grit has no significant effect on Job Performance
- Ha1 : Grit has a significant effect on job Performance

With the hypothesis above, the decision making will be:

- $\text{Sig} \geq \alpha = H_0$ accepted
- $\text{Sig} < \alpha = H_0$ rejected

From the analysis, $B=0.344$, $t=3.490$ with a significance of 0.001, $p<0.05$, it is concluded that H_0 is rejected, which means that Grit has a significant effect on job performance.

Table 4.4: Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.306a	.309	.308	4,82122

From the coefficient of determination analysis result, it is known that the adjusted R square value is 0.308, which means that 30.8% of job performance is explained by the grit variable, while the remaining 69.2% is explained by other variables that are not included in the regression model in this research.

Structural 2

In structural 2, the effect of grit on job performance moderated by learning agility will be measured. The moderated regression analysis (MRA) test is used to identify the presence or absence of a moderator variable in this study. The results obtained are as follows:

Table 4.5 Individual Parameter Significance Test (t - Statistic Test)

<i>Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
(Constant)	35.210	4,420		7,966	,000
Grit	-,102	,330	-,090	-1,309	,076
Grit*Learning Agility	,042	,003	,415	2,417	,016

a. Dependent Variable : Job Performance

As seen on table 4.5, with a confidence level of 95% and a significance level (α) of 5%, the hypothesis that will be tested is :

- H02 : Learning Agility does not positively moderate the positive effect of Grit on Job Performance.
- Ha2 : Learning Agility positively moderates the positive effect of Grit on Job Performance

With the hypothesis above, the decision making will be :

- $\text{Sig} \geq \alpha = H_0$ accepted
- $\text{Sig} < \alpha = H_0$ rejected

Based on table 4.5, it can be seen that the interaction result between grit as the independent variable and learning agility as the moderator variable has a significant effect ($\text{Sig} = 0.016 < 0.05$) on job performance. Therefore it can be concluded that H02 is rejected, which means that learning agility moderate the effect of grit on job performance.

Table 4.6: Coefficient of Determination (R²)

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	,330a	,311	,309	4,80079

From the coefficient of determination analysis result, the adjusted R square value is 0.309, which means that 30.9% of job performance is explained by the independent variable of grit and learning agility as the moderating variable. Meanwhile, the remaining 69.1% is affected by other variables that are not included in this research.

5. Discussion

Based on the research findings above, it was found that grit accounts for 30.8% of job performance, as measured by both task performance and contextual performance. Regarding the significance of grit in work environments, this data further validates organizational research predicting job-related outcomes, where previously organizational studies showed that people with higher levels of grit tend to have greater perseverance towards work challenges and setbacks which improves their overall job performance (Duckworth et al., 2007).

When we deep delve into the job performance dimension, in the task performance metric, it appears that more gritty employees are more likely to exhibit greater effort to meet and exceed the expectations set forth in their job descriptions. They will eagerly work at a high level and complete their tasks fully, apply their skills and talents, and remain motivated even in the midst of highly challenging or stressful tasks. This aligns with one study on salespeople that found that grit was a significant sales performance predictor even when controlling for factors like talent and experience (Moon, 2019). Highly gritty salespeople demonstrated more consistent effort towards leads and closing deals. Moreover, some studies in educational administration found that school principals who showed higher levels of grit also surpassed average

effectiveness ratings and were able to deal with unrelenting difficulties holding a school leadership position (Hoover-Dempsey & Sandler, 2005).

Moreover, on the contextual performance dimension, it appears that more gritty employees are more likely to exert greater effort to meet and exceed the expectations set forth in their job descriptions. They will eagerly work at a high level and complete their tasks fully, apply their skills and talents, and remain motivated even in the midst of highly challenging or stressful tasks.

The findings of the research have some substantial insight for the company. The impact of grit on work performance, in particular, shows that grit is sufficiently recognized and fostered throughout the business, greatly increasing employees productivity and effectiveness. This strengthened organizational research that stated that dedication and perseverance in the face of work-related obstacles will inevitably lead to deeper, more successful organizational outcomes (Duckworth et al., 2007). In the context Company, it suggests that workers with a fairly high degree of grit will probably dedicate themselves to finishing duties and performing at the required level even in the face of adversity which may lead to a more successful organization. According to the research result, it indicates that learning agility plays a significant role in shaping relationships between grit and job performance. Grit provides the primary motivational drivers and helps individuals to sustain effort in pursuit of goals despite setbacks (Duckworth et al., 2007), while learning agility provides the cognitive and behavioral flexibility necessary to apply such motivation in varying contexts. This suggests that the ability to rapidly learn, change one's mindset, and undergo diverse experiences optimizes the transformation of determination into tangible results, that is job performance.

Individuals with high people agility are great at building rapport, seeing things from other people's perspectives, and collaborating effectively. Coupled with grit enables a determined individual in navigating the social environment for achieving set goals. Consider project failures for example, a people agile team leader would probably stimulate discussion, consider other viewpoints to brainstorm answers, and guide the group towards rallying together. This skill set ensures that determination is directed toward task completion, and creating a functional team environment (contextual performance). Relational agility which is closely linked with people agility helps to navigate complex social relationships within an organization for the purposes of collaboration and aids in enhancing team performance even when under pressure (Hughes et al., 2018).

Result agility is the ability to efficiently achieve a set goal in challenging conditions. High result agility employees do not wait for precise cues to start working and problem-solving. Result agility enables such employees to try numerous tactics and unlock problems in inventive ways. This focused persistence is crucial for achieving high task performance in unfamiliar assignments and contributing practical, effective solutions to organizational challenges. More recent studies on proactive problem solving and adaptation (Holly Fritz, 2010), suggests that answer seeking behavior paired with responsive changes to the set strategies greatly increases the chances of success in new situations.

Mental agility, encompassing critical and creative thinking in complex or ambiguous contexts, provides the strategic direction for grit traits. A physically and mentally tough employee resolves issues by considering the problem from various perspectives, using innovative techniques instead of following rigid or ineffective methods. From a contextual as well as a task performance viewpoint, accomplishing challenging tasks strategically provides enhanced

value to the business which aids in achieving high-definition results through effortless insights. Recent research with flexibility in thinking and its role in problem solving, especially Diamond (2013), indicates deep cognitive tasks are largely predicted by the ability to shuttle between mental procedures and rule sets.

Change agility, reflecting openness to new experiences and a willingness to adapt. A gritty and change-agile individual is driven and effective even in the face of shifts within the organization, changes in technology, or other role redefinitions. They strive toward attaining goals by adopting different ways of advanced knowledge within the new framework, and with the context set. Being agile in this manner provides a positive impact over organizational efficiency and outcome during pivots required for high performance. More recent studies on these constructs, like those of Hakanen et al. (2011) exploring resilience and adaptability, emphasize on coping with change while maintaining well-being and performance through organizational transformations.

To summarize, each dimension of learning agility contributes in a unique and vital manner on how well grit is manifested in an individual’s performance in a job context. These employment skills provide a motivated person with the social competencies, adaptive problem solving, mental flexibility, readiness to change, and myriad and multi-faceted capabilities which allow them to excel and achieve great results in a swiftly changing organization.

5.1 Business Solution

The study results illustrate that learning agility is a significant moderator on the relationship between grit and job performance, serving as a factor that alters persistence into adaptable, impactful achievements. Employees high in grit show passion with perseverance toward achieving long term goals, however in the absence of learning agility such determination can stagnate in volatile contexts. A gritty employee, for example, might pursue an outdated way of doing things, whilst an agile learner would have recalibrated them to meet ever changing demands, enabling them to perform better. This illustrates the importance of incorporating learning agility into talent management frameworks to harness the potential of grit and position employees for leadership succession.

With specific focus on the above highlighted gaps, the author develops a guided approach to nurture learning agility through its four core dimensions; people agility, result agility, mental agility, and change agility. Based on the cross-tabulation results, the dimensions of learning agility scores with low to high scores are mental agility, change agility, people agility and result agility, respectively. Therefore, in this program, implementation priorities are sorted based on the lowest score to get immediate intervention. The goals of the program can be seen on the following table:

Table 5.1: Agile Leadership Accelerator Program

Importance Level	Learning Pillars	Program	Description	Expected Output
1	Mental Agility	Design Thinking Workshop	Equip framework for creative problem solving	Employee demonstrate ability to reframe problems
		Future Backward Exercises	Mapping 3-5 years goal and reverse engineering to identify step to achieve it	A detailed 3-5 years roadmap with quarterly milestones
2	Change Agility	Job Rotation	Assign talent to take part on another role with certain weightage	Employees could give at least 1 improvement ideas of the job assignment

		Early Adopter Network	Introduce tools/product/project and identify employee to champion new initiatives	new and to	% of faster adoption rates for new tools/product/project
3	People Agility	Lunch and Learn	Monthly sharing sessions from employee to share their roles, duties, challenges and work process		To gain understanding about other people perspectives, break silos, and build relationship skill
		Cross Functional Team Projects	Assign talent to participate in projects that consist of members from different departments or divisions.		Improved collaboration and conflict resolution
4	Result Agility	KPI Leaderboards	Gamify certain performance metrics with real time ranking		Drives accountability and adaptive problem solving
		60-Days Impact Project	Short term projects with clear KPI that agreed with Leaders		Improved critical thinking and project management skill

The Agile Leadership Accelerator program is a designated learning program in developing learning agility in high-potential leaders. This program is divided into 4 phases, where the duration of each phase will run for 1 months and will be carried out sequentially. The program sequence is arranged based on the urgency of the learning agility dimensional score results, from the lowest to the highest score results. By completing the Agile Leadership Accelerator Program, it is expected that employees will have enough resources to thrive in an increasingly volatile and dynamic work environment and be able to make an impact that is assessed from their readiness to become future leaders.

6. Conclusion

This research aimed to explore the relationship between grit, learning agility, and job performance of emerging talent with a particular emphasis on succession planning. The outcome of the study confirms the important impact of both grit and learning agility have on employee performance. It is confirmed that grit, which stems from one's perseverance and passion towards achieving set long term goals, accounts for 30.8% of variance in predictive job performance. Employees with high levels of grit show increased struggle, effort and resilience relative to their roles which enhances their productive task completion and overall effectiveness.

Additionally, the study emphasizes the moderating impact of learning agility on the link between grit and performance. Whereas grit acts as the motivating force, learning agility allows individuals to adapt and incorporate their determination towards achieving set goals in very fluid and complex environments. This proposes that learning agility increases the contribution of grit towards job performance by equipping employees with the capability to cope with complex scenarios, to change, and thrive in dynamic responsibilities. These findings illustrate the need for emerging talent to foster learning agility in connection to succession planning context. By developing employees' learning agility, the organization can strategically empower them into critical roles, shift with changes in the industry, and facilitate the succession planning.

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Conflict of Interest Statement

The authors declare that there is no conflict of interest regarding the publication of this study.

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